



FLORIDA DEPARTMENT of

management SERVICES

We serve those who serve Florida

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Rick Scott, Governor

Craig J. Nichols, Agency Secretary

LONG RANGE PROGRAM PLAN

Department of Management Services

Tallahassee

September 30, 2013

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

JoAnne Leznoff, Staff Director
House Appropriations Committee
The Capitol, Room 221
Tallahassee, FL 32399-1300

Mike Hansen, Staff Director
Senate Appropriations Committee
The Capitol, Room 201
Tallahassee, FL 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 2014-15 through fiscal year 2018-19. 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,

Craig J. Nichols
Agency Secretary

Fiscal Years

2014-2015 through 2018 -2019

Long-Range
Program
Plan

Department of Management Services

Long Range Program Plan FY 2014-2015 through 2018-2019

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.

Improving Education

- World Class Education

Economic Development and Job Creation

- Focus on Job Growth and Retention

- Reduce Taxes
- Regulatory Reform
- Phase out Florida's Corporate Income Tax

Maintaining Affordable Cost of Living in Florida

- Accountability Budgeting
- Reduce Government Spending
- Reduce Taxes
- Phase out Florida's Corporate Income Tax

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 2014-2015 through 2018-2019

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 2014-2015 through 2018-2019

Agency Service Outcomes and Performance Projection Tables

Workforce Operations

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 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
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 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
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 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
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 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
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 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
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 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
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 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
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 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
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 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
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 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Private Prison Monitoring	100% (2005-2006)	100%	100%	100%	100%	100%

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 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
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

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 30% 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 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Division of Tele-communications	50% (2004-2005)	30%	30%	25%	25%	25%

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 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
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 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Public Employees Relations Commission	92% 2001-2002	94%	94%	94%	94%	94%

The Florida Department of Management Services

Long Range Program Plan fiscal year 2014-15 through 2018-19

Trends and Conditions Statement

RETIREMENT BENEFITS ADMINISTRATION

The Division of Retirement's mission is to deliver a high-quality, innovative and cost-effective retirement system. Its vision is to exceed 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 fifth-largest public state retirement system in the nation, FRS is 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, the division provides supplemental retirement benefit payments of more than \$14 million to 780 Florida National Guard retirees and provides 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. Its key priority is to meet its statutory obligations in the most efficient and effective manner possible while continuing commitment to quality customer service. This commitment is 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 consistently maintains a high satisfaction rate and completed fiscal year 2011-12 with a percentage of members satisfied of 96.9 percent. The division sustains one of the lowest administrative costs 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 management of second elections when a member exercises the second election option to transfer back to the Pension Plan

The division administers the disability retirement program for FRS members (both Pension Plan and IP). This includes determining eligibility, processing applications for eligible members and paying monthly disability benefits.

For eligible FRS Pension Plan and IP members, the division administers the Retiree Health Insurance Subsidy Program, which includes determining eligibility, processing applications, and paying monthly benefits.

The Division of Retirement's current business application platform consists of the line of business application (IRIS), enterprise content management (imaging and workflow), business rules management, correspondence and forms management, an integration approach with other state information technology (IT) platforms, member and employer self-service, and internal and external security design. The division relies on this business application platform to provide enrollment, contribution, retirement calculation and benefit payment services to the one million active and retired members of the FRS and their more than 1,000 employers.

The current business application platform is 16 years old and aging. Industry data indicates that replacement or modernization will take three to four years, by which time the business application platform will be 20 years old. The division is concerned about risks related to the system's longevity and flexibility. To validate these concerns, a technology risk assessment was completed in August 2013. This assessment accounts for the impact of legislative and technological changes. The study results indicated that the division is confronted with failing components of the application platform, an aging infrastructure, unsupported products, and a lack of resources with requisite knowledge to support the outdated platforms. The technology risk assessment recommended the division take prompt action in order to decrease the risk of not being able to timely meet legislative mandates; adequately protect itself from sophisticated cyber-attacks; ensure against the possibility that FRS retired members and surviving beneficiaries (such as, retired teachers, firefighters, police officers) could get paid less accurately or less timely; or avoid the burden of additional administrative costs.

A legislative budget request for the funding to prepare the Schedule IV-B required for major information technology projects will be made for fiscal year 2014-15. The Schedule IV-B will include the business case, strategic needs assessment, baseline analysis, proposed business process requirements, benefits realization, cost benefit analysis, and major project risk assessment needed to identify the IT approach that will best mitigate current and future risks associated with a dated business application platform and enhance the division's ability to avoid future cost increases and improve service. The requested funding will also be used to develop a request for proposal for implementing such an approach.

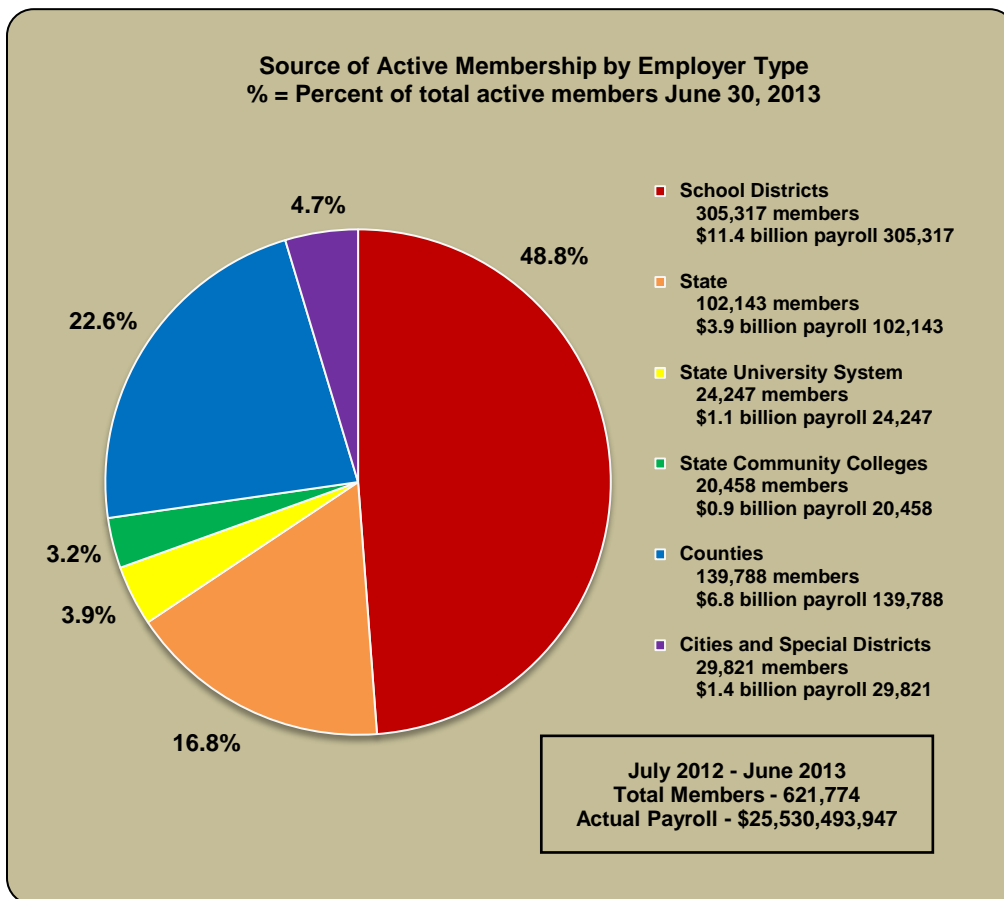
In fiscal year 2012-13, the division modernized its telephone communication system switching to a Voice Over Internet Protocol (VoIP), which is telephone service over the Internet.

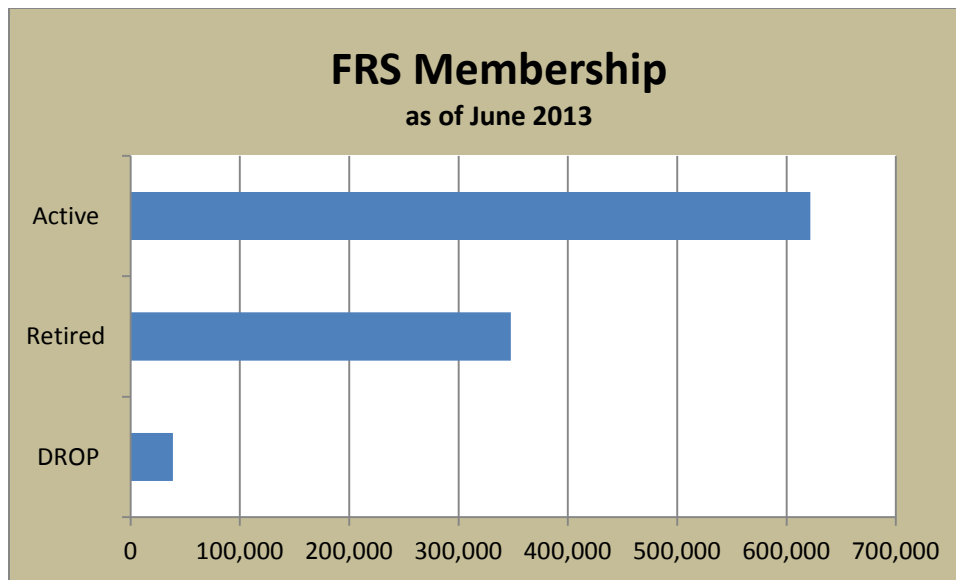
The modernized telephone system positions the division to leverage VoIP to take advantage of future service enhancements and for achieving further efficiencies in customer service and cost avoidance through the creation of a contact center. The contact center will better manage all customer calls and other forms of electronic customer contact. The costs of establishing the contact center can be provided from existing funds.

The Division of Retirement's outcome measures 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 and providing refunds to members, managing and auditing employer and employee 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 members and other

interested parties every year – culminate in providing monthly retirement benefits in excess of \$6.9 billion annually to more than 355,000 retired members or their beneficiaries. These benefits provide members a stable and sustained income, most of which finds its way back into Florida’s economy, as 88 percent of all retirees are Florida residents receiving more than \$5.9 billion in monthly benefits each year.

