



RICK SCOTT
Governor

DEPARTMENT OF MANAGEMENT
SERVICES

CRAIG J. NICHOLS
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, 2012

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

Mike Hansen, 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 2013-14 through Fiscal Year 2017-18. The internet website address that provides the link to the LRPP located on the Florida Fiscal Portal is http://www.dms.myflorida.com/agency_administration/public_records.

Sincerely,

A handwritten signature in blue ink, appearing to read "Craig J. Nichols", is written over the typed name.

Craig J. Nichols,
Agency Secretary



Fiscal Years

2013-2014 through 2017-2018

Long-Range
Program
Plan

September 30, 2012

Department of Management Services

Long Range Program Plan FY 2013-2014 through 2017-2018

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

The Department of Management Services (DMS) 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. By making government more efficient and reducing costs, DMS is advancing the Governor's agenda of reducing the size and cost of government.

- Accountability Budgeting
- Reduce Government Spending
- Regulatory Reform
- Focus on Job Growth and Retention
- World Class Education

- Reduce Taxes
- Phase Out Florida's Corporate Income Tax

The Department of Management Services is currently engaged in several enterprise-wide projects designed to streamline administrative functions within government and use the savings to fund a quality education system, job creation activities, and a lower cost of living for Floridians. The Department's efforts are currently comprised of the following concepts; however more concepts may be included as they are identified.

Employee Performance and Talent Management

The goal of this concept is to develop a comprehensive human resource strategy to assist the state in achieving strategic performance and productivity objectives while maintaining one of the leanest state workforces in the country. DMS aims to contract with a consultant to implement a performance and talent management system whereby agencies can uniformly address the issues of productivity and morale, talent development and pay equity, performance management, and employee attrition.

Human Resources Shared Services

This concept seeks to implement an enterprise-wide shared services delivery model specific to human resource transactional functions. The goal of the project is to increase the cost effectiveness of human resource services delivery by eliminating redundancies, increasing efficiencies, and improving the quality of provided services. Improving agency operations through enhanced human resource service levels and reducing the administrative workload will allow agencies to increase focus on strategic, mission-critical activities.

Asset Management

Through existing authority, the Department seeks to identify potential cost savings and practice improvements related to the maintenance and operation of the state's fleet. The Department will comprehensively assess the way the state acquires, operates, and maintains its state-owned vehicle fleet, as well as other ways agencies meet the transportation needs of the workforce.

In addition, the Department seeks to implement a comprehensive strategy for managing the state's owned and leased real estate assets. The effort will include identifying opportunities to reduce private leased space, streamline agency ownership and operations and maintenance, reduce energy consumption, and assess assets for renovation or disposal resulting in potential cost savings to the state which can be redirected to other critical state needs.

Procurement Transformation

The Department of Management Services seeks to standardize state agency procurement processes and impart best-in-class practices among all agencies as it relates to State Term Contract utilization, contract risk assessment, contract negotiation, contract execution and vendor management. In addition, the Department will be conducting a detailed analysis of state purchasing data to identify potential new state term contracts (or existing contracts that should be rebid) resulting in cost savings to the state which could be redirected to other critical needs.

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 eligible 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 2013-2014 through 2017-2018

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 2013-2014 through 2017-2018

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 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
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 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
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 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
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 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
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 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
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 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
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 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
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 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
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 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
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 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
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 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Real Estate Development and Management	\$15.39/\$16.51 (2000-2001)	\$17.18/\$20.79	\$17.18/\$21.21	\$17.18/\$21.63	\$17.18/\$22.06	\$17.18/\$22.50

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 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
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 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
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 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Public Employees Relations Commission	92% 2001-2002	94%	94%	94%	94%	94%

Department of Management Services

Long Range Program Plan Fiscal Year 2013-14 through 2017-18

Trends and Conditions Statements

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, 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 1,000 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 492 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. The division completed Fiscal Year 2010-11 with a percentage of members satisfied of 95.9%. The division 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 made in the 2011 legislative session; changing the FRS from an employee noncontributory system to a contributory system, requiring each active member of the FRS to contribute 3 percent of pretax gross salary, effective July 1, 2011. The division is prepared for any continued pension reforms the legislature may pass.

The proprietary Integrated Retirement Information System (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. In the 15 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.

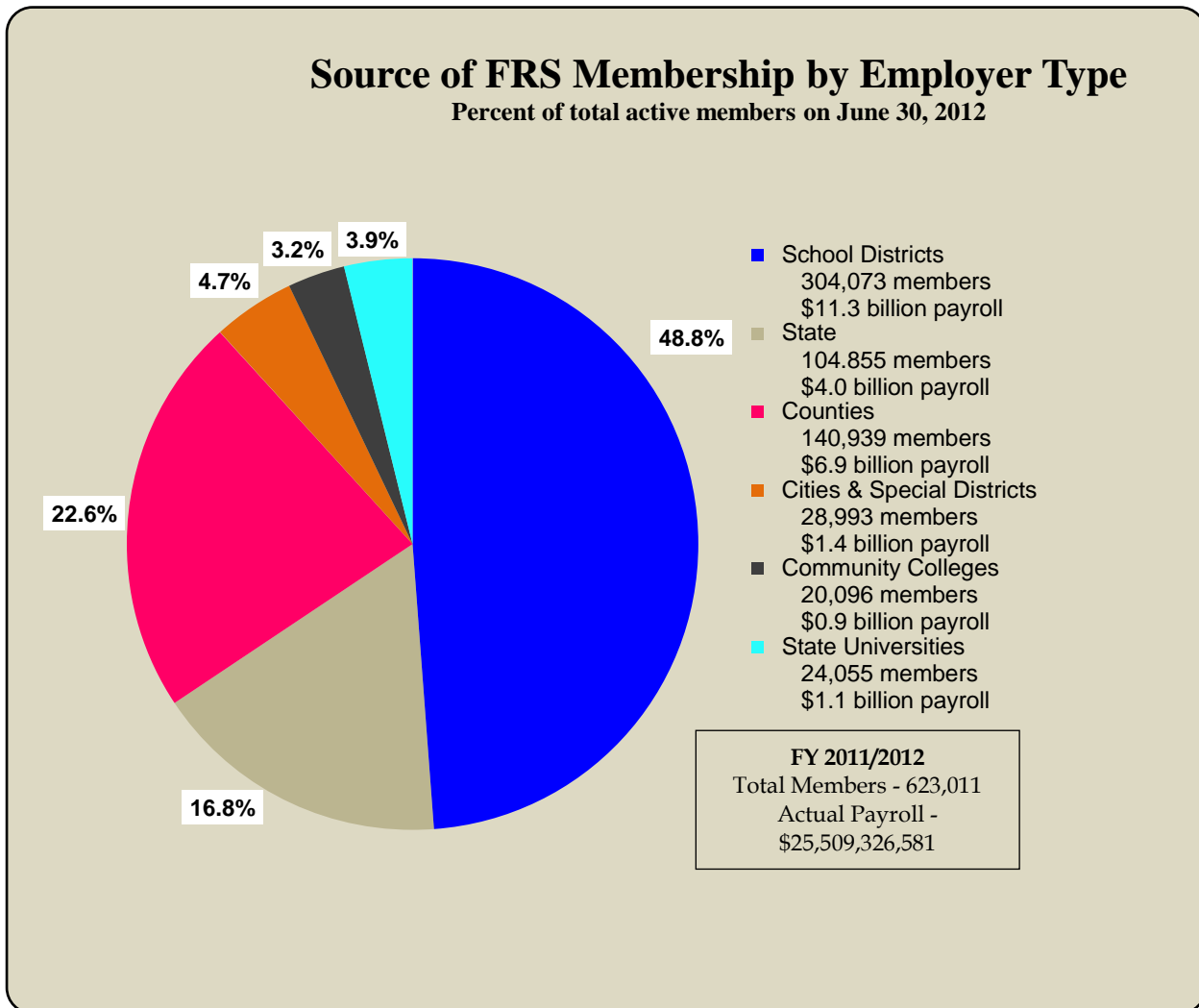
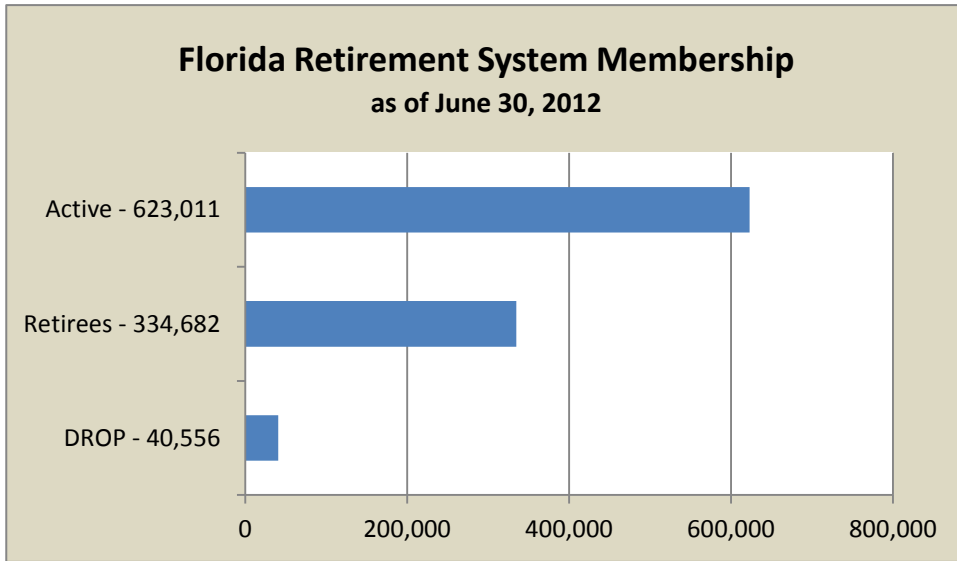
An independent study evaluating IRIS recommended its full replacement with a modern system that is more flexible with more features and the ability to better adapt to future business needs. The cost-benefit analysis presented in the study suggests a rough order magnitude estimate replacing IRIS to be \$52 million over a four-year period, offset by \$91 million in expected benefits over a 12-year timeframe by avoiding lost efficiency if the current IRIS is not modernized.

For Fiscal Year 2013-14 (Year 1 of the IRIS Modernization Project), the division prepared a Legislative Budget Request for \$2.2 million to fund the initial planning, procurement, project management office, and independent verification and validation effort required to replace IRIS.

The division also plans to modernize its telephone communication system using Voice Over Internet Protocol (VOIP), which is telephone service over the internet, funded from dollars already budgeted for current telephone services. This effort will position the division for future service enhancements that can be provided through VOIP.

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 benefits in excess of \$6.4 billion annually to more than 340,000 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.

Program Statistics:



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 pretax 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 are 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. 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. Insurance Benefits Administration intends to achieve goals 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.

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 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. The agency 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 2011-12, the aggregated results equated to a 95.42 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 \$5.62 per insurance enrollee for Fiscal Year 2011-12.

Final authorization to self-fund the HMO program (except for the medical benefit within the greater Tallahassee area) was approved by the Legislative Budget Commission in 2011. Subsequently, the Insurance Benefits Administration entered into contracts with four HMOs under a self-funded model and two HMOs under a fully-funded model. Insurance Benefits Administration recommended to the Legislature that overall a self-funded HMO program is the best value to the state. Additionally, the Insurance Benefits Administration entered into a pharmacy benefits management contract with Medco Health Solutions, Inc., under a self-funded model.

The Insurance Benefits Administration's third party administrator contract with Blue Cross Blue Shield for its preferred provider services expires December 31, 2014. A project plan to procure the provision of preferred provider services beginning January 1, 2015, is in development.

The Government Efficiency Task Force issued its final report in June 2012. The Task Force report adopted the following recommendations of the Subcommittee on Health and Human Services:

- Establish uniform premium contribution amounts for all classes of state employees.
- Set contributions for all employees at the current contribution levels of Career Service employees. Equalizing contributions at these levels is estimated to save **\$34 million** per year.
- Implement a defined contribution (DC) model for state employee health insurance benefits. A DC model is estimated to save **\$250-300 million** per year.
- Consider multiple options when designing a new DC structure for state employee health insurance.
- Review the state's contribution and adjust for changes in health care costs at a minimum of every three years.

HUMAN RESOURCE MANAGEMENT

The Division of Human Resource Management Policy Team's (HRM) policies, programs, and services focus on providing lawful, 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 State Personnel System is the system of personnel administration for authorized Career Service, Selected Exempt Service, and Senior Management Service positions and Other Personal Services employment within 32 entities in the Executive branch agencies impacting 113,223 positions. 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 seven 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.
- Administers the Florida State Employees' Charitable Campaign (FSECC), 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.
- Represents the Secretary of the Department of Management Services on the Florida Council on the Social Status of Black Men and Boys.
- 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)
- NOTE: As recommended by the Department of Management Services, effective July 1, 2012, Chapter 2012-215, Laws of Florida, transferred the Social Security Alternative Retirement Plan for Other Personal Services employees from the Department of Management Services to the Department of Financial Services (DFS) due to their expertise related to tax-sheltered retirement investment programs, i.e. Deferred Compensation Plans. The plan as implemented by DMS in 2011 realized recurring annual savings to the state of \$10.6 million.

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 human resource officers, the governor's office, and legislative staff. HRM conducts an annual customer satisfaction survey for agency human resource officers to provide feedback on its services and to address concerns and make suggestions for improvements. In addition, monthly meetings are held with agency human resource 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. Human Resources Performance Improvement Study: The Division of Human Resource Management will partner with proven human resources consultants who have human resource management expertise to perform a human resources performance improvement study and develop comprehensive talent uplift human resources strategies. These strategies will address the most significant opportunities to optimize the state's return on investment of its more than \$6 billion dollar annual expenditure for workforce salaries and benefits. The study will serve as guidance for improving the State Personnel System (SPS) human resources infrastructure and for achieving human resources related efficiencies and cost savings through varying strategic, enterprise-wide initiatives. The results of the study will provide key decision makers in the executive and legislative branches with critical information necessary to accurately determine the effectiveness

and competitiveness of current programs; identify best practices and trends; and also provide fact based and data driven alternative strategies for the SPS.

2. **Human Resources Shared Services Initiative:** The State Personnel System agencies will work in unison to transform human resources. The goal is to develop a best practice delivery model for HR services through a human resources shared services initiative. This initiative will address remaining duplicative HR administrative functions throughout the State Personnel System with a focus on increased quality of services, standardization of HR delivery and policy interpretation, and cost reductions. Agencies will also be empowered to focus on their core missions instead of administrative human resources functions. To support this initiative, the Division of Human Resource Management will contract with a consulting firm to provide public and private sector best practice expertise in developing a comprehensive business case for HR Shared Services. The business case will include a thorough cost-benefit analysis and recommendations and will take into account the current infrastructure of the enterprise HR system, People First, and the current agency HR delivery models within the SPS. The HR Shared Services initiative is expected to provide significant, ongoing efficiencies and savings to the State of Florida.
3. **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.
4. **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: Effective July 1, 2012, Chapter 2012-215, Laws of Florida, clarifies legislative intent with regard to probationary employees who are dismissed from promotional positions (current s. 110.227(8), F.S.); reflects human resource practices that have evolved (e.g., telework and background screening); and provides efficiencies in operations (e.g., furloughs, movement of the administration of the OPS Social Security Alternative Plan to the Department of Financial Services, elimination of Florida State Employees' Charitable Campaign undesignated funds, and streamline procedures related to pay additives). These changes were proposed by DMS as components of a larger, more comprehensive 2012 Chapter 110 bill that did not ultimately pass in its entirety.
5. **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 provisions of Chapter 2012-215, Laws of Florida, necessitates rule revisions to Rule 60L-32 (Compensation and Benefits), 60L-33 (Appointments and Status), and 60L-39 (Florida State Employees' Charitable Campaign).

6. Florida State Employees' Charitable Campaign: Develop an internet-based system to assist the charitable organizations in receiving donations from the campaign; to enable employees to search, select and pledge to charitable organizations online; and to assist HRM staff in the overall administration of the campaign. In anticipation of the current fiscal agent service contract expiring on December 31, 2012, a Request for Quotes was issued to solicit professional common remitter services. A transition plan is being 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. 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. In 2012, the legislature mandated that all employee contributions be designated, thereby eliminating the undesignated funds process, and removed the one percent reimbursement cap. 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 enable employees to search, select and pledge to charitable organizations online; and to assist HRM staff in the overall administration of the campaign.
7. State Personnel System Human Resource Strategic Plan: Update and gain key stakeholder support for the five-year (July 2008-June 2013) 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 113,000 employees in the State Personnel System.
8. 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 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.
9. 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.

10. 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.
11. 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.
12. 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 human resource 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 2007-08	Fiscal Year 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12
<i>Overall Customer Satisfaction *</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>
Communicated Clearly	97%	100%	100%	100%	100%
Courteous	100%	100%	100%	100%	100%
Helpful	100%	100%	100%	97%	100%
Listened Well	100%	100%	100%	100%	100%
Staff Availability	97%	97%	100%	97%	97%
Accuracy	100%	100%	100%	97%	97%
Consistency	100%	97%	100%	97%	97%
Easy to Understand	100%	100%	100%	93%	100%
Timeliness	97%	96%	100%	93%	100%
Usefulness	97%	100%	100%	97%	97%

* Customers reported being either Extremely Satisfied or Satisfied with the services provided by the HRM Policy Team.

PEOPLE FIRST

[People First](#) is the State of Florida'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 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 HR 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 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., (NGA) on June 2, 2010.

The People First system is comprised of six modules: payroll preparation, time and attendance, recruitment, benefits administration, human resources management, and organizational management. In

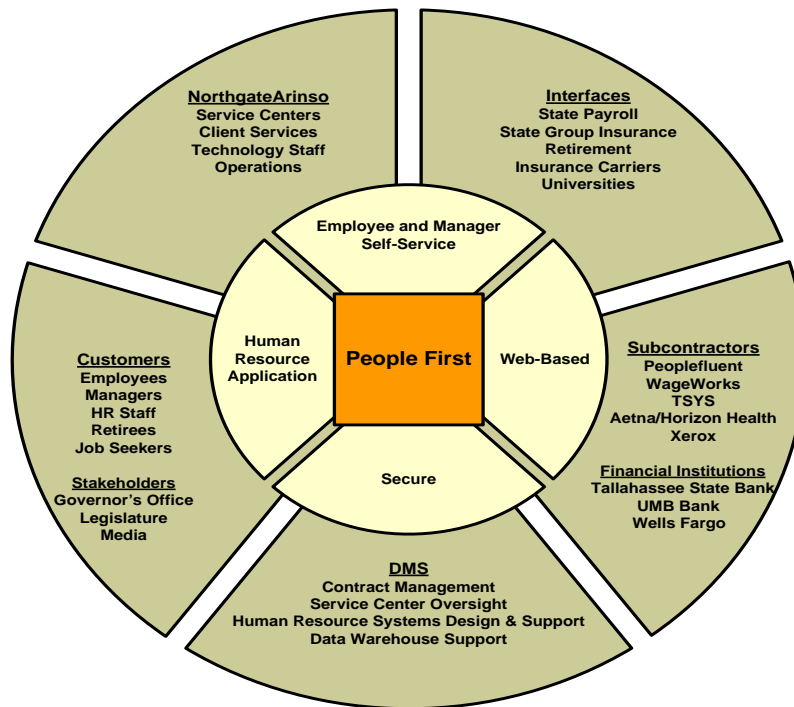
July 2010, the system was successfully upgraded from an older SAP HR software version 4.6c on the R/3 platform to SAP version ECC 6.0 HR on Net Weaver 7.0. The system utilizes three-tiered architecture (web, application, and database), and 7 terabytes of data is maintained in an Oracle 10.2.0.5 database, which extracts data to an Oracle data warehouse nightly. The system has an integrated recruiting solution – the Authoria Talent Management product, version 10.17, 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.

NGA is required to develop and maintain the People First system and to properly staff two service centers, located in Tallahassee and Jacksonville, Florida, to effectively meet customer needs. HR advisors (service center employees) at the People First Service Center provide navigational and transactional assistance, issue resolution, and perform other specific duties previously handled by state agency HR offices and DMS; 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, 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 Aetna - Resources for Living 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.

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 State 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 work schedule variations. 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 588 special interfaces have been built to exchange data between the People First system and external systems (e.g., Department of Financial Services, university personnel system, insurance carriers).

Who We Serve

People First supports more than 217,000 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 34 state agencies (122,000 employees), all 11 state universities (44,000 employees), all state retirees who have elected to continue with pretax health insurance benefits (44,000 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, 32 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 34 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 127,000 State of Florida positions have been posted in People First, and more than 9 million employment applications have been submitted (see below).

Recruitment Center

	2003-June 2008	Fiscal Year 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11	June 2012	Fiscal YTD Total	Fiscal Year 2002-03 – Fiscal Year 2011-12 Total
Jobs Posted	75,948	12,707	13,870	12,371	1,197	13,057	127,953
Jobs Viewed	50,885,261	13,478,350	14,763,554	13,281,279	1,342,789	14,207,407	106,615,851
Job Submissions	4,279,251	1,358,215	1,574,749	916,322	96,950	1,068,365	9,196,902
New Applicant Accounts	1,135,768	267,100	247,236	196,169	16,842	182,299	2,028,572

Our Role

The People First Team strives, in partnership with NGA, to ensure excellence in human resource services through the development and delivery of a user-friendly, reliable, online system and service center in the most efficient and cost-effective manner. The People First Team acts as both the contract manager and project manager over this initiative, which includes:

- **Contract Management** – Monitors the service provider compliance with state and federal policies, procedures, statutes, rules, and the service provider’s compliance with contract performance requirements. Additional contract management responsibilities include monitoring the service provider’s subcontractors’ compliance with the contract, 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 a business case, bid development, vendor selection, and contract negotiations.
- **Project Management** – 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 and communicates the state’s system design needs to:
 - Prepare accurate and timely payroll to more than 122,000 employees.
 - Administer state-approved benefits to more than 217,000 participants.
 - Oversee the annual Open Enrollment process.
 - Provide accurate and timely data warehouse information to 34 state agencies.

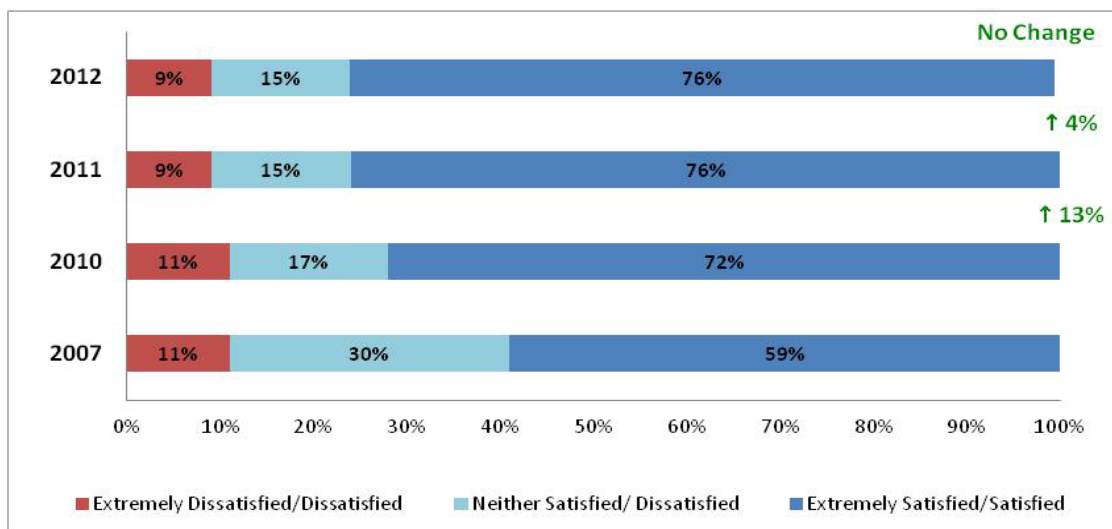
- Correct People First system and data warehouse deficiencies.
 - Change system functionality based on state policy revisions and union agreements.
 - Implement legislatively-mandated system changes.
 - Deliver contractually-required enhancements to the system and data warehouse.
- **Agency Support** – Provides customer support and delivers services in a prompt, friendly manner. Agency support responsibilities include: coordinating public records requests, handling recurring report requests for various customers (governor’s office, legislature, and state agencies), coordinating mass data loads into the system, managing agency reorganizations, and providing support to agency report writers and technical assistance on web portal reports. Since July 2006, the team coordinated 820 mass loads for state agencies, and since January 2009, the unit has produced 2,718 reports and responded to 390 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, a customer satisfaction survey tool is utilized in assessing users’ experience and satisfaction with the system and related services.