Program Statistics





INSURANCE BENEFITS ADMINISTRATION

In accordance with section 110.123, Florida Statutes, the Division of State Group Insurance (DSGI) offers and manages a package of insurance benefits. This includes a variety of health insurance options, flexible spending and health savings accounts, life insurance, vision insurance, dental insurance, and other supplemental insurance options. Under a Cafeteria Plan, state employees choose benefits on a pretax basis, and retired state employees and surviving spouses choose from the available post-tax benefit plans. 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 Division of State Group Insurance's priorities 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 division's primary goal is to develop and offer a portfolio of sustainable employee benefit products in a cost-efficient and prudent manner, and to enable eligible members 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 maximize their benefit options. The Division of State Group Insurance 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, DSGI 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, DSGI 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 2012-13, the aggregated results equated to a 95 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, DMS has a performance standard that measures its administrative cost per insurance enrollee. The approved standard is \$10.27 per insurance enrollee; however, the agency provided services for approximately \$6.26 per insurance enrollee for fiscal year 2012-13.

The agency will continue to operate under current state and federal policies in effect. In past sessions, the agency reduced its workforce to a residual staff size of 22 full-time employees. The Division of State Group Insurance is currently developing its legislative budget issues for the 2014 Legislative Session.

In 2011, the Legislative Budget Commission approved authorization to self-fund the Health Maintenance Organization (HMO) program. Subsequently, DSGI entered into contracts with four HMOs under a self-funded model and two HMOs under a fully-funded model effective Jan. 1, 2012. Additionally, DSGI entered into a pharmacy benefits management (PBM) contract with Medco Health Solutions, Inc., under a self-funded model. The new PBM contract achieved savings in the first year. The new, self-insured HMO contracts exceeded first year projected savings. Second-year savings for the PBM and HMO contracts are on target to be achieved.

The Division of State Group Insurance's third-party administrator contract with Florida Blue for its Preferred Provider Organization (PPO) services expires Dec. 31, 2014. The division developed a project plan and launched a procurement for the provision of PPO services beginning Jan. 1, 2015.

Senate Bill 1802, section 110.123, Florida Statutes, amended the definition of full-time state employee and the eligibility requirements to be offered coverage in the State Group Insurance Program. The division has developed business requirements and a project plan that ensures compliance with the new requirements during the upcoming 2014 plan year Open Enrollment and ongoing. With the implementation of certain aspects of the Patient Protection and Affordable Care Act (PPACA), DSGI has and will continue to work with employee benefit consultants and legal experts to ensure potential impacts of the federal regulations to the State Group Insurance Program are fully vetted and planned for in accordance with applicable state statutes, guidance and directives. The mandates established under PPACA are being implemented in phases between 2011 and 2019.

In fiscal year 2013-14, DSGI is deploying new technology through the implementation of a health insurance management information system. The new technology provides tools to enable DSGI's development of benefit design models and analyses and other studies using actual claims experience; monitor vendor performance; measure accuracy and timeliness of claims payments; and perform other beneficial statistical analyses.

DSGI Customers

State Agencies	81,446
State Universities	36,522
Benefits Only: Retirees, COBRA, etc.	36,433
Florida Board of Bar Examiners	42
Florida Inland Navigation	7
Justice Administrative Commission	8,482
Legislature	1,568
Miami-Dade Expressway	47
Orlando-Orange Co. Expressway	57
State Board of Administration	209
State Courts System	3,777
Tri-Rail	95
Volunteer Florida	14
West Coast Inland Navigation	3
TOTAL	168,702

*Enrolled in health coverage as of July 2013; does not include dependents.

HUMAN RESOURCE MANAGEMENT

The Division of Human Resource Management (HRM) policy team's 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, 112.24 and Parts VI and VIII of Chapter 112; sections 216.251(2)(a) and 216.262; and certain sections within Chapter 447, Florida Statutes, HRM 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 110,492 positions. It is the largest of the six primary personnel systems in Florida's state government excluding the 12 state universities, the Justice Administration System, the State Courts System, the Florida Legislature, and the Florida Lottery. In addition, HRM administers the Career Service System within the State Personnel System, as required by Article III, section 14, Florida Constitution, and represents the Governor as the Chief Labor Negotiator for the State Personnel System, 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 U. S. Department of Labor as a single employer. The programs and services provided by HRM are necessary, as they impact the following legal, financial and operational parameters of the State Personnel System:

- 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, such as, FEMA reimbursements, grants, etc.
 - Assessments of federal penalties and fines, such as, 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 services within each agency.
- Upholds uniformity in the application of human resource policies and operational practices.
- Leads and serves as a conduit for system wide human resource initiatives and resolution of issues.
- Prevents misapplication of human resource requirements.
- Provides competitive human resource 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 that serve Florida.

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



Responsibilities

The Division of Human Resource Management 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 State Personnel System 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), human resource rules, and other state laws to guide agencies in the proper administration of their human resource programs.
- Establishes and maintains human resource programs addressing position classification, agency reorganizations, salary administration, benefits, attendance and leave, training and career development, discipline, employee performance evaluations, affirmative action, dismissals, layoffs, and other related activities to ensure the consistent and efficient human resource administration within the State Personnel System agencies.
- Reviews and approves changes to agency human resource programs for legal compliance.
- Develops personnel rules, manuals, guidelines, and forms/templates for agency human resource professionals, managers and employees.
- Provides technical assistance and consultative services to the Governor's Office, the Legislature, and other state employers on human resource issues.
- Develops and approves business requirements for use in programming the People First system to properly and accurately process human resource 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, human resource professionals, agency staff, other states, and the public.
- Fulfills federal and state mandatory reporting requirements.
- Monitors and analyzes legislative proposals for impact to the State Personnel System.
- Researches and implements best practices, streamlines human resource processes, and eliminates inefficiencies in the delivery of services.
- Evaluates, recommends, and maintains compensation offerings to maintain the State Personnel System's competitiveness.

- 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 Telework 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, including, flexible work schedules, job sharing, paid and unpaid family leave, etc.)
 - State Employee Child Care Program (approves agency plans to provide workplace child care services for state employees)

Priorities

Shifts in workforce demographics, technological changes, economic changes, global markets, and a shrinking pool of skilled workers have created and will continue to create many challenges for 21st century employers over the next five years. The Division of Human Resource Management 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. The division must also position itself as a leader in both implementing strategies to assist agencies in streamlining processes and providing access to current information that allows them to make effective, efficient and lawful human-resource-related decisions. The division will research and analyze industry trends, innovations and best practices to support policy initiatives that provide solutions and enhance the human resource infrastructure. In addition, to remain competitive, the State Personnel System must increase its efforts to provide employees with state-of-the-art tools, processes and information that enhances their effectiveness in providing services to customers and to Floridians. 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. The Division of Human Resource Management conducts an annual customer satisfaction survey for agency human resource officers to provide feedback on its services, address concerns, and make suggestions for improvements. In addition, it holds monthly meetings with agency human resource officers to discuss issues and policy initiatives. To address identified 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):

- **Enterprisewide Performance and Talent Management Improvement Initiative (Performance Matters Initiative).** State agencies in Florida administer employee performance evaluations using different practices, procedures, forms and methodologies. To improve this practice, there is a need for the state to draw from examples that other world-class organizations in private and public sector use to develop performance management systems. Enhancing our performance management system will help develop and retain high-level talent and create a workforce that values accountability and productivity when serving the people of

Florida. Every state agency will move toward a standard annual performance evaluation period, which will correlate with the state fiscal year (from July 1 to June 30). A new methodology for performance management will also be implemented. The goal is for each employee to be assigned clear objectives based on identifiable metrics upon which progress can be tracked. These expectations will directly align with the mission of each agency and further align with the priorities of the Governor.

- **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 human resource services through a shared services initiative. This initiative will address remaining duplicative human resource administrative functions throughout the State Personnel System with a focus on increased quality of services, standardization of human resource delivery and policy interpretation, and cost reductions. Agencies will also be empowered to focus on their core missions instead of administrative human resources functions. The People First team has contracted with a consulting firm to provide public and private sector best practice expertise in developing a comprehensive business case for the next generation contract for the People First system. The business case will include a thorough cost-benefit analysis and recommendations and will take into account the current infrastructure of the enterprise human resource system, People First, and the current agency human resource delivery models within the State Personnel System. The potential efficiencies and savings that could be achieved through a human resource shared services delivery model will be a component of that analysis.
- **Chapter 60L Rule Revisions, Florida Administrative Code.** Effective July 1, 2012, Chapter 2012-215, Laws of Florida, clarified legislative intent with regard to probationary employees who are dismissed from promotional positions (current s. 110.227(8), F.S.); reflected human resource practices that have evolved (e.g., telework and background screening); and provided efficiencies in operations (e.g., furloughs, movement of the administration of the OPS Social Security Alternative Plan to the Department of Financial Services, the elimination of Florida State Employees' Charitable Campaign undesignated funds, and the streamlining of procedures related to pay additives). The Department of Management Services proposed these changes as components of a larger, more comprehensive 2012 Chapter 110 bill that did not pass in its entirety. The provisions of Chapter 2012-215, Laws of Florida, necessitated rule revisions to Rule 60L-32 (Compensation and Benefits), 60L-33 (Appointments and Status), 60L-34 (Attendance and Leave) and 60L-39 (Florida State Employees' Charitable Campaign).
- **Florida Human Resource Institute.** Further develop the curriculum and program offerings of the Florida Human Resource 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 State Personnel System agencies. The program will provide a comprehensive multitiered 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 State Personnel System and administered in the human resource information system.

Outcome measure - customer satisfaction

To assess HRM’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 2008-09	fiscal year 2009-10	fiscal year 2010-11	fiscal year 2011-12	fiscal year 2012-13
<i>Overall Customer Satisfaction *</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>
Communicated Clearly	100%	100%	100%	100%	100%
Courteous	100%	100%	100%	100%	100%
Helpful	100%	100%	97%	100%	100%
Listened Well	100%	100%	100%	100%	100%
Staff Availability	97%	100%	97%	97%	100%
Accuracy	100%	100%	97%	97%	97%
Consistency	97%	100%	97%	97%	94%
Easy to Understand	100%	100%	93%	100%	97%
Timeliness	96%	100%	93%	100%	100%
Usefulness	100%	100%	97%	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 information system and enterprisewide suite of human resource services as performed by service center staff. The objectives of this HR business process outsourcing initiative are to provide the state with an employee and manager self-service online tool, to more effectively and efficiently provide services by streamlining and standardizing human resource transactional processes, and to reduce the cost of government. The system streamlines and automates many of the state’s human resource functions and promotes paperless work processes (such as, timesheet submission, benefits transactions, performance evaluations and direct deposit).