The annual DMS People First Customer Satisfaction survey is administrated in March and provides valuable information on the customers’ overall experiences with People First. The results are analyzed and subsequently discussed with the service provider to formulate an action plan to address issues and implement improvements. Results from the March 2012 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 satisfaction rate from the 2007 survey. See below:

Overall People First Experience – Customer Satisfaction



Trends

The customer satisfaction survey tool provides 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: 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 2011-12 was 57 percent less than 2005 (see below), a result of the many system enhancements and service center improvements over the past few years.

Service Center Calls

	*FY 05/06	*FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	% of Change 05/06 – 11/12	June 2012	Fiscal YTD Total	FY 05/06 – FY 11/12
Benefits	315,907	244,548	255,052	190,535	163,778	171,062	-4.53%**	17,863	301,593	1,642,475
HR**	510,639	505,910	356,797	211,191	188,924	213,389	-94.23%**	1,422	29,477	2,016,327
Payroll	109,280	89,396	82,206	83,182	80,130	72,624	-56.44%	3,853	47,603	564,421
Staffing	95,647	91,187	72,681	68,876	63,679	80,856	-37.10%	4,962	60,163	533,089
Total	1,031,473	931,041	766,736	553,784	496,511	537,931	-57.46%	28,100	438,836	4,756,312

* FY 05/06 and FY 06/07 data is based on 07/08 and 08/09 trends.

** Beginning in August 2011, password reset calls were moved from HR category and captured in benefits category.

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 Office of Program Policy Analysis and Government Accountability (OPPAGA) People First Assessment Final Report. The State of Texas signed a five-year contract for \$85 million in 2004; a 2-year renewal extended the expiration date to September 30, 2011; and recently extended again to September 30, 2012.

The Texas HR services outsourced similar services as People First and a service center to assist employees with benefits, payroll, time and attendance, unemployment and worker's compensation, and job applications. However, unlike People First, which includes all state agencies and serves 217,000 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.

Our Priorities

The DMS 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:

1. Prepare for contract expiration (2016) – The People First contract expires in August 2016. The department will complete a business case and release a competitively-bid procurement in the next few years. The state has many options to choose from: maintaining a 100-percent outsourced model, insourcing the program, or somewhere in between. The 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 a reduced system cost.

2. Provide effective contract management – Contract management and service center oversight responsibilities are extensive and are conducted in accordance with Sections 110.116, 215.93-94, 287.057(15), and 287.0571(2), Florida Statutes. The team maintains a contract management action plan with more than 58 recurring contract administration activities required of the service provider, including 29 metrics that are measured monthly. The contract allows for 1,250 new system improvement hours for the state to use each quarter and these new enhancements and information technology work hours will allow DMS to further improve system functionality and reliability. The Governor has directed agencies to hold government accountable and consider the benefits of a shared services model. Effective contract oversight should result in proper service provider accountability and should allow for the necessary system and service center changes to support a shared services model.

DIVISION OF TELECOMMUNICATIONS

The DMS 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:

- Identifying and facilitating 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, 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 and 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 2005 FCC 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 FCC's expectation for DivTel administering these channels. These channels are recognized nationwide to enable communications for mutual aid response using 700 MHz equipment.

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 DivTel, in conjunction with the Florida Department of Law Enforcement and the Division of 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 oversees the construction of public buildings, the operation and maintenance of the Florida Facilities Pool (Pool) and other 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 Facilities 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.

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 Governor and Legislature 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 fixed capital outlay (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.

Strategic Planning:

- Initiate and monitor the data collection and integrity for the facilities portion of Florida State Owned Land Records Information System (FL-SOLARIS).
- Submit DMS pool facility data annually in the facilities portion of FL-SOLARIS.
- Recommend strategies to maximize the utilization of state owned and leased space.
- Compile data and draft annual and legislatively required reports.
- Work with division staff to document and improve business processes.

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 2012-13, the program received funding from several sources. Those sources and the percentage of funding are:

- Supervision Trust Fund (61 percent)
- Architects Incidental Trust Fund (0.8 percent)
- Operating Trust Fund (0.7 percent)
- Florida Facilities Pool Clearing Trust Fund (36.2 percent)
- General Revenue (1.3 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 our customers about their needs and priorities for services and facilities.

Legislative directives from the 2012 session that influence the Program's responsibilities include:

- **Reduce the cost of private leased space by renegotiating or re-procuring all private leases expiring before June 2015.** Chapter 2012-119, Laws of Florida, directs DMS, working with the state's tenant brokers and partner agencies, to seek to renegotiate all private leases expiring between July 1, 2013, and June 30, 2015, in order to achieve a reduction in costs in future years. DMS will provide a report by March 1, 2013, to the Executive Office of the Governor, the President of the Senate, and the Speaker of the House of Representatives which lists each lease contract for private office or storage space, the status of renegotiations, and the savings achieved. This directive is a continuation of the ongoing effort to reprocure and renegotiate private leases with the goal of achieving a reduction in future year costs.

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 the customers we serve. 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 2015.** As directed in Chapter 2011-47 and Chapter 2012-119, Laws of Florida, DMS is working with the state's tenant brokers and partner agencies, to seek to renegotiate all private leases expiring before June 30, 2015, in order to achieve a reduction in costs in future years. DMS is working to identify opportunities for consolidating smaller leases and co-locating multiple agencies, identify backfill candidates for any vacant state-owned space, and encourage best practices with agency partners to ensure agency partners are part of the solution. Renegotiations since July 1, 2011, will result in a projected reduction in lease costs of \$19.4 million and a net reduction of more than 440,195 square feet in leased space.
- **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 20, 2012, the inventory of deficiency correction projects on DMS-managed buildings totaled 317 and will require an estimated \$117.2 million to correct. 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. During the final months of Fiscal Year 2011-2012, DMS finalized two additional energy performance contracts to improve lighting, water, and mechanical equipment for 31 buildings. Combined, these efforts will save over one million kWh of electrical consumption annually. These two energy performance contracts are currently in the construction phase and will begin generating savings in the second half of Fiscal Year 2012-2013. Due to chiller replacements, proactive energy solutions, and the DMS energy reduction policy, DMS has produced a 7 percent reduction in energy consumption and a 10 percent reduction in total utility costs since the previous fiscal year. These reductions did not include the two most recent energy performance contracts that were finalized in late Fiscal Year 2011-2012, and so the agency's expectations for continued energy conservation is optimistic.

The following policy change, as first requested in Fiscal Year 2012-13, would affect the agency budget request for Fiscal Year 2013-14:

- **Capital Depreciation Funds.** In our continuing effort to provide best value office facilities to state agencies, DMS proposes to use five percent of its Fiscal Year 2013-14 Capital Depreciation appropriation for the purpose of reconfiguring office space in the Florida Facilities Pool. 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. This will result in reduced office space expenditures for the tenant agencies and will increase rentable space and efficiency within the Pool, allowing for increased rental income to REDM through the occupancy of otherwise vacant space. Funding received for Fiscal Year 2012-13 will be used to optimize the Grizzle Building in Largo, the Jacksonville Regional Service Center, and the Tallahassee Capital Circle Office Complex.

DMS proposed the following legislative changes for Fiscal Year 2013-14 that would affect future Facilities 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 state's owned space. Prior to 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 seeks 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:

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 (SP) is to provide purchasing services that deliver innovative, resource-saving solutions. SP uses the combined purchasing power of the State of Florida to deliver the best value in goods and services for the state and other eligible users. Applicable statutes related to SP 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.

State Purchasing seeks to develop and implement sound procurement practices in accordance with executive policy and legislative mandates. SP is dedicated to building strong relationships with its key constituents – other agencies, local governments, and vendors. It provides professional leadership and guidance in establishing and using current purchasing and contracting best practices. To support this leadership and guidance, SP manages a Training and Certification Program for state purchasing professionals, as authorized in section 287.076, Florida Statutes, and developed by SP.

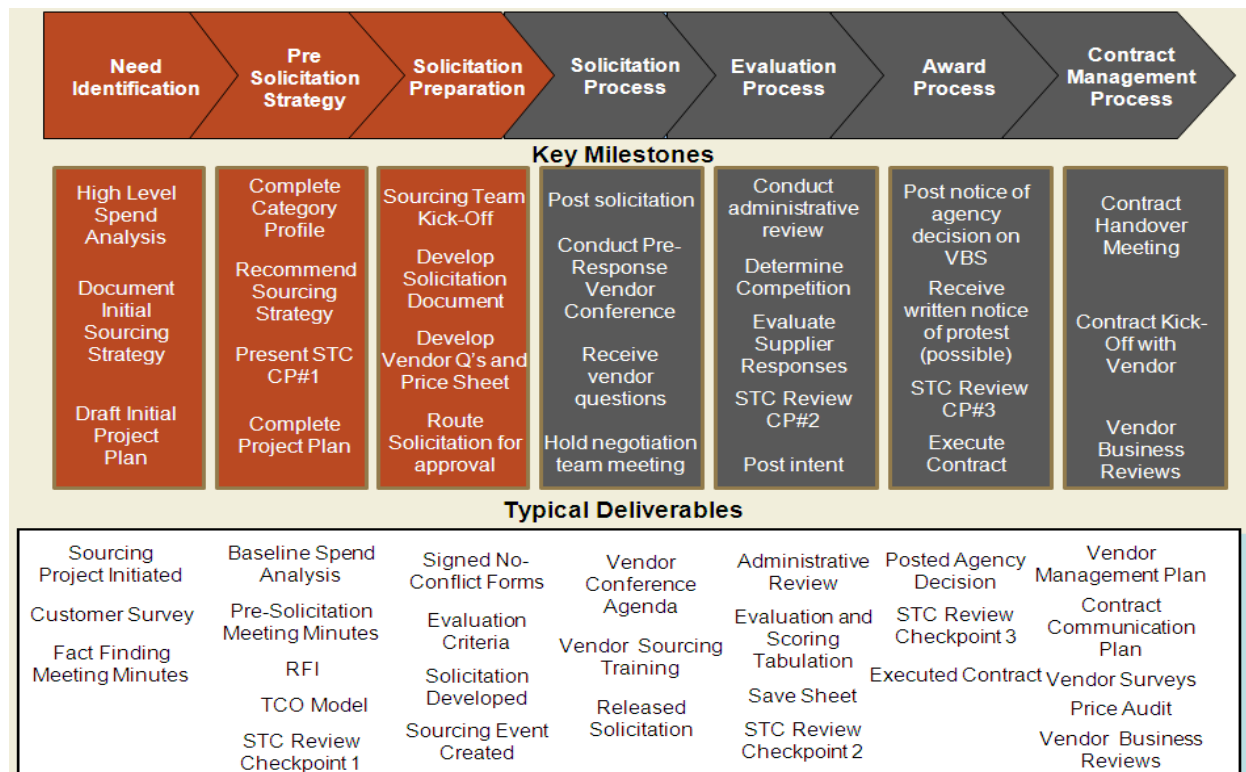
State Purchasing develops and promotes fair and open contracts in the state’s procurement process. It solicits supply sources and pricing schedules, and implements contracts for the acquisition or lease of commodities and services. In addition, SP promotes efficiency, economy, and conservation of energy through vehicles, 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. To assist the governor in the achievement of building economic opportunity, SP will continue to provide outreach and registration for vendors to broaden contracting opportunities to a more diverse vendor population. SP will continue to encourage vendor participation with other state agencies, universities, cities, and counties.

To further its mission, SP implemented MyFloridaMarketPlace (MFMP), as authorized in section 287.057(22), Florida Statutes. MFMP assists the state to better direct, coordinate, evaluate, and resource its procurement process. In addition to generating savings from the reduced cost of goods and services, the state’s electronic procurement system, MFMP generates process efficiencies by reducing paperwork. For example, the system provides state of the art tools, electronic, Internet-based transactions that provide a consistent and more efficient way of conducting business with the state with less paperwork and fewer manual steps.

On October 9, 2002, DMS contracted with Accenture to build and maintain the state's with online eProcurement system where state agency buyers and vendors conduct public purchasing on a daily basis. Vendors pay a one percent transaction fee (based on all spend with the State of Florida) that funds system operations in Purchasing Oversight and the Office of Supplier Diversity. DMS renegotiated the current contract with Accenture in 2009 and has an annual fixed fee of \$14.8 million, with the State of Florida retaining any excess revenue from the one percent transaction fee. The current contract expires in December 2012, and a new contract is being negotiated.

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

- Procurement Process Improvement Project (PIIP)** – The division began an assessment of SP functions to find process improvements to assist SP 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 includes reviews of and updates to the current State Purchasing Policy and Procedure Manual, creation of best in class procurement processes using a seven stage sourcing methodology, and standardized operational forms and templates for use in MFMP and in agencies. 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 made this project a priority to improve and standardize procurement functions. The graphic below provides an overview of the seven stage sourcing methodology.



- Enterprise Strategic Sourcing Initiative (ESSI)** - The ESSI will produce significant cost savings to the State of Florida by maximizing the value state agencies receive for many commodities and services they regularly purchase. These efforts will include creating additional state term contracts (STCs), analyzing spending by category of purchased goods and services,

benchmarking current pricing, and making recommendations for additional savings. Future additions to this initial scope could include changes to administrative rule or Florida Statutes to provide monitoring and enforcement of state agency spending and procurement practices.

- **MyFloridaMarketPlace Process Analysis** – The analysis by SP will focus on: capturing agency spend and analyzing this data; reviewing standard procurement policy; assessing the Vendor Bid System (VBS), the state’s current commodity codes, frequency of updating the Vendor database, and assessing the need for/development of an outward facing catalog. This analysis will help SP achieve improvements that could result in increased efficiencies and standardized processes of the MFMP system and increase spend under management through the electronic procurement system. This priority could impact future year budget requests. As part of the PPIP executive leadership and division leadership recognized this need as crucial to its focus on capturing the most accurate data through MFMP.
- **MyFloridaMarketPlace Contract** – The current contract for MFMP support services expires in December 2012.

DMS released an Invitation to Negotiate (ITN) on May 9, 2012, for a service provider to support the MFMP application and program. DMS will continue to leverage the Ariba platform, the best-in-class electronic procurement software. DMS anticipates awarding the contract by October 8, 2012. Goals outlined in the ITN are to:

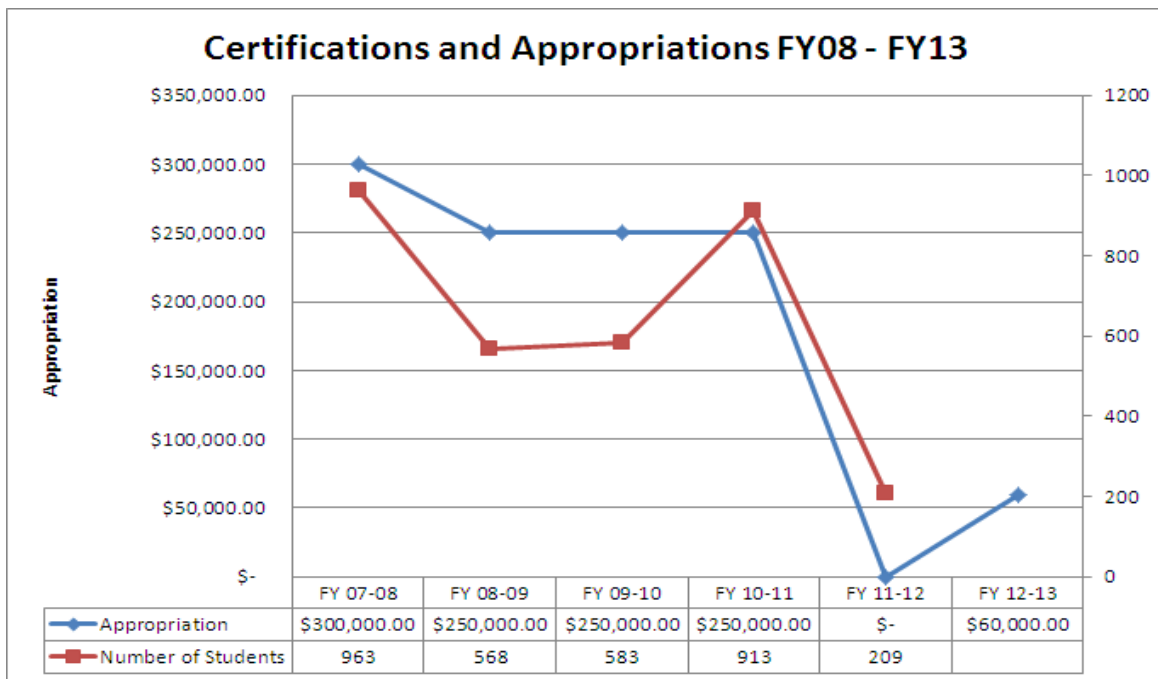
- Establish a contract that supports maximum use of MFMP and data analytics.
- Establish a flexible contract, with transparency of service costs and better alignment of costs with services.
- Establish a contract that allows the service provider to bring market expertise and an ability to shape strategy to lower the costs of goods and services.
- Establish a contract that allows the in-sourcing of some services during the life of the contract.
- Ensure a smooth transition/continuation of the services from the current contract to the new without disruption.
- Award to a respondent that brings technical and operational expertise to ensure a smooth continuation of the services with minimal risk.
- Ensure pricing that is cost-effective throughout entire term of the contract.
- Ensure SP is making the most effective use of its MFMP procurement system and is taking advantage of and implementing related market best practices.
- Establish a collaborative relationship with the prospective service provider to maximize the extent SP achieves the objectives of this ITN.

SP has revised the following services to state agencies:

- Training and Certification Program** – The 2012 legislature partially restored funding for the state’s Project Management Professional training and certification program for state purchasing professionals, as authorized in section 287.076, Florida Statutes. SP is developing a plan to derive best value for the state from this appropriation as detailed below.

In previous years, SP-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.



SP plans to schedule classes according to agency need; however, with significantly reduced funding it is unlikely that SP will hold many classes. Although SP is still processing some certifications, as fewer classes are held, the number of certified staff will decline accordingly, while statutory requirements remain.

In response to requests for immediate recertification training for contract negotiators and contract managers from state agencies and local governments, SP is entering into cooperative arrangements to develop these curriculums and present the recertification workshops as follows:

- SP and members of FAPPO/PPIP Sub-group are cooperatively developing an FCCM Recertification. SP requested assistance from state agency purchasing officials to subsequently develop the initial FCCM certification training from the recertification material and other available training material currently in existence.
- DMS is entering into an agreement with the Florida State University/Center for Professional Development to support a low cost model where SP acts as the subject matter expert and develops the materials, while FSU facilitates, documents, and manages the classes.. The initial agreement with FSU is to provide training registration and learning management for the Advanced Negotiation Workshops.
 - Future agreement will include:
 - Presentation/Production
 - On Demand Training, webinars, etc.
 - Learning Management System (LMS)
 - Records Storage

SP is proposing an updated comprehensive rewrite of Chapter 287 to streamline operations, correct outdated references, and correct definitions to reflect current practices. The following describes some of the major legislative changes being proposed for Fiscal Year 2012-13 that could affect future SP operations:

- **Definitions:** Update the definitions in section 287.012, Florida Statutes. The section refers to some terms, such as “Purchasing Agreement” but does not define them and references a definition of governmental entities in section 163.3164, Florida Statutes, that does not specifically include other states.
- **Monitor Agency Compliance:** Modify section 287.032, Florida Statutes, to authorize DMS to monitor other state agencies’ compliance with procurement policies, rules, procedures, and forms prescribed by DMS.
- **Establish, Monitor, and Enforce Procurement Procedures:** Modify section 287.042(3), Florida Statutes, to further authorize DMS to establish, monitor, and enforce other state agencies’ compliance with procurement policies, rules, procedures, and forms prescribed by DMS. This would include procedures for requiring state agencies to use standard formats and templates for competitive procurements, and to use standard contract templates established by DMS, with allowance for other agencies to add supplemental terms and conditions as needed. Require that these templates address scope of work, clearly defined deliverables, performance measures, and financial consequences for non-performance. Require each agency to review and approve contracts prior to execution to ensure that all applicable laws, including these requirements have been met. Each agency may establish dollar thresholds and other criteria for such pre-contract review, which shall not be over category four.
- **Review/Report Authority:** Modify section 287.042(3), Florida Statutes, to authorize DMS to review other agencies’ compliance with procurement policies, rules, procedures, and forms prescribed by DMS, and to establish findings based on required compliance and risk assessments. DMS shall be authorized to post those findings in reports on a designated website and/or report findings of non-compliance to the Department of Financial Services’ Auditor General’s Office.

- **Protest:** Modify section 287.042(1)(b), Florida Statutes, to allow DMS to proceed with state term contracts during a bid protest if the award is to multiple vendors and the protesting vendor is not protesting the award to other vendors.
- **Authority to Mandate use of Alternative Contract Source**
Proposed change to section 287.042, Florida Statutes, would give SP authority to mandate agency use of an Alternative Source Contract (ACS) when it is in the best interest of the state. Currently, SP has authority to “piggyback” a contract that was competitively bid by another governmental entity. The statute permits SP to set up the contract to “piggyback” as an ACS, so that all Florida agencies may make purchases from the contract. Because SP has no authority to mandate use of an ACS, agencies may purchase using other methods. With the authority to mandate ACS use, SP would be able to drive use of an ACS if SP finds it is the best value offered. This results in greater aggregation and better savings for the State of Florida.
- **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, SP would like to expand the types of goods and services that may be purchased. Currently, section 287.042(15), Florida Statutes, authorizes SP “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, services, 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**
Section 120.525, Florida Statutes, 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 posted for competitive solicitations must also be advertised in the FAW, VBS, and MFMP, where vendors register to receive notices of new solicitations.

The proposed change would remove the FAW requirement for public meetings notices within a competitive solicitation and would allow agencies to post notices for public meetings quickly and at no cost on the state’s VBS. Because advertisements in the FAW cost thousands of dollars annually, cost savings are certain following this change. In addition, few, if any, vendors read the FAW for meeting notices regarding solicitations, as vendor communications are done through the state’s VBS and by email. SP would develop procedures to guide agencies on the correct use of the VBS and MFMP systems to promote proper notice of public meetings.
- **Notice of Single Source Purchase**
SP proposes to amend section 287.057(3)(c), Florida Statutes, to remove the requirement that agencies seek DMS approval for single source purchases at or above the Category 4 (\$195,000) spending threshold. Presently, notice of a proposed single source purchase is posted for seven days. The proposed change would require agencies to properly notify vendors of a proposed single source purchase and remove DMS from the approval process. DMS approval of single

source purchases only relates to verifying that the proper posting process was followed. The added value would be to promote notice of single source purchases to vendors so that there can be a market-based challenge to 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**

SP proposes section 287.056, Florida Statutes, be amended to give DMS rulemaking authority to promulgate a rule that sets an exception process for purchases that did not use state term contracts (STCs). If approved, SP will begin rulemaking pursuant to section 120.54, Florida Statutes. Previously, SP promulgated a rule in Florida Administrative Code that provided a process for agencies to request an exception to an agency's mandatory use of STCs, pursuant to section 287.056, Florida Statutes. Though the rule had been in effect for some time, DMS 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 SP 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 include what the agency needs. There are no other exceptions, including when an agency finds an item offered cheaper than the STC. SP would like to have rulemaking authority to provide a limited process for agencies to request an exception. DMS receives requests from other agencies to purchase a product that is found cheaper than offered on a STC. With this legislative change, DMS would be able to grant appropriate requests and require reporting so that price tracking and comparisons are possible.

- **Exceptions to Competitive Procurement:** Amend section 287.057(3)(f), Florida Statutes, to remove some exceptions to competitive procurement in order to increase competitive procurement for these services, which will result in better pricing for the state.
- **Less than Two Bids:** Revise section 287.057(5), Florida Statutes, to remove the requirement for agencies to submit to SP a quarterly report detailing bids when the agency received less than two responses, and the agency elected to proceed to negotiation.
- **Protest-Related Extension and Renewal Changes:** Modify section 287.057(12), Florida Statutes, to allow for more than one six-month extension of a contract that may expire because of, or during, a bid/award protest. SP also proposes to amend section 287.057(13), Florida Statutes, to clarify that contract renewals based on the original terms and conditions include any amendments that have been made to the contracts and that agencies can negotiate better pricing at the time of renewal.
- **Training/Certification of Contract Managers and Negotiators:** Amend 287.057(14), Florida Statutes, to authorize DMS to establish uniform training and certification programs for contract managers and negotiators. Amend the requirement for a contract manager assigned to contracts in excess of Category 2 to receive training from DFS in accountability and grant management to also be trained and certified as a contract manager by the department when the contract amount exceeds Category 5.
- **Present Value Discount Rate:** Revise section 287.0572, Florida Statutes, to allow the Chief Financial Officer (CFO) to specify the present value discount rate agencies must use in evaluating bids, proposals, or replies that are based on unequal payment streams or unequal time

payment periods.