Prior to the implementation of People First, the state’s human resource information system was built on a 20-year-old legacy system called COPES (Cooperative Personnel Employment System). It was used by

state human resource professionals only and did not allow for employee/manager self-service or 24/7 Web access. Today, People First is used by not only human resource professionals but also by employees, managers, job applicants, retirees and benefits participants who have access to their own personnel information at any time through employee or manager self-service or a call to a human resource advisor:

Employee Self-Service	Manager Self-Service
<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

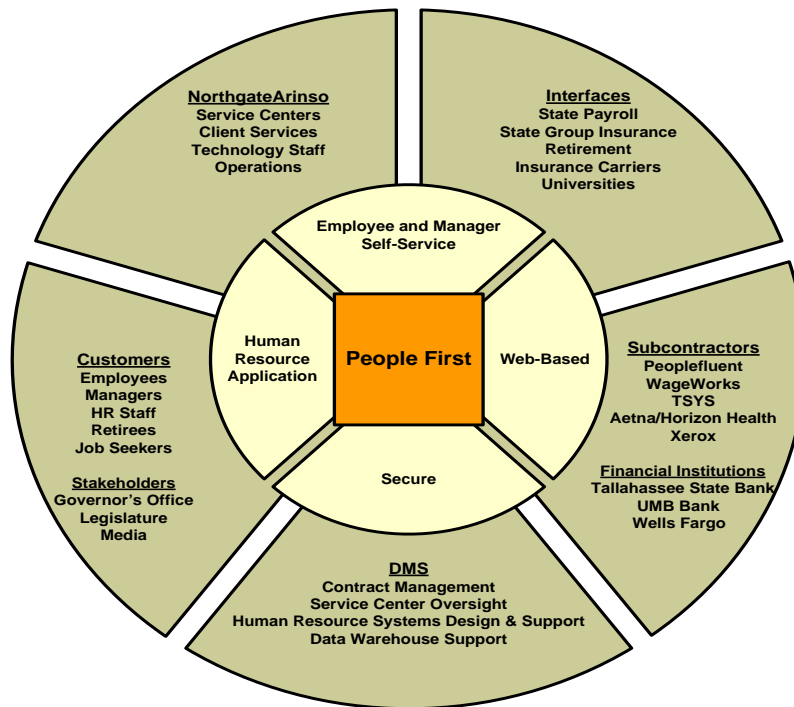
Sections 110.116 and 215.94(5), Florida Statutes, requires DMS to establish and maintain, in coordination with the payroll system of the Department of Financial Services, a complete human resource information system for all authorized and established positions in state service. In 2002, DMS contracted with Convergys Customer Management Group, Inc., to provide the state with a human resource information system and an enterprisewide suite of human resource services that expires Aug. 21, 2016. Convergys was acquired by NorthgateArinso, Inc., (NGA) on June 2, 2010.

The People First system is comprised of payroll preparation, time and attendance, recruitment, performance management, benefits administration, human resources management, and organizational management. In July 2010, the system was successfully upgraded to SAP version ECC 6.0 HR on Net Weaver 7.0. The system utilizes three-tiered architecture (Web, application, and database), and seven 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 talent management solution – the Authoria Talent Management product, version 11.1, 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. The performance management module enables managers to set expectations, track employee progress, and evaluate employees online.

In addition, NGA subcontracts with other companies to supplement the SAP platform and Oracle database that make up the foundation of the People First system: WageWorks, Inc. manages flexible spending account processing; Aetna - Resources for Living handles employee assistance program services; Xerox Corporation provides mail room, printing, forms, imaging and document management services; and TSYS, Inc., provides *myMRA* card processing services.

NorthgateArinso is required to develop and maintain the People First system and to properly staff two service centers, located in Tallahassee and Jacksonville, Fla., to effectively meet customer needs. Human resource advisors (service center employees) at the People First Service Center provide navigational and transactional assistance, issue resolution, and other specific duties previously handled by state agency human resource offices and DMS, such as: benefits enrollment, refunds, reinstatements, job postings, and performance evaluation assistance. See the depiction below on the various stakeholders that make up the People First initiative:

State of Florida Human Resource System and Services



The People First system was built to support six different personnel systems (the Justice Administrative Commission, the Florida Legislature, the Florida Lottery, the State Courts System, the State Personnel System, and state universities). Each personnel system has its own set of business rules that have been coded in the system. The system supports four pay cycles, eight collective bargaining units, and nine work schedule variations. To date, the service provider has performed a significant number of customizations to the system platform (back-end solution) and Web application servers (front-end solution), and 580 special interfaces have been built to exchange data between the People First system and external systems (the Department of Financial Services, university personnel systems, and insurance carriers).

Whom We Serve

People First supports more than 212,000 users. The group includes all 34 state agencies, all 12 state universities, all State of Florida retirees who have elected to continue with pretax health insurance benefits, 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. 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 in to the People First system to view or apply for a job. Since May 2003, more than 142,000 State of Florida positions have been posted in People First, and more than 10 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	fiscal year 2011-12	fiscal year 2012-13	Total
Jobs Posted	75,948	12,707	13,870	12,371	13,057	15,007	142,960
Jobs Viewed	50,885,261	13,478,350	14,763,554	13,281,279	14,207,407	17,447,331	124,063,182
Job Submissions	4,279,251	1,358,215	1,574,749	916,322	1,068,365	1,099,385	10,296,287

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 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 system’s day-to-day functionality and the service center operations. 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 human resource 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 116,000 employees;
 - Administer state-approved benefits to more than 212,000 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 (the Governor’s Office, the 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 1,009 mass loads for state agencies, and since January 2009, the unit has produced 3,571 reports and responded to 484 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 2013 survey demonstrates that 78 percent of respondents are satisfied with the overall performance of People First. This satisfaction rate is an increase from the 76 percent satisfaction rate from the 2011 and 2012 surveys and 72 percent satisfaction rate from the 2010 survey.

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 2012-13 was 66 percent less than 2005, a result of the many system enhancements and service center improvements over the past few years.

Service Center Calls

	*FY 2005-06	*FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	% of Change 2005-06 – 2012-13	FY 2005-06 – FY 2012-13
Benefits	315,907	244,548	255,052	190,535	163,778	171,062	301,593	246,690	-21.9%**	1,889,165
Human Resource	510,639	505,910	356,797	211,191	188,924	213,389	29,477	14,339	-97.2%	2,030,666
Payroll	109,280	89,396	82,206	83,182	80,130	72,624	47,603	40,283	-63.1%	594,704
Staffing	95,647	91,187	72,681	68,876	63,679	80,856	60,163	50,752	-46.9%	583,841
Total	1,031,473	931,041	766,736	553,784	496,511	537,931	438,836	352,064	-65.9%	5,108,376

*Fiscal year 2005-06 and fiscal year 2006-07 data is based on fiscal year 2007-08 and fiscal year 2008-09 trends.

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

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 in fiscal year 2013-14 and release a competitively-bid solicitation in fiscal year 2014-15. If applicable, a transition could take place in fiscal year 2015-16. The state has many options to choose from: maintaining a fully-outsourced model, insourcing the program, or something 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 overseeing business case development, solicitation 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 reduced overall 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 allows DMS to further improve system functionality and reliability. The Governor has directed agencies to hold government accountable and consider the benefits of an expanded human resource 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 an expanded human resource shared services model.
3. Implement affordable health care reports and data extracts to meet state statute and federal law. The changes allow eligible OPS employees to enroll in State Group Insurance plans (all except Optional Life Insurance and Medical Reimbursement Accounts). Implementation enhancements impact numerous screens, processes and reports within People First, as well as interface files between People First and the Department of Financial Services, state universities, insurance providers and other entities. New interface files, evaluation programs and reports are being created to support the eligibility decision process and subsequent enrollment process.

DIVISION OF TELECOMMUNICATIONS

The Department of Management Services Division of Telecommunications (DivTel) provides telecommunications services to support state agencies and other public entities serving the citizens of Florida. Chapter 282, Florida Statutes, provides a framework of the primary responsibilities of DivTel as a state telecommunications 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 clients;
- Designing and implementing advanced, bundled telecommunications services to meet and support the needs of state agencies;
- Adopting technical standards for the state telecommunications network to ensure the interconnectivity of computer networks and information systems of state 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) Plan for Public Safety Radio Communications;
- Cooperating with federal, state and 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 better customer service by supplying tools to allow greater flexibility and faster access for customers to rapidly adapt to changing requirements.

Section 282.703, Florida Statutes, specifically defines the responsibilities for designing and operating SUNCOM for use by state agencies, state universities, political subdivisions, educational institutions, libraries and qualifying non-profit organizations.

Section 282.709, Florida Statutes, establishes 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, DivTel is responsible for management and oversight of telecommunications services associated with public safety initiatives. Under Chapter 252, Florida Statutes, relating to Emergency Management, DivTel coordinates emergency communications at the state Emergency Operations Center and provides personnel to serve on emergency assessment teams.

The Division of Telecommunications 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). The division 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 communications services.

The Division of Telecommunication's strategic planning caters to constantly-changing technologies and meeting the needs of its customers. The Division of Telecommunication's planning also ensures public safety communications systems adequately protect Florida's citizens. As a telecommunications service provider for its customers, DivTel priorities ensure access to the most efficient, cost-effective and secure telecommunications systems and services available to State of Florida entities. The DivTel mission focuses on providing technical expertise for the telecommunications 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 to meet customer requirements;
- Adopting standards and policies for enterprisewide interconnectivity and shared use among all customers; and
- Establishing enterprise-wide service contracts with standardized ordering and billing.

In the area of public safety, DivTel responsibilities include: responding to state, federal and local agency requirements to coordinate public safety radio frequencies; providing interoperable radio communications; and supporting emergency 911 communications. The division provides assistance in the preparation of radio frequency coordination forms, Federal Communications Commission license applications and Federal Aviation Administration licensing assistance for tower clearance. The division, in accordance with section 282.7101 and 401.024, Florida Statutes, ensures that no law enforcement communications system or emergency medical services communications system, respectively, are established or expanded without appropriate departmental oversight.

In the next five years, the continued delivery of high quality, secure telecommunications services for its customers will remain a top priority for DivTel. The division represents the state as a technical agent in the volume purchase of telecommunications services and strives to obtain the lowest cost and the highest quality product for all its customers. The division relies on the needs assessment and demand from its state agency customers to determine its purchasing schedule and to establish contracts for the provisioning of services.

The division remains focused on Florida's citizens, making sure an appropriate and secure telecommunications infrastructure is in place at all times to give Floridians quick and easy access to government information and assistance in their daily lives. The division assures safety through improved communications for law enforcement and emergency personnel. As the provider of telecommunications services for state agencies, DivTel will continue to find the most cost-effective and quality solutions to allow government entities to function within a secure environment.