- **Surcharge on Users of State Term Contracts:** Reinstate section 287.1345, Florida Statutes, to authorize DMS to collect an administrative fee for use of state term contracts, but eliminate allowance for the vendor to collect and retain a portion of the fee as compensation, which was provided for in this former section that was repealed in 2010.
- **Public Meeting/Public Records Exemptions related to Procurement:** Expand the exemption in section 119.071, Florida Statutes, to include competitive solicitation drafts, evaluation planning, and negotiation strategy documents until notice of intent to award. Expand the exemption to public meetings in section 286.0113, Florida Statutes, to include evaluations and meetings of the evaluation teams.
- **Cleanup:** Make necessary revisions to Chapter 287, Florida Statutes, to clean up cross-references to rules, forms, and other statutes.
- **Florida-Based Business Preference:** Repeal Chapter 2012-32, § 14, Laws of Florida, which amended section 287.084, Florida Statutes, relating to the Florida-based business preference, as follows:
 - (1) The reciprocal preference was made mandatory, not simply discretionary.
 - (2) The five percent preference must now be given to an in-state vendor if an out-of state vendor is based in a state in which there is not a preference.
 - (3) The state cannot preclude an in-state vendor from being an authorized reseller of information technologies that meet certain requirements.

SP's outcome measure is a percentage of STC savings. Many factors affect SP's ability to meet performance standards for its outcome measure, including market conditions, competition, and state agency use of STCs. Over the next five years, SP anticipates that strategic sourcing efforts will result in continued cost savings and avoidance of up to \$100 million annually through additional state contracts.

OFFICE OF SUPPLIER DIVERSITY

The Division of State Purchasing, Office of Supplier Diversity (OSD), in accord with Chapter 255, Florida Statutes, provides leadership and guidance on state certification and the registration of minority vendors and facilitates use of Service-Disabled Veteran, Wartime 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 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 responsible for implementing the Minority Business Loan Mobilization Program, in conjunction with the Florida Black Business Investment Board (FBBIB), and the Mentor Protégé Program. OSD serves as a liaison between state agencies and minority vendors by reviewing 90-day spending plans and informing vendors about contracting opportunities. 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 state agencies spend with certified M/WBEs each fiscal year; and increase the number of certified/registered M/WBEs in the MyFloridaMarketPlace database. While these remain a high priority for OSD, it will be challenging to accomplish due to staff reductions 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, Executive Order 11-04, and Chapter 287, Florida Statutes.

The Florida Advisory Council for Small and Minority Businesses recommended exploring the option of moving Office of Supplier Diversity (OSD) to a self-funded Direct Support Organization (DSO). A DSO would assist DMS in carrying out the DMS secretary's duties with respect to supplier diversity and small business development. A DSO would provide OSD with more flexibility in carrying out its mission and responsibilities by enabling OSD to seek private sector funds and grants. State Purchasing is working with DMS general counsel and the advisory council to research further.

The following Council exists under the OSD:

- **Small and Minority Business Advisory Council:** The purpose of the council is to advise and assist the DMS 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 section, 187.201(22), Florida Statutes, requiring a state economic development comprehensive plan, as it relates to small and minority businesses; assessing the reasonableness and effectiveness of efforts by any state agency or by all state agencies collectively to assist minority business enterprises; and advising the governor, the secretary, and the legislature on matters relating to small and minority business development, which are of importance to the international strategic planning and activities of this state.

BUREAU OF PRIVATE PRISON MONITORING

The Private Prison Monitoring Bureau (PPM) ensures that private prison contractors are providing educational, vocational, behavioral, and substance abuse programs that utilize evidenced-based programming for inmates. PPM also ensures the private prison contractors are providing for the public safety by operating privatized facilities in a safe and secure manner.

PPM manages seven correctional facilities operated by three private contractors: Corrections Corporation of America, The GEO Group, Inc., and Management and Training Corporation. This program area is governed by Chapter 957, Florida Statutes, 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 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' (DOC) annual budget. Operation payments to the private prison contractors are also appropriated to the DOC; 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 10,186 inmates. At this time, there are no plans for additional public or privately operated secure beds to be built.

Facilities:

Facility	Mission/Custody Levels	Contract Beds
Bay	Adult Male, Minimum/Medium	985
Blackwater River	Adult Male, Medium/Close	2,000
Gadsden	Adult Female, Community/ Minimum/Medium	1,544
Graceville	Adult Male Community/ Minimum/Medium/Close	1,884
Lake City	Youthful Male, Community/ Minimum/Medium/Close	893
Moore Haven	Adult Male, Community/ Minimum/Medium	985
South Bay	Adult Male, Community/ Minimum/Medium/Close	1,895
Total		10,186

Funding:

Privately-Operated Institutions Inmate Welfare Trust Fund – Collects revenues from facilities' canteen and commissary sales and telephone commissions. In Fiscal Year 2011-12, the facilities generated a total of \$2.7 million in revenue. The Legislature appropriates \$2 million annually for programming that benefits the inmate population, including canine, art therapy, commercial driving, etc. The value at the end of Fiscal Year 2011-12 was \$6.1 million.

Major Maintenance and Repair Reserve Fund – PPM deducts monies from contractors' per diem payments for deposit into this fund to reimburse the contractors for major maintenance and repairs to the physical plant of the facility. The Legislature appropriates spending authority of \$959,000 annually to be distributed as needed for reimbursement to the contractors. The value at the end of fiscal year 2011-12 was \$ 6.3 million.

Procurement activities for three privately operated facilities are major projects in the coming year. DOC is currently reviewing all of its secure facilities' missions. PPM is creating the next generation monitoring tool that captures specific metrics relative to performance. This will also allow the onsite monitors more opportunities to observe practices within the facilities while removing redundant reporting requirements.

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 DOC to outsource for all medical services provided to inmates. It is unclear whether there will be future legislative action that will alter our program area or programs within the privatized prisons.

BUREAU OF FLEET MANAGEMENT AND FEDERAL PROPERTY ASSISTANCE

Fleet Management

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 the Florida Equipment Electronic Tracking (FLEET) system, 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. FLEET provides management and cost information required for state agencies to effectively and efficiently manage the state's vehicle and watercraft fleet.

The FLEET system was developed by DMS during Fiscal Year 2011-12 to replace the legacy Equipment Management Information System (EMIS). FLEET became fully operational in February 2012 and its implementation 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 and 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 and Initiatives:

- Fleet Maintenance & Repair Management Contract – DMS has contracted with Automotive Resources International (ARI) via an Alternate Contract Source (ACS) for a 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 DMS and Department of Highway Safety and Motor Vehicles (DHSMV). DMS continues to evaluate the cost-benefits of this service and expects to develop a strategic approach and state term contract during Fiscal Year 2012-2013.
- State Vehicle Online Auction – Prior to Fiscal Year 2011-2012, all motor vehicles authorized for disposal via auction were 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 (near Tampa). During Fiscal Year 2011-2012, Fleet Management conducted a pilot project to sell vehicles via online auction. The online auction pilot project was conducted to determine if greater net revenues could 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 online 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).

During Fiscal Year 2011-2012, the online auction pilot project resulted in the sale of 130 vehicles and a savings of over \$90,000 due to transportation cost avoidance. In addition, where direct comparisons could be made, the final sale prices achieved using the online auction were generally greater than the final sale prices of comparable vehicles sold at live auction.

Therefore, during Fiscal Year 2012-2013, Fleet Management has contracted with an online auction service provider (GovDeals, Inc.) and has procured the services of a contracted services employee in order to significantly increase the number of vehicles sold via online auction.

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, once used to meet the needs of the federal government, is 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 is also designated as the state's Law Enforcement Support Office (LESO), to acquire and distribute U.S. Department of Defense-owned tangible personal property (e.g., weapons, tactical vehicles, aircraft, etc.) declared excess to meet the needs of the military and approved state and local law enforcement agencies. The bureau created state and 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.

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 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 2011-12, 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 92 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. 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 2012-13 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 2012-13. 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 Whistle-blower'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 43-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 2015.¹ 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. Florida's racial composition has become increasingly non-white; the percentage of white (alone) fell 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. The devastating effects of the Gulf oil spill on its tourist economy has had a disastrous impact on Florida's business sector, leading to continual job layoffs throughout the state.

Florida continues to experience an increasing rate of home foreclosures. At the height of the 2004-2006 lending spree, Florida's ethnic and racial minorities accounted for more than half of all sub-prime mortgage loans and lost their homes at much higher rates than other Floridians (Fair Housing Administration, 2009 Report). In the first half of 2012, the national foreclosure rate dropped by 11 percent. Unfortunately, Florida did not experience such a significant decline. RealtyTrac's mid-year (2012) report shows that Florida's foreclosure rate actually increased. Among the areas worst hit: Orlando foreclosures were up by 44 percent, Tampa/St. Petersburg saw a 47 percent jump and Tallahassee and the Melbourne/Titusville areas each rose more than 130 percent.²

In July 2012, Florida's unemployment rate reached 8.8 percent, higher than the 8.6 percent in June but nearly 2 percent below where it was a year ago. The state's total number of jobs decreased by 3,300 between June and July. Many of Florida's employment gains realized over the past several years were severely impacted by businesses continuing to struggle with the economic recession, and most significantly with losses in construction jobs (due to the troubled housing market), the after effects of the

¹ 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>).

² RealtyTrac, National Real Estate Trends, May 2012 (<http://www.realtytrac.com/content/foreclosure-market-report/foreclosure-rates--us-foreclosure-trends-april-2012-7194>)

Gulf oil spill and the space program closure.

Florida's Attorney General, in the annual Hate Crimes in Florida report,³ 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 2010 Hate Crimes in Florida report revealed that hate crimes against persons accounted for 66.4 percent of all hate crimes (down from 71.6 percent the previous year); 33.6 percent of hate crimes (up from 28.4 percent the previous year) were against property. Crimes against property include vandalism, graffiti, arson and other damage to religious buildings, businesses or residences expressing hatred. According to the Southern Poverty Law Center, Florida has is ranked third in the nation for the most number of documented hate groups (2011), surpassed by California (1st) and Georgia (2nd).⁴

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.

Population diversity and economic challenges can contribute to increases in the number of complaints filed with the Commission, both in the areas housing and employment. In addition, the Commission anticipates that with local human relations offices throughout Florida reducing staff and/or closing offices (as local governments attempt to prioritize and allocate limited fiscal resources), the Commission will receive even more complaints.

Although the Commission continues to meet the demand of its customer base in a quality and timely manner, it has begun to more intensely feel the impact of position and budget cuts (a loss of more than 32% of its positions and 18% of its budget since FY 2004-05). The length of time to complete cases has increased this past year (from 74 days to 91 days) and case backlogs (cases in working inventory) are greater (from 1.1% to 8% this past year). Several factors can be attributed to this situation: The number of inquiries and investigations rose (18,655 in FY 2011-12 vs. 11,041 in FY 2010-11), causing increased workload/caseload demands on investigators and legal and support staff. Many cases are proving to be more complex than before, thus requiring more time on the part of investigative and legal staff to thoroughly investigate and resolve. Investigative manager and staff turnover is always an issue and creates typical administrative delays, such as vacancy advertising, interviewing, hiring and extensive training.

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 continued 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.

³ According to the Florida Attorney General's Hate Crimes in Florida report, in 2010 some 46.3% of reported hate crimes (down from 54 percent the previous year) were race-based, followed by sexual orientation at 21.5% (down from 22.3%); religion at 19.5% (up from 14.2%); and ethnicity/national origin at 12.7% (up from 9.5%). No hate crimes were reported for physical disability, mental disability or advanced age (See Attorney General's website for the 2010 Hate Crime Report: <http://myfloridalegal.com/pages.nsf/Main/D1CB8E9D7CCE86068525796E006DA7DE>)

⁴ During 2011, California ranked first with 84 documented hate groups, Georgia ranked 2nd (65) and Florida ranked third, with 55 documented hate groups. (See <http://www.splcenter.org/get-informed/hate-map>)

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 discrimination complaint determinations and resolutions. 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:

Within budgetary and staff constraints, the Commission's units (Legal, Employment, and Housing) provide education and outreach opportunities to businesses, employers, and the housing industry relating to their legal responsibilities under federal and state discrimination laws. Forming partnerships with private sector entities and governmental agencies is critical to reaching as many customers as possible without extensive use of limited state budget dollars.

Communications and Outreach

During Fiscal Year 2011-12, the Commission saw an increase in media impressions including 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, the Florida Civil Rights Hall of Fame, 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 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. 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 and outreach efforts
- Partnering with other public agencies at the state and local levels to provide information to the public

Target audiences for communications and outreach efforts 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 governmental entities and officials, and educators and students at all educational levels.

Citizen Support Organization

Pursuant to s. 760.06(4), F.S., the Commission has the authority to accept gifts, bequests, grants or other payments, public or private to help finance its activities. Given this statutory authority, the Commission is considering the establishment of a Citizen Support Organization (CSO) to assist it in achieving 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 had few resources available to educate businesses, organizations and communities about discrimination laws and employer responsibilities. Training and outreach efforts could be offered on a much wider scale through grant dollars and donations. A CSO would give the Commission greater flexibility in its attempts to access private and public fund and grant opportunities that are not readily available to the Commission at present because of its governmental status.⁵ Successful creation of a CSO and future receipt of donated dollars would enable the Commission to engage in research, outreach and other innovative educational activities, such as:

- Florida Civil Rights Hall of Fame: This program, statutorily created in Section 760.065, F.S., was established 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, with space in Florida's Capitol Building to be set aside for the 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 to May 2011. An induction ceremony was held at the Florida Capitol on February 29, where three individuals were honored and inducted into the Hall of Fame. The Commission, within its limited resources, is currently in the process of implementing the program for 2013 with an induction ceremony planned for February 2013.
- 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)

⁵ 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 CSO would create a non-profit extension of the Commission, thus increasing the ability to apply for grants currently beyond the Commission's reach.

- 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 continually strives to improve its customer service efforts and outcomes, as fiscal resources allow, through staff training, continuing education, and the use of technology.

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 since that time. 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 2013 session for the following issues:

- ✓ Amend Chapter 760, Florida Statutes, to allow the Division of Administrative Hearings (DOAH) to request a “hearing assessment” of \$200 for anyone seeking administrative relief in discrimination cases only; would allow for waiver of such fees in certain circumstances (indigency)
- ✓ Amend Chapter 120, Florida Statutes, to provide that any order issued by DOAH is to include actual or compensatory damages for orders issued in discrimination hearings where appropriate
- ✓ Amend Chapter 760 (senior housing program) to ensure compliance with state law by authorizing the Commission more enforcement power to require 55+ communities and facilities to register with the Commission
- ✓ Amend Chapter 760 to clarify what constitutes discrimination based on sex; would include language covering pregnancy, childbirth, and any medical condition relating to pregnancy or childbirth (recent court opinion ruled that sex, under the Florida Civil Rights Act of 1992, does not include discrimination based on pregnancy – two other district courts of appeal found that discrimination based on sex did include pregnancy). Would assure Florida remains in compliance with federal substantial equivalency requirements and align Florida law more closely with federal law.

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 2011-12	Prior Year Actual FY 2011-12	Approved Standards for FY 2012-13	Requested FY 2013-14 Standard
Administrative costs as a percent of total agency costs	1.50%	1.42%	1.50%	1.50%
Administrative positions as a percent of total agency positions	8.49%	8.52%	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 2011-12	Prior Year Actual FY 2011-12	Approved Standards for FY 2012-13	Requested FY 2013-14 Standard
Number of employees in the State Employee Leasing Service	4	4	4	2

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

Approved Performance Measures for FY 2010-11	Approved Prior Year Standards FY 2011-12	Prior Year Actual FY 2011-12	Approved Standards for FY 2012-13	Requested FY 2013-14 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/\$20.38	\$17.18/\$20.79	\$17.18/\$20.79
DMS average operations and maintenance cost per square foot maintained	\$6.12	\$5.05	\$6.12	\$6.12
Number of maintained square feet (private contract and agency)	7,834,639	7,892,878	7,834,639	7,834,639
Number of leases managed	1,325	1,217	1,325	1,325

LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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Gross square feet of state-owned office space occupied by state agencies	17,334,920	17,087,594	17,334,920	17,334,920
Net square feet of private sector office space occupied by state agencies	7,110,120	7,109,133	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 2011-12	Prior Year Actual FY 2011-12	Approved Standards for FY 2012-13	Requested FY 2013-14 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	\$137.96/\$143.05	\$146.27/\$149.30	\$146.27/\$149.30
Dollar volume of fixed capital outlay project starts	\$25 Million	\$15,901,303	\$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 2011-12	Prior Year Actual FY 2011-12	Approved Standards for FY 2012-13	Requested FY 2013-14 Standard
Federal property distribution rate	75%	102%	75%	75%
Number of federal property orders processed	500	404	500	500

LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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Business Operations Support	Code: 72600000
Service/Budget Entity: Motor Vehicle and Watercraft Management	Code: 72600300

Approved Performance Measures for FY 2010-11	Approved Prior Year Standards FY 2011-12	Prior Year Actual FY 2011-12	Approved Standards for FY 2012-13	Requested FY 2013-14 Standard
Percent of requests for approval processed for the acquisition and disposal of vehicles within 48 hours	95%	95%	95%	95%
State contract daily vehicle rental rate vs. Private provider daily vehicle rental rate	\$28.00/\$59.00	\$27.75/\$43.30	\$28.00/\$59.00	\$28.00/\$59.00

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

Approved Performance Measures for FY 2010-11	Approved Prior Year Standards FY 2011-12	Prior Year Actual FY 2011-12	Approved Standards for FY 2012-13	Requested FY 2013-14 Standard
Percent of state term contract savings	28%	32%	28%	28%
Dollars expended by State Agencies using the State Term Contracts and Negotiated Agreements	\$432,145,935	\$788,860,684	\$432,145,935	\$432,145,935

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 2011-12	Prior Year Actual FY 2011-12	Approved Standards for FY 2012-13	Requested FY 2013-14 Standard
Average minority certification process time (in days)	15	15	15	15
Number of businesses certified and registered	1,500	644	1,500	500
Number of businesses reviewed and audited	100	100	100	100

LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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Private Prison Monitoring	Code: 72600000
Service/Budget Entity: Private Prison Monitoring	Code: 72600800

Approved Performance Measures for FY 2010-11	Approved Prior Year Standards FY 2011-12	Prior Year Actual FY 2011-12	Approved Standards for FY 2012-13	Requested FY 2013-14 Standard
Number of Beds Occupied	9,115	10,081	9,115	9,115

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 2011-12	Prior Year Actual FY 2011-12	Approved Standards for FY 2012-13	Requested FY 2013-14 Standard
Percent of all contracted performance standards met	95%	95.72%	95%	95%
State Employees' Preferred Provider Organization Plan - per member/per year cost - (State) compared to the per member/per year cost - (National Benchmark)	\$9,824/\$10,558	\$8,152/\$11,579	\$9,824/\$10,558	\$9,824/\$10,558
DMS administrative cost per insurance enrollee	\$10.27	\$6.52	\$10.27	\$10.27
State Employees' Preferred Provider Organization Plan - vendor's administrative cost per insurance enrollee	\$348.76	\$214.40	\$348.76	\$393.93
Number of Enrollees (Total)	526,457	585,127	526,457	526,457

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

Approved Performance Measures for FY 2010-11	Approved Prior Year Standards FY 2011-12	Prior Year Actual FY 2011-12	Approved Standards for FY 2012-13	Requested FY 2013-14 Standard
Percent of members satisfied with retirement services	93.50%	TBD 12/12	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%	99.0%	99%	99%

LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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Percent of monthly payrolls from FRS Employers processed within 5 days	99%	100%	99%	99%
Turn around times for benefit calculations - Information Requests (calendar days)	14	20.09	14	14
Percent of participating agencies satisfied with retirement services	98%	TBD 12/12	98%	98%
Percent of agency payroll transactions correctly reported	98%	99%	98%	98%
Administrative cost per active and retired member	\$21	TBD 12/12	\$21	\$21
Number of local pension plans reviewed	167	168	167	167
Number of FRS members	1,021,000	998,249	1,021,000	1,000,000

Human Resource Management	Code: 72750000
Service/Budget Entity: State Personnel Policy Administration	Code: 72750400

Approved Performance Measures for FY 2010-11	Approved Prior Year Standards FY 2011-12	Prior Year Actual FY 2011-12	Approved Standards for FY 2012-13	Requested FY 2013-14 Standard
Total state cost per FTE in the state agencies	\$392.82	\$355.94	\$392.82	\$353.74
Number of state agencies with established training plans	30	23	29	30
Overall customer satisfaction rating	96%	100%	96%	96%
Percent of agencies at or above EEO gender parity with available labor market	87%	73%	87%	87%
Percent of agencies at or above EEO minority parity with available labor market	77%	58%	77%	77%
Number of responses to technical assistance requests	8,300	12,153	8,300	8,300
Percent of dollars saved by eliminating and reducing expenses	19.25%	0.00%	19.25%	19.25%
Number of authorized full time equivalent (FTE) and Other Personal Services (OPS) employees in the State Personnel System	121,904	117,502	121,904	121,904

LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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Human Resource Management	Code: 72750000
Service/Budget Entity: People First	Code: 72750500

Approved Performance Measures for FY 2010-11	Approved Prior Year Standards FY 2011-12	Prior Year Actual FY 2011-12	Approved Standards for FY 2012-13	Requested FY 2013-14 Standard
Percent of all contracted performance standards met (Outsourced HR)	100%	95.40%	100%	100%
Number of users supported by the automated Human Resources system	232,000	217,000	232,000	217,000

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

Approved Performance Measures for FY 2010-11	Approved Prior Year Standards FY 2011-12	Prior Year Actual FY 2011-12	Approved Standards for FY 2012-13	Requested FY 2013-14 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	\$60 Million	\$54,442,429	\$60 Million	\$60 Million
Total revenue for data service	\$60 Million	\$61,479,365	\$60 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 2011-12	Prior Year Actual FY 2011-12	Approved Standards for FY 2012-13	Requested FY 2013-14 Standard
Percent of all 800 MHz law enforcement radio system contracted performance standards met	98.75%	99.90%	98.75%	98.75%
Number of engineering projects and approvals handled for state and local governments	35	62	35	35

LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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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 2011-12	Prior Year Actual FY 2011-12	Approved Standards for FY 2012-13	Requested FY 2013-14 Standard
Percent of timely labor dispositions	98%	98%	98%	98%
Percent of timely employment dispositions	90%	99%	90%	90%
Percent of appealed dispositions affirmed or dismissed/withdrawn	90%	79%	90%	90%
Number of labor dispositions	819	910	819	819
Number of employment dispositions	391	298	391	391

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

Approved Performance Measures for FY 2010-11	Approved Prior Year Standards FY 2011-12	Prior Year Actual FY 2011-12	Approved Standards for FY 2012-13	Requested FY 2013-14 Standard
Percent of civil rights cases resolved within 180 days of filing	75%	85%	75%	75%
Number of inquiries and investigations	10,000	18,655	10,000	10,000

Assessment of
Performance for
Approved
Performance
Measures

LRPP Exhibit III

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Administration

Service/Budget Entity: Executive Direction and Support Services

Measure: Administrative positions as a percent of total agency positions

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
8.49%	8.52%	0.03%	0.03%

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:

The fiscal year 2011-12 GAA contained position reductions, including the elimination of two entire program areas within the department, while the position count of the Executive Direction and Support Services budget entity remained the same.

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	1,217	(108)	(8.2%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

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

External Factors (check all that apply):

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

Explanation:

This measure represents the total number of active real property leases managed by Real Estate Development and Management. This includes leases with private sector vendors as well as leases for space within DMS pool facilities. The standard was based on historical data. The difference can be attributed to

the decreasing size of state government and more efficient space utilization, thereby resulting in fewer real property leases.

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

Training

Technology

Personnel

Other (Identify)

Recommendations:

Office of Policy and Budget – July 2012

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	15,901,303	(9,098,697)	(36.4)%

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 type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other – N/A |

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:

The actual performance results being less than the approved standard is attributable to a reduction in Client Agency Agreements, which are permitted by Section 255.31(2), Florida Statutes. An additional factor is the reduction of Fixed Capital Outlay Appropriations, where the Department of Management Services is the owner-representative on behalf of the State.

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

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

Recommendations:

None.

Office of Policy and Budget – July 2012

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services
Program: Support Program
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	404	- 96	-19%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

Property pick up activities were suspended from June 1 through October 3. The absence of new property delivered to the Starke warehouse resulted in a reduction in orders processed.

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:

Thorough briefing of the Federal Property Assistance program area by the Bureau Chief to the Division Director, Chief of Staff, and Secretary provided the required information and resulted in the resumption of property pick up activities.

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 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
30	23	(7)	(23%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

Section 110.235, Florida Statutes requires state entities 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, state entities 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 these entities asking, "For FY _____, did your agency have an established training plan?"

For Fiscal Year 2011-2012, only 23 entities reported having an established training plan.