MyFloridaNet: To address the demands for the next generation of government requirements for telecommunications services, DivTel established MyFloridaNet, which uses local service provider infrastructure and an advanced technology known as Multi Protocol Label Switching to maximize statewide telecommunications access to all of Florida's state agencies. By providing more advanced services, DivTel has established a scalable networking platform to handle the ever increasing telecommunications requirements of its customers. As a new multipurpose telecommunications network, MyFloridaNet replaces virtually all of the existing data services and, ultimately, much of the voice services, with enhanced features and increased security while enabling lower costs.

Public Safety and Radio Interoperability: The Division of Telecommunications successfully joined in a unique public-private partnership to complete the Statewide Law Enforcement Radio System (SLERS), a shared 800 MHz radio communications system used by public safety agencies at both the state and local levels. The Statewide Law Enforcement Radio System 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 providing communications for officers 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. The division will continue to maintain SLERS to meet the public

safety communications requirements of state and local governments. The division 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 on a greater scale with other agencies at the national, state and local levels.

In addition, as delegated manager of the Florida Interoperability Network 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 facilitated the implementation of network connections between Florida dispatch centers with an interoperability tool to connect users on any radio system to any other radio system. Access to the interoperability tool was enhanced by 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 is in addition to the two 800 MHz mutual aid channels already provided by SLERS.

The Division of Telecommunications is responsible for 700 MHz interoperability channels and created and maintains Florida's 700 MHz interoperability channel plan, fulfilling the Federal Communications Commission's expectation for administering these channels. These channels are recognized nationwide to enable communications for mutual aid response using 700 MHz equipment.

The Division of Telecommunications 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. The Division of Telecommunications is participating in the planning and public safety telecommunications requirements development with federal, state and local government stakeholders.

Outcome measures are based on DivTel's mission as the state telecommunications service provider, to focus on its customers in providing the most efficient, cost effective and secure telecommunications systems and services. In turn, the DivTel customer base, including state agencies, local governments, educational institutions and eligible non-profit organizations, provide routine as well as critical services affecting the daily lives of Florida's citizens. The division ensures customized telecommunications services for these customers and ensures that those services meet their daily requirements, remain fully operational and are highly secure.

The Division of Telecommunications is associated with the following councils and boards and provides certain documents for state planning:

- **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 planning, designing and establishing a statewide radio communications system. This system serves law enforcement units of state agencies and local public safety agencies through a mutual aid channel or as third-party subscribers.
- **Florida Interoperability Network Comprehensive Management Plan:** This plan for all public safety agencies statewide is maintained by the Florida Executive Interoperable Technologies Committee (FEITC) and DMS-DivTel, in conjunction with the Florida Department of Law Enforcement and the Florida Division of Emergency Management.

- **Florida Law Enforcement Communications Plan:** The Division of Telecommunications maintains this plan in conjunction with its responsibility to provide a statewide system of regional law enforcement communications under section 282.7101, Florida Statutes.
- **Florida-Region 9 Plan for Public Safety Radio Communications (800MHz):** The Division of Telecommunications coordinates and maintains this plan, based on the frequency allocation responsibility delegated in paragraph 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, DivTel has oversight of the administration, technical standards and operational policies for the 700MHz “interoperable-use” spectrum within Florida.
- **700 MHz Public Safety State Channel Plan:** In accordance with Chapters 252, 282, 318, 295 and 401 Florida Statutes, 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 subsection 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:** The Division of Telecommunications 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:** As mandated in subsection 282.702(1), Florida Statutes, DivTel publishes a description of available services, policies and procedures which is available electronically through DMS’ website.

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 and other DMS Real Estate Development and Management (REDM)-managed facilities, and administers public and private leasing (including parking services).

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 Facilities 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 and condition and maintenance needs. The annual submission of the State Facilities Inventory Report to the Legislature and Governor identifies the state's building needs and, in conjunction with Department of Environmental Protection, includes a list of state-owned real property and facilities recommended for disposition. Planning and budgeting responsibility also includes advising agencies, the Executive Office of the Governor, and the Florida Legislature on Fixed Capital Outlay projects and the cost for occupied facilities maintained by state agencies and the judicial branch. The Department of Management Services 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, and 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. The Department of Management Services is also required to maintain the Governor's Mansion and grounds.

Chapter 281, Florida Statutes requires maintaining fire safety and security services at REDM-managed buildings. This involves training employees and the enforcement of traffic and parking regulation on

state-owned property, excluding the Capitol Complex and 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. The Department of Management Services 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 Facilities Program's primary responsibilities include:

Building Construction:

- Oversee the repair and renovation of state-owned facilities.
- Manage Fixed Capital Outlay 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 Lands and Records Information System (FL-SOLARIS).
- Submit DMS Florida Facilities Pool facility data annually in the facilities portion of FL-SOLARIS.
- Recommend strategies to maximize the utilization of state-owned and state-leased space.
- Compile data and draft annual and legislatively required reports.
- Work with division staff to document and improve business processes.

The Facilities 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, maintain the public's investment in real property. To support Fixed Capital Outlay 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 2013-14, the Facilities Program received funding from several sources. Those sources and the percentage of funding are:

- Supervision Trust Fund (49.2 percent)
- Architects Incidental Trust Fund (0.67 percent)
- Operating Trust Fund (1.13 percent)
- Public Facilities Financing Trust Fund (1.8 percent)
- Florida Facilities Pool Clearing Trust Fund (28.08 percent)
- General Revenue (19.12 percent)

The Facilities Program's statutory responsibilities include directives set forth by the Governor, the DMS Secretary and the Florida Legislature. On an ongoing basis, Facilities Program staff solicits input from our customers about their needs and priorities for services and facilities.

Legislative directives from the 2013 session that influence the Facilities Program's responsibilities include:

- **Reduce the cost of private leased space by renegotiating or re-procuring all private leases expiring before June 2016.** Chapter 2013-41, 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, 2014, and June 30, 2016, in order to achieve a reduction in costs in future years. The Department of Management Services provided a report on March 1, 2013, to the Executive Office of the Governor, the President of the Senate and the Speaker of the House of Representatives listing 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 Facilities 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 Facilities Program has identified the following priorities:

- **Reduce the cost of private leased space by renegotiating or re-procuring all private leases expiring before June 2016.** As Directed by 2011-47 and 2012-119, Laws of Florida, DMS will continue working with the state's tenant brokers and partner agencies, expanding on the \$25.4 million lease cost savings and reduction of 877,036 square feet in the private lease portfolio during fiscal year 2011-13. The Department of Management Services will seek to renegotiate all private leases expiring between July 1, 2014, and June 30, 2016, and will continue to track the reduction in lease space and costs in future years.
- **Reduce backlog of deferred maintenance.** Historically, annual funding to address building deficiencies has been \$5-8 million. In fiscal year 2012-13, \$118 million in inventory was

identified as deficiency correction projects. In fiscal year 2013-14, \$32 million was appropriated to address building deficiencies: \$28.5 for General Projects, \$2.5 for ADA, and \$1.5 for Life-Safety projects. Currently, the inventory of deficiency correction projects in DMS-managed buildings is 214 and totals \$89,586,644. With the fiscal year 2013-14 appropriation, DMS will be able to continue to significantly reduce General Projects, as well as, priority ADA and Life-Safety Projects, providing cost-efficient, accessible, clean and safe work environments.

- **Oversee and efficiently manage the day-to-day operations of the Florida Facilities Pool.** The Department of Management Services 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 Facilities Program significantly revised administrative rules related to energy efficiency in all state-owned buildings (60D-4, Florida Administrative Code). The agency also developed a State Energy Management Plan to assist agencies in reducing energy consumption and costs. During the last quarter of fiscal year 2011-12, DMS finalized two energy performance contracts to improve lighting, water and mechanical equipment in 31 buildings that will save more than one million kWh of electrical consumption annually. Due to these initiatives, DMS has demonstrated a \$1.18 million dollar reduction in Florida Facilities Pool facility utilities in fiscal year 2012-13; which is the second year in a row the department achieved an annual reduction of \$1 million or more in utilities.
- **Increasing Florida Facility Pool occupancy.** In an effort to provide best value office facilities to state agencies and increase Florida Facilities Pool occupancy, DMS continues to reassess portfolio opportunities and identify Florida Facilities Pool space for reconfiguration based on the amount of vacant space, opportunity for revenue generation and potential private lease cost savings. 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 the division through the occupancy of otherwise vacant space. Funding received for fiscal year 2013-14 will be used to reconfigure the Hurston Building in Orlando, the Peterson Building in Lakeland, the D'Alessandro Building in Fort Myers and the Trammell Building in Tampa.

DIVISION OF STATE PURCHASING

The mission of the Division of State Purchasing is to provide purchasing services that deliver innovative, resource-saving solutions. State Purchasing uses the combined purchasing power of the State of Florida to deliver the best value in goods and services for the state and other eligible users. Applicable statutes related to State Purchasing 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. State Purchasing 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, State Purchasing manages a Training and Certification Program for state purchasing professionals, as authorized in section 287.076, Florida Statutes, and developed by State Purchasing.

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, State Purchasing 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, State Purchasing will continue to provide outreach and registration for vendors to broaden contracting opportunities to a more diverse vendor population. State Purchasing will continue to encourage vendor participation with other state agencies, universities, cities and counties.

To further its mission, State Purchasing implemented the state's online procurement system, MyFloridaMarketPlace (MFMP), as authorized in section 287.057(22), Florida Statutes. MyFloridaMarketPlace 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 and online Internet-based transactions that provide a more consistent and efficient way of conducting business with the state with less paperwork and fewer manual steps.

On Oct. 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 daily. Vendors pay a transaction fee (based on all spend with the state) that funds operations in Purchasing Oversight, the Office of Supplier Diversity, and Fleet Management. On Jan. 25, 2013, following a competitive procurement, DMS entered into a four-year contract for a MFMP administrator. Comparing the new annual contract cost to prior annual cost of \$14.8 million indicates a savings of \$15.7 million over the four-year period, or an average annual savings of \$3.9 million.

State Purchasing has revised the following services to state agencies:

Training and Certification Program

- State Purchasing provides professional development for the following certifications:
 - Florida Certified Contract Negotiator (FCCN)
 - Florida Certified Contract Manager (FCCM)
 - Project Management Professional (PMP)
 - Florida Certified Purchasing Agent (FCPA)
 - Florida Certified Purchasing Manager (FCPM)

- Three of these certifications are statutorily required to conduct competitive solicitations:

- 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.
- Section 287.057(16)(b), Florida Statutes, 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.
- Florida Law, Chapter 2013-154, effective Dec. 1, 2014, will amend 287.057(14), Florida Statutes, to require any contract or grant managers handling contracts in excess of \$100,000 annually to complete professional development courses to become a Florida Certified Contract Manager (FCCM).
- To meet the requirements of Florida Law, Chapter 2013-154:
 - The Department of Management Services and the Department of Financial Services will work together to develop a curriculum for the FCCM certification.
 - The Division of State Purchasing will engage in rulemaking to propose changes or amendments to Rule 60A-1.041, Florida Administrative Code. These rule amendments will focus on refining and revising certification and recertification requirements to improve service efficiency and performance.
 - During the 2013 Legislative Session, the Legislature created and established four professional development positions, two curriculum designers and two instructional and educational coordinators to enhance the existing professional development programs and meet the requirements of Chapter 2013-154, Florida Law.