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

Training

Technology

Personnel

Other (Identify)

Recommendations:

Office of Policy and Budget – July 2012

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Workforce

Service/Budget Entity: People First

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%	95.40%	(4.60%)	(4.60%)

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 contracts with NorthgateArinso, Inc. to provide the State with a web-based human resource information system (known as People First) and an enterprise-wide suite of human resource services including payroll and benefits administration, attendance and leave, recruitment, and human resource and organizational management. The service provider contract stipulates meaningful performance standards and minimum service levels. Examples of performance metrics included in the contract are: self-service availability, service level percentage, forced disconnects, first call resolution, call quality accuracy, case investigation resolution, benefits eligibility, and payroll file accuracy.

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 2011-12, the service provider met 332 of the 348 performance metrics achieving 95.40% of the standard (as measured on a monthly basis). The service provider faces financial penalties if a performance metric is not met. 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 2012

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%	76%	(11%)	(12.6%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input 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 entities and the Public Service Commission (which is a legislative branch agency) as compared to the available labor market. The Division of Human Resource Management provides entities 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 2011-12, 24 out of 33 entities are at or above EEO gender parity (= 45% through 49%) with the available labor market.

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

Training

Technology

Personnel

Other (Identify)

Recommendations:

None.

Office of Policy and Budget – July 2012

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
77%	58%	(19%)	(24.7%)

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 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 entities and the Public Service Commission (which is a legislative branch agency) as compared to the available labor market. . The Division of Human Resource Management provides entities 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 20101-12, 19 out of 33 entities are at or above EEO minority parity (=31% through 35%) with the available labor market.

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

Training

Technology

Personnel

Other (Identify)

Recommendations:

None.

Office of Policy and Budget – July 2012

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Workforce

Service/Budget Entity: People First

Measure: Number of Users Supported by the Automated Human Resource System

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
232,000	217,000	(15,000)	(6%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

The Department of Management Services contracts with NorthgateArinso, Inc. (service provider) to provide the State with a web-based human resource information system (known as People First) and an enterprise-wide suite of human resource services including payroll and benefits administration, attendance and leave, recruitment, and human resource and organizational management.

The People First System maintains position and employee data for state agencies, 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. This measure captures the number of users that receive human resource services (via the People First system or the People First Service Center).

As the contract manager, the Department manages the contract and oversees the performance of the service provider to ensure compliance with the provisions, as well as monitors the number of users of the People First System. For fiscal year 2011-12, the number of users was 6% below the approved standard due to an inaccurate count of users. Previously, the total count included state retirees that retained their People First user ID but who no longer were enrolled in either health insurance or life insurance. However, once a state retiree is no longer enrolled in either one of these plans, they can no longer rejoin any of the state group insurance plans. Therefore, the Department has

removed those retirees from the total count. A budget amendment will be submitted after September 30, 2012 with a request to change the standard from 232,000 to 217,000.

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:

Office of Policy and Budget – July 2012

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%	0%	(19.25)	(100%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

This measure, "Percent of Dollars Saved by Eliminating and Reducing Expenses that are Redirected to Employees," is provided to capture the savings generated by the entities 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 2011-12 survey responses were received from all 33 executive branch entities. Due to lack a of entity participation, the percent of dollars saved

from eliminating and reducing expenses failed to meet the approved performance standard for fiscal year 2011-2012.

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

Training

Technology

Personnel

Other (Identify)

Recommendations:

Office of Policy and Budget – July 2012

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	20.09	6.09	43.50%

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 reduced the interest rate earned on Deferred Retirement Option Program (DROP) accruals effective July 1, 2011. This resulted in an unprecedented number of members (over 7,100) to enter DROP on June 1, 2011, before the change in law went into effect. This significantly increased the volume of work in the bureau and due to the time required to process the substantial increase in DROP participants, the time frame for responding to information requests was impacted during the first half of FY 2011-12, to the extent that the standard was not met. The time frame for the last half of the fiscal year (12.78 days) would have exceeded the standard.

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

Training

Technology

Personnel

Other (Identify)

Recommendations:

None.

Office of Policy and Budget – July 2012

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	998,249	(22,751)	(2.22%)

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

Explanation:

No internal factors contributed to the difference.

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 1,000 Florida Retirement System (FRS) employing agencies are 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. Membership growth is further impacted by workforce reductions, use of temporary and leased employees instead of hiring employees into FRS-covered positions, privatization of functions formerly performed by FRS members, and the closure of renewed membership effective July 1, 2010. The combination of the current economic

climate and these other external factors noted will most likely slow the growth of FRS membership until after 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 2012

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%	79%	(11)	12%

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:

There are no internal factors that account for this difference.

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 checked="" type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

This performance result is based on opinions issued by the District Courts of Appeal.

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:

There are no particular efforts management can address that will change the outcome as performance is determined by an external entity.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

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

Action:

- | | |
|---|--|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input 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
391	298	(93)	24%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

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 checked="" type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

A change in the collective bargaining representative for one of the largest statewide bargaining units resulted in a significant (42%) reduction in employment appeals.

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 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: None needed.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$60,000,000	\$54,442,429	(\$5,557,571)	(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 type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

During this FY some influences were: the Switched LD carrier was changed from Verizon to EarthLink which could affect utilization, rate reductions to the PRI billing for Local Service and loss of Centrex MainStation monthly billing being ported to other carriers.

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

Recommendations:

Continue efforts to provide services specific to our customer's needs.

Performance Measure Validity and Reliability

LRPP Exhibit IV

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Management Services

Program: Administration

Service/Budget Entity: State Employee Leasing

Measure: Number of employees in the State Employee Leasing Service

Action (check one):

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

Data Sources and Methodology:

The data source for this measure is the actual position count within the State Employee Leasing budget entity. Due to one employee retiring, there are only two positions remaining within this budget entity, and a change in the approved standard from four to two is being requested. The department will submit a budget amendment after September 30, 2012 to request that the standard for this measure be changed from 4 to 2.

Validity:

This source and methodology is valid because the position count within this budget entity is unique to this measure.

Reliability:

This source and methodology is reliable because the position count within this budget entity is unique to this measure.

Office of Policy and Budget – July 2012

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Management Services

Program: Support Program

Service/Budget Entity: Office of Supplier Diversity

Measure: Number of businesses certified and registered

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 data source for this measure is the department's vendor data base My Florida Market Place (MFMP), and the minority vendor data base Vendorstrator. All vendors are registered in MFMP, and the Vendorstrator database is used by the Office of Supplier Diversity to record the certification of minority vendors.

Validity:

These two systems capture the number of businesses certified and registered.

Reliability:

This information is reliable because the system captures the exact number of businesses certified and registered by fiscal year. Also, due to declining participation in the Match Maker Outreach Program, as well as reductions in budget which resulted in the inability to facilitate regional outreach programs previously held in Pensacola, Ft. Myers, Jacksonville and Ft. Walton, this budget entity is projecting a workload decrease to only 500 businesses for certification and registration. The department will submit a budget amendment after September 30, 2012 to request that the standard for this measure be changed from 1,500 to 500.

Office of Policy and Budget – July 2012

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Workforce Program

Service/Budget Entity: Human Resource Management

Measure: Total State Cost per FTE in the State Agencies

Action (check one):

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

Data Sources and Methodology:

This measure reflects the assessment per FTE that each customer entity contributes toward the HR outsourcing contract and for services provided by the Division of Human Resource Management. HRM provides 32 State Personnel System entities with technical assistance in various human resource related areas in order to assist entities administer lawful, effective and efficient human resource programs. In addition, the Department of Management Services has a contract with NorthgateArinso, Inc. to provide the State with a human resource information system and an enterprise-wide suite of human resource services including payroll preparation, benefits, staffing and human resource administration.

Each year, the Governor's Office of Policy and Budget and Legislative staff calculate the Human Resource assessment that each agency must pay to fund the Division for services provided, including the human resource information system contract. The assessment is provided in the annual General Appropriations Act.

We are requesting the performance standard for FY 2013-14 be adjusted to \$ 353.74, which is the actual assessment in the General Appropriations Act for FY 2012-13. The actual assessment has not exceeded the current standard of \$392.82 since FY 2010-11.

Validity:

The Cost per FTE measure is a valid indicator of the State's cost for human resource services as provided to the State Personnel System agencies by the Division of Human Resource Management and to the covered entities by the HR outsourcing service provider for contracted services including the human resource information system. The Cost per FTE is determined by the legislative staff and the Governor's Office of Policy and Budget, and it is included in proviso language in the General Appropriations Act.

A budget amendment will be submitted after September 30, 2012, to request the approved performance standard for FY 2012-13 be adjusted to \$ 353.74, which is the actual assessment in the General Appropriations Act for FY 2012-13. The actual assessment has not exceeded the current standard of \$392.82 since FY 2010-11.

Reliability:

Data reliability is ensured since the Governor's Office of Policy and Budget and the Legislature calculate the cost per FTE and the cost per FTE is a reliable indicator of costs required to provide human resource services to the agencies and employees.

Office of Policy and Budget – July 2012

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Workforce Program

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 entity with Career Service employees 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 entities 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 2011-2012, did your agency have an established training plan?” is used to report the measure. The performance standard anticipates an affirmative answer from all entities 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 entities' training information.

The approved performance standard for FY 2012-13 is 29. We are requesting the performance standard be adjusted to 30 because the Northwood Shared Resource Center and Southwood Shared Resource Center are statutory obligated to respond as Section 110.235(2) addresses those entities with

employees in the Career Service. Our current approved performance standard included the Department of Community Affairs which was abolished October 2011.

In FY 2011-12, 30 entities could have responded regarding having established training plans. In FY 2012-13, there should be 30 entities responding regarding having an established training plan.

Validity:

The Division will be able to document entities' compliance with this reporting requirement through the Division's internal system for tracking correspondence, Contact Management System. HRM relies on entity 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 2012

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Workforce Program

Service/Budget Entity: People First

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 contracts with NorthgateArinso, Inc. (service provider) to provide the State with a web-based human resource information system (known as People First) and an enterprise-wide suite of human resource services including payroll and benefits administration, attendance and leave, recruitment, and human resource and organizational management.

The People First system maintains position and employee data for state agencies, 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. This measure captures the number of users that receive human resource services (via the People First system or the People First Service Center).

The Department manages the contract and oversees the performance of the service provider to ensure compliance with the provisions, as well as monitors the number of users of the People First system. For fiscal year 2011-12, the number of users (217,000) was 6% below the previous fiscal year (232,000) due to an inaccurate count of users. Previously, the total count included state retirees that retained their People First user ID but who no longer were enrolled in either health insurance or life insurance. However, once a state retiree is no longer enrolled in either one of these plans, they can no longer rejoin any of the state group insurance plans. Therefore, the Department has removed those retirees from the total count. After September 30, 2012, the Department will submit a budget amendment proposing a revision to the approved standard from 232,000 to 217,000. This revision is a more accurate and valid reflection of the services provided by this activity.

Validity:

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

Reliability:

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

Office of Policy and Budget – July 2012

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Workforce Program

Service/Budget Entity: Insurance Benefits Administration

Measure: State Employees' Preferred Provider Organization Plan – Vendors' Administrative Cost Per Insurance Enrollee

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 Division of State Group Insurance (DSGI) uses this measure to quantify the fiscal impact of the services contracted by DSGI to administer the benefits of the State Employees' Group Self-Insured Health Plans. Measuring this cost provides information of the fiscal impact to the State Employees' Group Health Insurance Trust Fund of contracting these services.

The approved performance standard was based on DSGI contracting with one Service Agent to provide third-party administrative services for the self-insured Preferred Provider Organization (PPO) plan only. We are requesting the standard be adjusted to \$393.93 which is based on DSGI entering into four additional Administrative Services Contracts with Servicing Agents effective 01/01/2012, to provide third-party administrative services for the self-insured Health Maintenance Organization (HMO) Health Plans. The revised standard is based on projections presented in the Report on the Financial Outlook for the Fiscal Years Ending June 30, 2012 through June 30, 2016, which reflects expected increases of these costs.

Third-party administrative (TPA) services for the self-insured PPO and HMO plans, include provider network access, benefit and utilization management, case management, claims processing and other services, as they relate to medical services, for the State Employees' Group Self-Insured Health Plans and its participants.

The Service Providers are paid a monthly administrative fee per enrollee. Monthly administrative fee invoices are prepared by the Service Providers and reviewed for accuracy by DSGI.

The Service Providers' administrative cost per insurance enrollee is calculated by dividing the total fiscal year Administrative Services costs paid by the average

number of members in the State Employees' PPO and HMO Plans for the fiscal year.

Enrollment information of the State Employees' PPO and HMO Plans is entered, updated, and stored in the PeopleFirst computerized personnel system by manual input either by the participant, Agency Benefits Coordinators, or PeopleFirst staff, or electronically through data exchanges between the State Universities and People First systems. Participants and Agency Benefits Coordinators enter data via the internet web site.

Validity:

Monthly reconciliations are performed by the appropriate DSGI staff member to ensure that the Services Providers' monthly administrative fee invoices are prepared according to contract specifications and that the administrative per month per enrollee fee is accurate. In addition, monthly reconciliations of enrollment data are performed by DSGI to ensure data accuracy and consistency. An examination of enrollment data extracted from the PeopleFirst computerized personnel system is routinely performed by DSGI to ensure data accuracy of inputted data.

Reliability:

This measure is reliable because it can be compared against itself over time and provides accurate trend data. DSGI has procedures in place to verify the accuracy of the administrative fee invoices prepared by the Service Providers. In addition, written procedures are in place to provide guidelines to Agency Benefit Coordinators and to PeopleFirst staff to properly input enrollment data in the PeopleFirst computerized personnel system from information contained in the *Standard Enrollment Form*.

Office of Policy and Budget – July, 2012

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Workforce Program

Service/Budget Entity: Retirement Benefits Administration

Measure: Number of FRS Members

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:

Retirement Benefits Administration uses this measure because it reflects the demands placed on the Division of Retirement in performing its statutory responsibilities of administering the Florida Retirement System (FRS). The close out reports each year provide the source of data for the count of active members, retirees participating in the Deferred Retirement Option Program, and direct benefit recipients of the FRS Pension Plan. These three categories of members (active, retirees, and DROP members) are added together to arrive at the total number of FRS members being served.

The total member count changes each year, both increasing and decreasing, driven by several factors beyond the control of the division, including the rate of retirement and the hiring by state and local governments to meet the service needs of Florida's citizens.

The division used the average percentage growth rate of 0.25% determined from the last three fiscal year actuals (FY 2009-10, FY 2010-11, and FY 2011-12) to get the FY 2012-13 estimate of 1,000,745 and the FY 2013-14 requested standard of 1,000,000 (rounded):

FY 2007-08 Actual:	991,194
FY 2008-09 Actual:	990,939
FY 2009-10 Actual:	993,281
FY 2010-11 Actual:	1,008,527
FY 2011-12 Actual:	998,249
FY 2012-13 Estimate:	1,000,745
FY 2013-14 Request:	1,000,000

For these reasons, the division requests that the FY 2013-14 standard be 1,000,000. In addition, the division will be submitting a budget amendment this fiscal year reducing the current FY 2012-13 standard of 1,021,000 to 1,000,000.

Validity:

This is a change in output measure for active members. FRS membership figures are validated through automated retired payroll data and management information systems.

Reliability:

This change returns the Division of Retirement's forecasting to a more realistic level using the same methodology as before 2009-2010.

Office of Policy and Budget – July 2012

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 2013-14 (Words)		Associated Activities Title
<i>Administration</i>			
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 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 2013-14 (Words)		Associated Activities Title
2	Administrative positions as a percent of total agency positions	ACT 0130	Mail Room (includes Mail Room, Print Shop, and Property Management)
		ACT 0200	Procurement
<i>State Employee Leasing</i>			
3	Number of employees in the State Employee Leasing Service	ACT 0510	Process payroll and benefits for leased state employees
<i>Facilities Management</i>			
4	Average Department of Management Services full service rent-composite cost per net square foot (actual) compared to average private sector full service rent-composite cost per net square foot in markets where the Department manages office facilities.	ACT 0620	Operate and maintain Department of Management Services' pool facilities
		ACT 0680	Special Category: Utility payments
		ACT 0010	Executive Direction
5	DMS average operations and maintenance cost per square foot maintained	ACT 0620	Operate and maintain Department of Management Services' pool facilities
		ACT 0680	Special Category: Utility payments
		ACT 0010	Executive Direction
6	Number of maintained square feet (private contract and agency)	ACT 0620	Operate and maintain Department of Management Services' pool facilities
		ACT 0630	Operate and maintain non-pool facilities
		ACT 0010	Executive Direction
7	Number of leases managed	ACT 0650	Manage private sector and state leases for state agencies
		ACT 0010	Executive Direction

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

Measure Number	Approved Performance Measures for FY 2013-14 (Words)		Associated Activities Title
8	Gross 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
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

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

Measure Number	Approved Performance Measures for FY 2013-14 (Words)		Associated Activities Title
<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
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

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

Measure Number	Approved Performance Measures for FY 2013-14 (Words)		Associated Activities Title
<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
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) (This is a People First measure)	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

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

Measure Number	Approved Performance Measures for FY 2013-14 (Words)		Associated Activities Title
31	Number of users supported by the automated human resources system (This is a People First measure)	ACT 1420	Maintain the automated human resources system
		ACT 1450	People First Contract Management
		ACT 0010	Executive Direction
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

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

Measure Number	Approved Performance Measures for FY 2013-14 (Words)		Associated Activities Title
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
		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	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 2013-14 (Words)		Associated Activities Title
<i>Retirement Benefits Administration (Division of Retirement)</i>			
40	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
41	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
42	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
43	Percent of monthly payrolls from FRS Employers processed within 5 days	ACT 1610	Administer the Florida Retirement System
		ACT 0010	Executive Direction
44	Turn around times for benefit calculations - Information Requests (calendar days).	ACT 1610	Administer the Florida Retirement System
		ACT 0010	Executive Direction
45	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 2013-14 (Words)		Associated Activities Title
46	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
47	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
48	Number of local pension plans reviewed	ACT 1600	Provide local government pension plan oversight
		ACT 0010	Executive Direction
49	Number of FRS members	ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
		ACT 0010	Executive Direction
Public Employees Relations Commission			
50	Percent of timely labor dispositions	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
51	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 2013-14 (Words)		Associated Activities Title
52	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
53	Number of labor dispositions	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
54	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>			
55	Percent of civil rights cases resolved within 180 days of filing	ACT 1800	Investigate complaints of civil rights violations
		ACT 0010	Executive Direction
56	Number of inquiries and investigations	ACT 1800	Investigate complaints of civil rights violations
		ACT 0010	Executive Direction
<i>Division of Telecommunications</i>			
57	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
58	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 2013-14 (Words)		Associated Activities Title
59	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
60	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>			
61	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
62	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 2011-12			
SECTION I: BUDGET		OPERATING		FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT		483,325,848		46,539,968	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)		22,888,243		0	
FINAL BUDGET FOR AGENCY		506,214,091		46,539,968	
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)					46,539,968
Process Payroll And Benefits For Leased State Employees * Number of employees in state leasing services		4	137,600.25	550,401	
Operate And Maintain Department Of Management Services' Pool Facilities * Number of maintained square feet (private contract and agency)		7,892,878	5.74	45,282,594	
Operate And Maintain Non-pool Facilities * Number of maintained square feet (private contract and agency)		7,892,878	0.11	829,584	
Administer Bonding Program And Plan For State Office Space Requirements * Number of net square feet of pool facilities		6,201,126	0.25	1,520,076	
Manage Private Sector And State Leases For State Agencies * Number of leases managed		1,217	1,202.27	1,463,160	
Manage Pool Facility Parking Lots * Number of parking spaces		24,705	10.32	254,989	
Provide Facilities Security * Number of facilities secured		18	56,802.56	1,022,446	
Manage Construction Projects *		15,901,303	0.09	1,423,353	
Adjudicate And Facilitate Mediation Of Labor And Employment Disputes Through The Public Employees Relations Commission * Number of labor and employment dispositions		1,208	3,340.75	4,035,632	
Acquire And Redistribute Federal Surplus Property * Dollar value of donated property		9,592,505	0.05	509,559	
Acquire And Redistribute Military Excess Property * Dollar value of donated property		9,592,505	0.01	115,139	
Provide New Vehicle And Watercraft Acquisition Support * Number of vehicles and watercraft acquired		981	165.27	162,130	
Operate And Maintain The Equipment Management Information System (emis) * Number of state vehicles tracked		25,790	23.49	605,909	
Manage State Vehicle And Watercraft Disposal * Number of vehicles and watercraft disposed of		1,254	650.46	815,671	
Establish And Administer State Term (master) Contracts And Negotiated Agreements * Dollars expended by State Agencies using the State Term Contracts and Negotiated Agreements		788,860,684	0.03	21,169,534	
Provide Minority Access To Contracting Opportunities * Number of businesses certified and registered		644	538.59	346,853	
Manage And Oversee Minority Business Compliance * Number of businesses reviewed and audited		100	3,468.58	346,858	
Provide Human Resource Management Expertise/Consulting * Number of authorized FTE and OPS employees in the State Personnel System		117,502	20.63	2,424,304	
People First Contract Management *		217,000	185.65	40,285,483	
Administer The Health Insurance Program * Number of enrollees		173,008	191.28	33,092,626	
Administer The Life Insurance Program * Number of enrollees		185,166	0.01	2,071	
Administer The Flexible Spending Account Program * Number of enrollees		16,642	1.79	29,730	
Administer The Supplemental Insurance Program * Number of enrollees		187,584	5.67	1,063,546	
Administer The Disability Benefits Program * Number of enrollees		22,727	0.05	1,027	
Provide Local Government Pension Plan Oversight * Number of Local Pension Plans Reviewed		168	8,973.02	1,507,468	
Administer The Florida Retirement System * Number of FRS members		998,249	27.92	27,873,167	
Administer The Retiree Health Insurance Subsidy Program * Number of Recipients of the Health Insurance Subsidy		297,303	0.42	124,812	
Administer The State University System Optional Retirement Program * Number of participants in the State University System Optional Retirement Program		17,544	16.77	294,252	
Contract For The Construction, Operation And Oversight Of Private Prisons * Number of beds occupied		10,081	299.99	3,024,159	
Investigate Complaints Of Civil Rights Violations * Number of inquiries/investigations		18,655	317.96	5,931,545	
TOTAL				196,108,078	46,539,968
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES				245,066,315	
AID TO LOCAL GOVERNMENTS					
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS				15,047,951	
OTHER				395,476	
REVERSIONS				49,596,289	32
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)				506,214,109	46,540,000

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

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

ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:

1-8: ACT0680 ACT0700 ACT8010 ACT8020 ACT8030 ACT8040

AID TO LOCAL GOVERNMENTS ACTIVITY ISSUE CODES SELECTED:

1-8:

THE FOLLOWING STATEWIDE ACTIVITIES (ACT0010 THROUGH ACT0490) HAVE AN OUTPUT STANDARD (RECORD TYPE 5) AND SHOULD NOT:

*** NO ACTIVITIES FOUND ***

THE FCO ACTIVITY (ACT0210) CONTAINS EXPENDITURES IN AN OPERATING CATEGORY AND SHOULD NOT:
 (NOTE: THIS ACTIVITY IS ROLLED INTO EXECUTIVE DIRECTION, ADMINISTRATIVE SUPPORT AND INFORMATION TECHNOLOGY)

*** NO OPERATING CATEGORIES FOUND ***

THE FOLLOWING ACTIVITIES DO NOT HAVE AN OUTPUT STANDARD (RECORD TYPE 5) AND ARE REPORTED AS 'OTHER' IN SECTION III: (NOTE: 'OTHER' ACTIVITIES ARE NOT 'TRANSFER-STATE AGENCY' ACTIVITIES OR 'AID TO LOCAL GOVERNMENTS' ACTIVITIES. ALL ACTIVITIES WITH AN OUTPUT STANDARD (RECORD TYPE 5) SHOULD BE REPORTED IN SECTION II.)

BE	PC	CODE	TITLE	EXPENDITURES	FCO
72400100	1601000000	ACT0675	INTERIOR REFURBISH LEASE SPACE	395,475 (See footnote 1 below)	
72750100	1601000000	ACT1410	PROVIDE AMERICANS WITH DISABILITIES	1	

TOTALS FROM SECTION I AND SECTIONS II + III:

DEPARTMENT: 72	EXPENDITURES	FCO
FINAL BUDGET FOR AGENCY (SECTION I):	506,214,091	46,539,968
TOTAL BUDGET FOR AGENCY (SECTION III):	506,214,109	46,540,000
DIFFERENCE:	18-	32-
(MAY NOT EQUAL DUE TO ROUNDING)	=====	=====

(1) This represents operating expenditures within the Master Lease Space Tenant Improvement Funds appropriation category.

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.