MyFloridaMarketplace

- MyFloridaMarketPlace Utilization Initiative:
 - The State of Florida is currently engaged in an enterprise initiative for all agencies to fully utilize MFMP. The monthly MFMP Utilization Scorecard measures utilization in five key eProcurement functions: purchase orders and contracts, invoicing, catalog requisitions, receiving and eQuote.
 - State Purchasing's MFMP team recognized the unique needs of each agency to achieve full utilization and is currently engaged in a three-phased enablement effort focusing on the 15 agencies with the largest identified gaps in utilization. The remaining agencies will receive support through on-going operational activities such as training sessions and materials.
 - On Feb. 19, 2013, the State Purchasing and state agencies completed phase one of the Procurement Transformation Initiative. Going forward, the MFMP team will support state agencies through a phased approach and training to increase MFMP system

utilization.

- Phase 1 agencies, targeted for full utilization in the latter half of 2013, are now using the system to its full extent in metrics 1-4.
- Phase 2 agencies continue to improve as the MFMP team works with them toward a target full utilization in the last quarter of 2013.
- Phase 3 agencies have become more engaged with the MFMP team as they target the end of 2013 for full utilization of MFMP.

MFMP Agency Utilization

08/15/2013 Scorecard for data through 07/31/2013

Agency	Overall Monthly Trend	Purchase Order and Contract	Monthly Trend	MFMP Invoice Utilization	Monthly Trend	MFMP Catalog Utilization
		Goal >= 80%		Goal >= 80%		Goal >= 80%
Department of Education	-	100%+	+	10.62%	-	85.82%
Department of Financial Services	+	100%+	-	62.36%	+	-
Department of Revenue	-	100%+	-	100%+	+	95.71%
Department of State	-	100%+	-	100%+	-	-
Department of Transportation	-	100%+	+	96.54%	-	7.69%
Department of Economic Opportunity (DEO)	+	100%+	-	100%+	+	75.41%
Department of Health	+	100%+	-	100%+	+	74.32%
Department of Law Enforcement	-	100%+	-	0.60%	-	87.85%
Department of Military Affairs	+	100%+	+	100%+	+	90.08%
Department of the Lottery	+	29.52%	+	8.61%	+	83.33%
Agency for Health Care Administration	+	100%+	+	89.77%	+	96.41%
Department of Children and Families	-	100%+	-	100%+	+	87.10%
Department of Citrus	-	100%+	+	100%+	+	N/A
Department of Corrections	+	100%+	-	100%+	+	83.63%
Agency for Persons with Disabilities	+	100%+	-	100%+	+	79.83%
Department of Business and Professional Regulation	+	100%+	-	100%+	+	13.33%
Department of Elder Affairs	-	100%+	-	22.79%	-	95.74%
Division of Emergency Management	+	100%+	-	100%+	-	69.23%
Department of Environmental Protection	+	100%+	+	100%+	+	91.19%
Department of Highway Safety and Motor Vehicle	+	100%+	-	100%+	-	72.79%
Department of Juvenile Justice	-	100%+	-	100%+	-	89.06%
Department of Management Services	+	100%+	-	100%+	-	97.69%
Department of Veterans Affairs	+	100%+	-	100%+	-	54.22%
Executive Office of the Governor	+	100%+	-	100%+	-	N/A
Fish and Wildlife Conservation Commission	-	100%+	-	48.47%	-	-
Florida School for the Deaf and Blind	+	100%+	+	100%+	+	97.50%
Florida Parole Commission	-	100%+	-	90.67%	-	64.29%
Northwood Shared Resource Center (NSRC)	+	100%+	+	100%+	+	-
Southwood Shared Resource Center (SSRC)	+	100%+	-	100%+	-	-
Average Utilization All Agencies		97.91%		83.46%		60.44%

- The eQuote component of the MFMP Sourcing application, which allows agency customers to collect quotes on informal procurements and vendors to respond electronically, follows a different enablement approach. All agencies are targeting 25 percent utilization of eQuote by late 2013 and 50 percent utilization by early 2014.

- Florida Commodity Code Conversion:
 - During fiscal year 2013-14, DMS will implement an update of the commodity code schema used by vendors and state agency customers in all MFMP applications, including Buyer, Sourcing, Analysis, and the Vendor Information Portal. The Department of Management Services has selected, after consultation with its customers, the United Nations Standard Products and Services Code® (UNSPSC®), a nationally recognized commodity code system.
 - Based on the number of systems and stakeholders impacted by the commodity code conversion, DMS is developing comprehensive implementation and communication plans to properly manage the complex change process to minimize disruptions. Clear communications to the impacted agency and vendor stakeholders will help them understand the cutover process and the benefits of the commodity code conversion from the custom commodity codes to this standardized schema.

OFFICE OF SUPPLIER DIVERSITY

The Office of Supplier Diversity (OSD), in accordance 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. Recently, the Legislature extended the certification period to two years for service-disabled veteran, minority, and women-owned business enterprises.

The Office of Supplier Diversity is responsible for measuring the amount of spending by state agencies with certified minority enterprises and conducting compliance audits of certified minority enterprises. The Office of Supplier Diversity also provides outreach to state agencies, community organizations and vendors in all matters relating to state contracting opportunities. The Office of Supplier Diversity is responsible for implementing the Minority Business Loan Mobilization Program, in conjunction with the Florida Black Business Investment Board, and the Mentor Protégé Program. The Office of Supplier Diversity serves as a liaison between state agencies and minority vendors by reviewing 90-day spending plans and informing vendors about contracting opportunities. The Office of Supplier Diversity 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. The Office of Supplier Diversity 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 Florida.

The Office of Supplier Diversity 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.

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.

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 DMS 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 Florida.

BUREAU OF PRIVATE PRISON MONITORING

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

The Bureau of Private Prison Monitoring 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, which 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 DOC; however, the bureau is mandated by statute to certify these pay applications/invoices.

The Criminal Justice Estimating Conference projects the number of beds needed each year, looking forward five years at a time. Between 2005 and 2009, as a result of additional bed needs and at the direction of the Legislature, 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. The 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 2012-13 was \$8 million.

Major Maintenance and Repair Reserve Fund. The bureau 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 2012-13 was \$6.7 million.

Procurement activities for three privately-operated facilities are major projects in the coming year. The Department of Corrections is currently reviewing all of its secure facilities' missions. The bureau has created 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. The bureau is now using tablet technology to facilitate the new monitoring tool.

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 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 purposes.

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. The system 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. The Florida Equipment Electronic Tracking system 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 Management Efficiency Initiative:** The State of Florida is assessing opportunities to maximize fleet operational efficiencies and to reduce the duplication of efforts among agencies. This project was initiated in fiscal year 2012-13 and DMS has been tasked to work with partner agencies on this enterprise project to review and assess the state's fleet management services. Per the project plan, DMS has contracted with a fleet management consulting company, Mercury Associates, to support and assist the department with data collection, planning and analysis of the state's fleet. These activities began on July 1, 2013, and will conclude with the development of a business case that evaluates current fleet services across agencies, reviews alternative methods of providing service, and provides recommendations regarding potential business models to maximize fleet efficiency and costs. The business case is scheduled to be delivered by January 2014.
- **Fleet Maintenance & Repair Management Contract:** The Department of Management Services has contracted with Automotive Resources International 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. The Department of Management Services continues to evaluate the cost-benefits of this service and expects to develop a strategic approach and state term contract during fiscal year 2014-15.
- **State Vehicle Online Auction:** Prior to fiscal year 2011-12, 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., at their auction site in Thonotosassa, Fla. During fiscal year 2011-12, 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 the 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 (such as the elimination of transportation charges associated with transporting a vehicle to the live auction site).

During fiscal year 2012-13, Fleet Management contracted with an online auction service provider (GovDeals, Inc.) and procured the services of a contracted services employee in order to significantly increase the number of vehicles sold via online auction. During the first two years of this initiative, July 2011 – June 2013, the online auction project has resulted in the sale of 367 vehicles and a savings of over \$252,133, due primarily 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.

Federal Property Assistance

The mission of Federal Property Assistance is to deliver as much federal surplus property as possible to public agencies (for example, 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. Once used to meet the needs of the federal government, this property 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 and the U.S. Defense Logistics Agency. Reallocating this excessive property results in major cost avoidance in asset procurement, translating into tax dollar savings.

Federal Property Assistance is also designated as the state's Law Enforcement Support Office, to acquire and distribute U.S. Department of Defense-owned tangible personal property (such as, 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. The commission'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. The commission's authority and responsibilities are derived from Article I, section 6, and Article III, section 14, of the Florida Constitution, sections 110.124, 110.227, 112.044, 112.0455, 112.31895, 295.11, and, principally, Chapter 447, Part II, Florida Statutes.

The Public Employees Relations Commission includes three commissioners appointed by the Governor and 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.

The Public Employees Relations Commission'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, 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. The commission has exclusive jurisdiction of labor cases involving financial urgency and the funding of collective bargaining agreements. The commission'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, Florida Constitution, establishes a civil service system for state employees, of which the career service class possesses appeal rights for certain disciplinary actions. The commission conducts formal evidentiary hearings and issues final orders to adjudicate career service appeals between state government employees and their employers. The commission'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 Whistleblower's Act appeals pursuant to [section 112.31895](#), Florida Statutes.

Performance Measures. The commission'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 2012-13, PERC closed 99 percent of its cases within the statutory time frame (105 days after filing in employment cases and 180 days after filing in labor cases). Of the final orders that were appealed and disposed of by the state appellate courts, 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.

The Public Employees Relations Commission's 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.

The Public Employees Relations Commission's is not aware of any significant policy changes that would affect its fiscal year 2013-14 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 2013-14. Further, PERC is not aware of any task forces or studies in progress relating to its operations.

FLORIDA COMMISSION ON HUMAN RELATIONS

The mission of the Florida Commission on Human Relations 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 intergroup conflict. The commission is also authorized to conduct research to address civil and human rights issues as prescribed in the acts.

Throughout its 44-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. Now the fourth-most populous state in the nation, Florida is projected to replace New York as the nation's third-most populous state by 2015.¹ The U.S. Census Bureau's 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 years and older.

Being 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 intergroup conflict.

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). As of May 2013, Florida leads the country in the number of foreclosures, with California coming in at a distant second (Corelogic National Foreclosure Report, April 2013). During the preceding 12 months (May 2012 through May 2013), Florida had 103,000 homes in foreclosure (California had 76,000). Nearly 9 percent (down from 12 percent last year) of all Florida homes were in some stage of foreclosure as of May 2013. The significant amount of foreclosures means more homeowners are seeking alternative housing, either to purchase or rent a more affordable home. With the increase in alternative home acquisitions comes an increased probability that some form of housing discrimination could occur. Outreach and education to the housing realty and financing industries, as well as home buyers and renters, is critical to ensure that all parties are aware of their rights and responsibilities under both state and federal fair housing laws. This continues to be a challenge considering budget reductions.

As of June 2013, Florida's unemployment rate was at 7.1 percent (down from 7.2 percent in April). This rate – the lowest it has been since September 2008 – was below the national average of 7.6 percent

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>.)

(U.S. Bureau of Labor Statistics). The state's total number of jobs increased by 127,200 (an increase of 1.7 percent) during the past year Florida (Department of Economic Opportunity, June 2013 labor statistics report). With the increase in the number of jobs created comes an increase in the number of persons applying for such jobs and the potential for alleged discrimination to occur in hiring decisions. The Florida Commission on Human Relations has seen an increase in the number of employment discrimination complaints filed over the past couple of years – increasing from 891 in fiscal year 2010-11 to an all-time high of 1,298 during fiscal year 2012-13.

The Florida Office of the Attorney General's annual Hate Crimes in Florida report² 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 2011 Hate Crimes in Florida report revealed that hate crimes against persons accounted for 67.8 percent of all hate crimes (up from 66.4 percent the previous year); 32.4 percent of hate crimes were against property (down from 33.6 percent the previous year). Crimes against property include vandalism, graffiti, arson and other damage to religious buildings, businesses or residences expressing hatred. The total number of reported hate crimes for 2011 (139) declined by 6.7 percent from the previous year (149). It is important to note that crimes based on religion and ethnicity/national origin have been steadily climbing over the past three years.

According to the Southern Poverty Law Center's 2012 hate group map, Florida is holding steady from last year at third in the nation for the number of documented hate groups (59, up from 55 in 2011). California had 82 and Texas had 62, moving Texas into second place in 2012, replacing Georgia, which held that position in 2011.³

The Florida Commission on Human Relations 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, economic challenges and federal furloughs 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 could potentially receive even more complaints. 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.

Florida Commission on Human Relations Outcomes and Priorities Over the Next Five Years

² According to the Florida Attorney General's Hate Crimes in Florida report, in 2011 some 43.2 percent of reported hate crimes (down from 46.3 percent the previous year) were race-based, followed by religion at 20.9 percent (up from 19.5 percent the previous year), sexual orientation at 20.1 percent (down from 21.5 percent); and ethnicity/national origin at 15.1 percent (up from 12.7 percent). No hate crimes were reported for physical disability, mental disability or advanced age. (See the Attorney General's website for the 2011 Hate Crime Report: <http://myfloridalegal.com/pages.nsf/Main/2CF366822AAAF552385257AE5005B8292>)

³ During 2011, California ranked first (84 documented hate groups); Georgia ranked second (65); and Florida ranked third (55). (See <http://www.splcenter.org/get-informed/hate-map>.)

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 remains the commission's top 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 likely 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 intergroup tensions and discrimination:

Outreach, Education and Training

Within budgetary and staff constraints, the commission's units (Legal, Employment, Housing and the Office of Communications) provide outreach, education and training 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 other governmental agencies is critical to reaching as many customers as possible without extensive use of the commission's limited budget dollars. Some training and public awareness forums, primarily in partnership with private and other public entities, were conducted statewide to improve the public's knowledge of discrimination issues facing Florida today; however, such efforts continue to be significantly reduced due to budget cuts over the past few years.

Communications

During fiscal year 2012-13, the commission saw an increase in media impressions, including print, television, radio, newsletter and electronic media outlets throughout the state. Topics covered included 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 opinion editorials to media outlets across the state on a variety of issues, including the Florida Civil Rights Hall of Fame, pregnancy discrimination and Fair Housing Month. Electronic communications, including email, Twitter and Facebook, were sent to hundreds of grassroots, human resources and legal organizations and associations statewide on various discrimination topics and changes to civil rights laws. 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, including letter writing;
- Partnering with other public agencies at the state and local levels to provide information to the public; and
- Engaging the Legislature through dialogue and timely information.

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.

Direct Support Organization

Pursuant to s. 760.06(4), Florida Statutes, 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 Direct Support Organization (DSO) 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 DSO 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.⁴ Successful creation of a DSO 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, Florida Statutes, 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 administer this program, the commission launched an expedited and limited effort during 2011, with an induction ceremony – where three individuals were honored and inducted into the Hall of Fame – at the Florida Capitol on Feb. 29, 2012. The commission, within its limited resources, continued its efforts in 2012 and is currently in the process of implementing the program once again in 2013, with an induction ceremony tentatively planned for February 2014.
- **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).

⁴ Private and public-sector grant-making organizations and foundations seldom fund public-sector initiatives; rather, they are more likely to fund non-profit initiatives. A DSO would create a non-profit extension of the commission, thus increasing the ability to apply for grants currently beyond the commission's reach.

- **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 Florida Commission on Human Rights 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. In addition, the commission provides service satisfaction surveys to its customers and requests feedback on the quality of services provided and seeks suggestions on how to improve services.

Governance and Accountability

To ensure even greater managerial efficiency, effectiveness and accountability, the commission currently operates under the Florida Commission on Human Rights Governance Policy (the 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 pursuant to 760.11(12), Florida Statutes, 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 to amend Chapter 760, Florida Statutes, during the 2014 session to:

- Clarify discrimination based on pregnancy and medical conditions relating to pregnancy and childbirth; (recent court opinion ruled that sex, under the Florida Civil Rights Act of 1992, does not include discrimination based on pregnancy, while two other District Courts of Appeal found that discrimination based on sex did include pregnancy). This would put Florida law in compliance with federal substantial equivalency requirements and enable the courts to have clearer direction for deciding these types of cases.
- Seek funds to relocate to state-owned office space, if determined to be fiscally beneficial to the commission and the state (compared to the private lease the commission currently holds). This will enable the commission to comply with employee to square foot office space requirements; also could include the acquisition of or access to a larger meeting room for training and education, mediations, commission and staff meetings and a teleworker business center. This would entail a one-time, nonrecurring moving expenditure.
- Request for more positions in order to handle the increased caseload and ensure timely completion of investigations. It would also enable the commission to provide education and outreach on discrimination laws, rights and responsibilities.
- If the proposed amendment to the commission's administrative rule is not approved, clarify language in Florida's Fair Housing Act to authorize the commission to initiate a civil action for housing discrimination complaints in the event the Attorney General chooses not to do so. This will ensure Florida law is substantially equivalent to federal discrimination laws and further ensure the Florida Commission on Human Resources' continued certification with the U.S. Housing and Urban Development for investigating housing discrimination cases. (Legislation passed in 2013 made it optional for the Attorney General to initiate a civil action, thus placing the commission's certification with the federal government to in potential jeopardy.)

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 2013-14	Approved Prior Year Standards FY 2012-13	Prior Year Actual FY 2012-13	Approved Standards for FY 2013-14	Requested FY 2014-15 Standard
Administrative costs as a percent of total agency costs	1.50%	1.48%	1.50%	1.54%
Administrative positions as a percent of total agency positions	8.49%	8.63%	8.49%	9.26%

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

Approved Performance Measures for FY 2013-14	Approved Prior Year Standards FY 2012-13	Prior Year Actual FY 2012-13	Approved Standards for FY 2013-14	Requested FY 2014-15 Standard
Number of employees in the State Employee Leasing Service	2	1	2	1

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

Approved Performance Measures for FY 2013-14	Approved Prior Year Standards FY 2012-13	Prior Year Actual FY 2012-13	Approved Standards for FY 2013-14	Requested FY 2014-15 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/\$20.51	\$17.18/\$20.79	\$17.18/\$20.79
DMS average operations and maintenance cost per square foot maintained	\$6.12	\$4.92	\$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	1,326	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	17,001,654	17,334,920	17,334,920
Net square feet of private sector office space occupied by state agencies	7,110,120	7,335,911	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 2013-14	Approved Prior Year Standards FY 2012-13	Prior Year Actual FY 2012-13	Approved Standards for FY 2013-14	Requested FY 2014-15 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	\$140.72/\$145.85	\$146.27/\$149.30	\$146.27/\$149.30
Dollar volume of fixed capital outlay project starts	\$25,000,000	\$25,173,337	\$25,000,000	\$25,000,000

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

Approved Performance Measures for FY 2013-14	Approved Prior Year Standards FY 2012-13	Prior Year Actual FY 2012-13	Approved Standards for FY 2013-14	Requested FY 2014-15 Standard
Federal property distribution rate	75%	103%	75%	75%
Number of federal property orders processed	500	490	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 2013-14	Approved Prior Year Standards FY 2012-13	Prior Year Actual FY 2012-13	Approved Standards for FY 2013-14	Requested FY 2014-15 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	\$26.50/\$94.79	\$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 2013-14	Approved Prior Year Standards FY 2012-13	Prior Year Actual FY 2012-13	Approved Standards for FY 2013-14	Requested FY 2014-15 Standard
Percent of state term contract savings	28%	33%	28%	28%
Dollars expended by State Agencies using the State Term Contracts and Negotiated Agreements	\$432,145,935	\$837,770,879	\$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 2013-14	Approved Prior Year Standards FY 2012-13	Prior Year Actual FY 2012-13	Approved Standards for FY 2013-14	Requested FY 2014-15 Standard
Average minority certification process time (in days)	15	15	15	15
Number of businesses certified and registered	500	528	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 2013-14	Approved Prior Year Standards FY 2012-13	Prior Year Actual FY 2012-13	Approved Standards for FY 2013-14	Requested FY 2014-15 Standard
Number of Beds Occupied	9,115	10,081	9,115	9,167

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

Approved Performance Measures for FY 2013-14	Approved Prior Year Standards FY 2012-13	Prior Year Actual FY 2012-13	Approved Standards for FY 2013-14	Requested FY 2014-15 Standard
Percent of all contracted performance standards met	95%	95%	95%	95%
State Employees' Preferred Provider Organization Plan - per member/per year cost - (State) compared to the per member/per year cost - (National Benchmark)	\$9,824/\$10,558	\$9,539/\$12,699	\$9,824/\$10,558	\$9,824/\$10,558
DMS administrative cost per insurance enrollee	\$10.27	\$6.26	\$10.27	\$10.27
State Employees' Preferred Provider Organization Plan - vendor's administrative cost per insurance enrollee	\$393.93	\$344.94	\$393.93	\$393.93
Number of Enrollees (Total)	526,457	577,078	526,457	526,457

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

Approved Performance Measures for FY 2013-14	Approved Prior Year Standards FY 2012-13	Prior Year Actual FY 2012-13	Approved Standards for FY 2013-14	Requested FY 2014-15 Standard
Percent of members satisfied with retirement services	93.50%	TBD 12/13	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%	99.80%	99%	99%
Turn around times for benefit calculations - Information Requests (calendar days)	14	14.77	14	14
Percent of participating agencies satisfied with retirement services	98%	TBD 12/13	98%	98%
Percent of agency payroll transactions correctly reported	98%	99.80%	98%	98%
Administrative cost per active and retired member	\$21	TBD 12/13	\$21	\$21
Number of local pension plans reviewed	167	172	167	167
Number of FRS members	1,000,000	1,008,460	1,000,000	1,000,000

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

Approved Performance Measures for FY 2013-14	Approved Prior Year Standards FY 2012-13	Prior Year Actual FY 2012-13	Approved Standards for FY 2013-14	Requested FY 2014-15 Standard
Total state cost per FTE in the state agencies	\$353.74	\$353.74	\$353.74	\$343.75
Number of state agencies with established training plans	30	26	30	30
Overall customer satisfaction rating	96%	100.00%	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%	64%	77%	77%
Number of responses to technical assistance requests	8,300	9,435	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	114,044	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 2013-14	Approved Prior Year Standards FY 2012-13	Prior Year Actual FY 2012-13	Approved Standards for FY 2013-14	Requested FY 2014-15 Standard
Percent of all contracted performance standards met (Outsourced HR)	100%	95.69%	100%	100%
Number of users supported by the automated Human Resources system	217,000	212,000	217,000	217,000

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

Approved Performance Measures for FY 2013-14	Approved Prior Year Standards FY 2012-13	Prior Year Actual FY 2012-13	Approved Standards for FY 2013-14	Requested FY 2014-15 Standard
Aggregated discount from commercially available rates for voice and data services	40%	36%	40%	30%
Percent of telecommunications customers satisfied	90%	N/A	90%	N/A
Total revenue for voice service	\$60 Million	\$53,436,731	\$60 Million	\$50 Million
Total revenue for data service	\$60 Million	\$61,479,705	\$60 Million	\$60 Million

LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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Division of Telecommunications	Code: 72900000
Service/Budget Entity: Wireless Services	Code: 72900200

Approved Performance Measures for FY 2013-14	Approved Prior Year Standards FY 2012-13	Prior Year Actual FY 2012-13	Approved Standards for FY 2013-14	Requested FY 2014-15 Standard
Percent of all 800 MHz law enforcement radio system contracted performance standards met	98.75%	99.68%	98.75%	98.75%
Number of engineering projects and approvals handled for state and local governments	35	56	35	35

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

Approved Performance Measures for FY 2013-14	Approved Prior Year Standards FY 2012-13	Prior Year Actual FY 2012-13	Approved Standards for FY 2013-14	Requested FY 2014-15 Standard
Percent of timely labor dispositions	98%	99%	98%	98%
Percent of timely employment dispositions	90%	99%	90%	90%
Percent of appealed dispositions affirmed or dismissed/withdrawn	90%	86%	90%	90%
Number of labor dispositions	819	793	819	819
Number of employment dispositions	391	263	391	391

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

Approved Performance Measures for FY 2013-14	Approved Prior Year Standards FY 2012-13	Prior Year Actual FY 2012-13	Approved Standards for FY 2013-14	Requested FY 2014-15 Standard
Percent of civil rights cases resolved within 180 days of filing	75%	67%	75%	75%
Number of inquiries and investigations	10,000	12,475	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 checked="" type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
8.49%	8.63%	0.14%	0.14%

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 2012-13 GAA contained 23.5 position reductions for the entire department, whereas there was only one position reduction within the administration program. This resulted in a proportionally higher percentage for the number of administrative positions as compared to the overall DMS FTE count. The administration program is already maintaining a lean overhead cost (less than two percent). Additional FTE cuts to the administration program would be detrimental and would have a severe impact on service delivery.

Also, during fiscal year 2013-14 a total of six new positions were added to the administration program to support state procurement, one of the Governor's priorities. This addition resulted in a higher percentage comparison. We request that the standard for this measure be changed from 8.49 percent to 9.26 percent. A budget amendment requesting this change will be submitted after September 30, 2013.

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

Training

Technology

Personnel

Other (Identify)

Recommendations:

Office of Policy and Budget – July 2013

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Administration

Service/Budget Entity: State Employee Leasing

Measure: Number of employees in the State Employee Leasing Service

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
2	1	(1)	50%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

One of the two remaining employees within this budget entity resigned. By design, this program does not fill any vacancies and will be abolished when the FTE count reaches zero. A request to change the standard from 2 to 1 will be submitted after September 30, 2013.

External Factors (check all that apply):

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

Explanation:

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

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

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

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

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
7,110,120	7,335,911	225,791	3.2%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

The difference can be attributed to the fact that previous estimates on reduction in private sector office space needs were over estimated.

External Factors (check all that apply):

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

Explanation:

N/A

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

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

Recommendations:

N/A

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of 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	490	-10	-.02%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

Increased by 86 (17%) from last year. Sluggish economy continues to restrict customers' ability to purchase property and arrange logistics for property pickup.

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

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

Recommendations:

Continued emphasis on marketing, effective property screening, and use of online inventory system.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of 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	26	(4)	(13%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

Section 110.235(2), 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 2012-2013, only 26 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 2013

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%	95.69%	(4.31%)	(4.31%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

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 2012-13, the service provider met 333 of the 348 performance metrics achieving 95.69% 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 2013

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of 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%	73%	(14%)	(16.1%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input 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 2012-13, 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:

Office of Policy and Budget – July 2013

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of 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%	64%	(13%)	(16.9%)

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 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 2012-13, 21 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:

Office of Policy and Budget – July 2013

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
217,000	212,000	(5,000)	(5,000)

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. (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 2012-13, the number of users (212,000) was 5,000 users below the previous fiscal year (217,000) due to reductions in positions throughout the state. Although the number was reduced last fiscal year, the number of users can fluctuate (more/less) year to year.

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input checked="" type="checkbox"/> Target Population Change | <input 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.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of 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 2012-13, survey responses were received from all 32 executive branch entities. Due to a lack of entity participation, the percent of dollars saved from eliminating and reducing expenses failed to meet the approved performance standard for fiscal year 2012-2013.

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

Training

Technology

Personnel

Other (Identify)

Recommendations:

Office of Policy and Budget – July 2013

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
14	14.77	.77	5.50%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

The division's goal for FY 2012-2013 was a 14-day response time which was nearly met with a 14.77 day response time by actual calendar days a file was out for audit. There are 32 Benefits Specialists in the Bureau of Retirement Calculations while only 14 of these have been in their position for more than a year and a half. The first priority in the Bureau of Retirement Calculations is to process applications for members to be added to the retired payroll in a timely manner (reflected in the division's outcome measure, "Percent of service retirees added to the next payroll after receipt of all documents"). Requests for information hold a lower priority and, therefore, are processed accordingly. With an excessive amount of resources spent training new staff in FY 2012-2013, this was an excellent response time for information requests. Similarly, if the response time were counted by business days, the FY 2012-13 standard of 14 would have been met.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input checked="" 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:

Data integrity issues caused by manual workarounds continue to cause challenges in meeting the standard until IT system modifications can be accomplished.

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

Training

Technology

Personnel

Other (Identify)

Recommendations:

The division will submit an Exhibit IV requesting that the performance measure be revised to calculate response time based on business days instead of calendar days.

Office of Policy and Budget – July 2013

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%	86%	(4)	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 checked="" type="checkbox"/> Other (Identify) |

Explanation:

The number of cases appealed is so minimal that any disposition other than those listed above has a significant impact on performance results. During this performance period there was only one adverse disposition but it involved multiple cases for a similar issue filed by the same party.

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:

Many of these cases involve complicated legal issues that are novel. No decision turned upon procedural errors or a failure of due process.

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:

PERC will continue to focus on its traditional outstanding legacy for making quality decisions that are well researched and written.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

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

Action:

- | | |
|---|--|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input 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
819	793	(26)	3%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

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:

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:

Chairman Hogan has consulted with the State's chief labor counsel evaluating expanding PERC's jurisdiction.

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	263	(128)	33%

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 (33%) 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 checked="" type="checkbox"/> Other (Identify) |

Recommendations:

Chairman Hogan has consulted with the State's chief labor counsel evaluating expanding PERC's jurisdiction. The Department of Corrections has also been notified that the previous certified employee organization of its employees has initiated organizing efforts to regain representation of the correctional officers. If this occurs, it is predicted that case filings will increase to the prior numbers.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Commission on Human Relations

Service/Budget Entity: Human Relations

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

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
75%	67%	(8%)	(11%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

Staffing level not sufficient to process the volume of complaints received in a timely manner.

External Factors (check all that apply):

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

Explanation:

The Commission has experienced an increase in the volume of complaints filed annually.

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

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

Recommendations:

The Commission recommends increasing full time staffing levels to accommodate the increased work load.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Technology Program
Service/Budget Entity: Telecommunications Services
Measure: Aggregated discount from commercially available rates for voice and data 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%	36%	(4%)	(10%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

Telecommunications technology is shifting away from the legacy voice platforms and services. The budget entity will continue to see a decline in revenue associated with traditional “voice” services in lieu of increases in revenues associated with “data” services. In addition, as we negotiate increasingly competitive rates and procure newer voice technologies, total revenue will decline even further. Once the legacy voice contracts expire, and the replacement contracts are in place, the measure title needs to change from “Aggregated discount from commercially available rates for voice and data services” to “Aggregated discount from commercially available rates for voice services” because this measure will be for voice only. In addition, the standard will need to be changed from 40% to 30%.

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

Training

Technology

Personnel

Other (Identify)

Recommendations: This revision is not the result of a problem (internal or external); it will merely align our standards with the shift in Telecommunications technology worldwide. The Department will submit a budget amendment to change the measure and the measure title as noted above after September 30, 2013.

Office of Policy and Budget – July 2013

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$60,000,000	\$53,436,731	(\$6,6563,269)	(10.9%)

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

Explanation:

External Factors (check all that apply):

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

Explanation:

Telecommunications technology is shifting away from legacy voice platforms and services. The budget entity will continue to see a decline in revenue associated with traditional "voice" services in lieu of increases in revenues associated with "data" services. In addition, as we negotiate increasingly competitive rates and procure newer voice technologies, total revenue will decline even further. Once the legacy voice contracts expire and the replacement contracts are in place this standard for this measure will need to be changed from \$60 million to \$50 million.

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

Training

Technology

Personnel

Other (Identify)

Recommendations:

This revision is not the result of a problem (internal or external); it will merely align our standards with the shift in Telecommunications technology worldwide. The Department will submit a budget amendment to change the standard of this measure as noted above after September 30, 2013.

Office of Policy and Budget – July 2013

Performance Measure Validity and Reliability

LRPP Exhibit IV

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Management Services

Program: Administration

Service/Budget Entity: Executive Direction and Support Services

Measure: Administrative costs as a percent of total agency costs

Action (check one):

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

Data Sources and Methodology:

The administrative costs as a percent of total agency costs is calculated by dividing the costs for the Executive Direction and Support Services budget entity by the total agency's costs. Based on the fiscal year 2013-14 GAA, the administrative costs as a percent of total agency costs will be 1.54 percent. The current approved standard for this measure is 1.50 percent.

Validity:

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

Reliability:

This source and methodology is reliable because the data is obtained from the General Appropriations Act (GAA).

Office of Policy and Budget – July 2013

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Management Services

Program: Administration

Service/Budget Entity: Executive Direction and Support Services

Measure: Administrative positions as a percent of total agency positions

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 administrative positions as a percent of total agency positions is calculated by dividing the positions for the Executive Direction and Support Services budget entity by the total agency's positions. Based on the fiscal year 2013-14 GAA, the administrative positions as a percent of total agency positions will be 9.26 percent. The current approved standard for this measure is 8.49 percent.

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 data is obtained from the General Appropriations Act (GAA).

Office of Policy and Budget – July 2013

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 resigning, there is only one position remaining within this budget entity, and a change in the approved standard from two to one is being requested. The department will submit a budget amendment after September 30, 2013 to request that the standard for this measure be changed from 2 to 1.

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 2013

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Management Services

Program: Workforce

Service/Budget Entity: Retirement Benefits Administration

Measure: Turn around Times for Benefit Calculations – Information Requests
(Business Days)

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 the measure is Retirement Benefits Administration's Automated Image Workflow Process.

Information requests are received in the following ways:

Request for Information Form (FR-9)

Written

E-mail

Internet

Walk-in visitors to the Division

Telephone

Forms and written/printed documents, including e-mails and Internet messages are indexed, imaged, and placed in the Bureau's workflow process. Requests received via telephone are entered into the workflow by staff through a personal computer. A report will be generated, upon request, documenting each new information request received by process, social security number, and business day date entered in workflow. When the process is complete, the documents are archived.

Upon the date an information request is received in the division, the request is entered in the workflow process on the next available business day. The business day date the request is entered in the workflow process will be matched against the archive date (the date the process is completed), and the number of business days to complete the process will be determined. [Date archived less business day date entered in workflow = business days to complete the process.] All information requests archived for a given period (weekly, monthly, or annually) will be totaled and an average number of business days will be calculated for the specified period.

A budget amendment will be submitted after September 30, 2013 to request that the performance measure be changed from “Turn around Times for Benefit Calculations – Information Requests (calendar days) to “Turn around Times for Benefit Calculations – Information Requests (business days)”.

Validity:

In December 1999, the Division of Retirement completed development of a computerized information system that converted the Bureau’s workflow from a manual intensive process involving hard copy files and microfiche documents to a paperless process. Beginning January 2000 information requests have been imaged and entered in a systemic distribution process that enables staff to perform the calculation/audit functions using the imaging system and other computer processes and to archive the records when the process is complete.

Management reports were designed to capture statistical information. From this data, a Response Time report was specifically designed to capture the turn around time it takes to complete a request for information. The division’s computerized information system captures all new information requests received, processed, and archived.

Reliability:

The management reports generated for other purposes can be utilized to determine the accuracy of member requests entered in the process and the number of requests archived. Comparison of work performed (requests worked and requests received) by process, by employee, by section and summary by bureau will be used to determine the reliability of the turn around time of information requested.

Office of Policy and Budget – July, 2013

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Workforce

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 requests to remove “Number of FRS Members” as a performance measure while retaining it as a Unit Cost Measure for ACT 1610: Administer the Florida Retirement System (similar to the unit cost measures for ACTs 1620 and 1630).

Retirement Benefits Administration includes the membership counts 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 (DROP), 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.

In addition, the division will be submitting a budget amendment this fiscal year also requesting removal as a performance measure while retaining it as a Unit Cost Measure.

Validity:

The number of FRS members is valid information providing perspective to the performance measurements. However, the membership count is a representation of fact but changes in the total membership is something the department cannot control or be held accountable.

Reliability:

The actual counts will continue to be provided for information but not as a performance measure.

Office of Policy and Budget – July 2013

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Technology Program

Service/Budget Entity: Telecommunications Services

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

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 Telecommunications requests to revise the title of this measure from “Aggregated discount from commercially available rates for voice and data services” to “Aggregated discount from commercially available rates for voice services”, and the standard from 40% to 30%.

Telecommunications technology is shifting away from legacy voice platforms and services. The budget entity will continue to see a decline in revenue associated with traditional “voice” services in lieu of increases in revenues associated with “data” services. In addition, as we negotiate increasingly competitive rates and procure newer voice technologies, total revenue will decline even further.

Once the legacy voice contracts expire, and the replacement contracts are in place, the measure title needs to change from “Aggregated discount from commercially available rates for voice and data services” to “Aggregated discount from commercially available rates for voice services” because this measure will be for voice only. In addition, the standard will need to be changed from 40% to 30%.

Validity:

This revision is not the result of a problem (internal or external); it will merely align our standards with the shift in Telecommunications technology worldwide.

We will be able to validate this trend using actual invoices for Voice services sold by SUNCOM during the 13-14 fiscal year.

Reliability:

SUNCOM’s Communications Service Authorization and Billing (CSAB) System allows us to query and report reliable data regarding invoices generated (i.e. revenue) for each of our telecommunications services. The Department will

submit a budget amendment to change the measure and the measure title as noted above after September 30, 2013.

Office of Policy and Budget – July 2013

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Technology Program

Service/Budget Entity: Telecommunications Services

Measure: Total Revenue for Voice Service

Action (check one):

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

Data Sources and Methodology:

The Division of Telecommunications requests to revise the standard for this measure from \$60 million to \$50 million.

Telecommunications technology is shifting away from legacy voice platforms and services. The budget entity will continue to see a decline in revenue associated with traditional “voice” services in lieu of increases in revenues associated with “data” services. In addition, as we negotiate increasingly competitive rates and procure newer voice technologies, total revenue will decline even further. Once the legacy voice contracts expire and the replacement contracts are in place the standard for this measure will need to be changed from \$60 million to \$50 million.

Validity:

This revision is not the result of a problem (internal or external); it will merely align our standards with the shift in Telecommunications technology worldwide. We will be able to validate this trend using actual invoices for Voice services sold by SUNCOM during the 13-14 fiscal year.

Reliability:

SUNCOM's Communications Service Authorization and Billing (CSAB) System allows us to query and report reliable data regarding invoices generated (i.e. revenue) for each of our telecommunications services.

The Department will submit a budget amendment after September 30, 2013 to requests a revision to the standard of this measure from \$60 million to \$50 million.

Office of Policy and Budget – July 2013

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 2014-15 (Words)		Associated Activities Title
2	Administrative positions as a percent of total agency positions	ACT 0130	Mail Room (includes Mail Room, Print Shop, and Property Management)
		ACT 0200	Procurement
State Employee Leasing			
3	Number of employees in the State Employee Leasing Service	ACT 0510	Process payroll and benefits for leased state employees
Facilities Management			
4	Average Department of Management Services full service rent-composite cost per net square foot (actual) compared to average private sector full service rent-composite cost per net square foot in markets where the Department manages office facilities.	ACT 0620	Operate and maintain Department of Management Services' pool facilities
		ACT 0680	Special Category: Utility payments
		ACT 0010	Executive Direction
5	DMS average operations and maintenance cost per square foot maintained	ACT 0620	Operate and maintain Department of Management Services' pool facilities
		ACT 0680	Special Category: Utility payments
		ACT 0010	Executive Direction
6	Number of maintained square feet (private contract and agency)	ACT 0620	Operate and maintain Department of Management Services' pool facilities
		ACT 0630	Operate and maintain non-pool facilities
		ACT 0010	Executive Direction
7	Number of leases managed	ACT 0650	Manage private sector and state leases for state agencies
		ACT 0010	Executive Direction

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

Measure Number	Approved Performance Measures for FY 2014-15 (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 2014-15 (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 2014-15 (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>State Personnel Policy Administration</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
See note below		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
See note below		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

continued on next page

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

Measure Number	Approved Performance Measures for FY 2014-15 (Words)		Associated Activities Title
		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>People First</i>			
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
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
<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 2014-15 (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 2014-15 (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 2014-15 (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
<i>Public Employees Relations Commission</i>			
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 2014-15 (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 2014-15 (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
Wireless Services			
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

Note: The order of the above listed measures is not sequential. The People First and State Personnel Policy Administration were previously one budget entity known as Human Resource Management. These two entities are now independent budget entities with their own unique budget entity numbers.

ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:

1-8: ACT0680 ACT0700 ACT7040 ACT8010 ACT8020 ACT8030

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	743,849 (1)	
72900100	1603000000	ACT8040	SPECIAL CATEGORY:	2,199,420 (2)	

TOTALS FROM SECTION I AND SECTIONS II + III:

DEPARTMENT: 72	EXPENDITURES	FCO
FINAL BUDGET FOR AGENCY (SECTION I):	520,499,443	47,512,654
TOTAL BUDGET FOR AGENCY (SECTION III):	520,499,467	47,512,654
DIFFERENCE:	24-	
(MAY NOT EQUAL DUE TO ROUNDING)	=====	=====

- (1) This represents operating expenditures within the Master Lease Space Tenant Improvement Funds appropriation category.
- (2) This represents expenditures related to the Telecommunications Infrastructure Project Systems (TIPS).

Glossary of Terms and Acronyms

Activity: A set of transactions within a budget entity that translates inputs into outputs using resources in response to a business requirement. Sequences of activities in logical combinations form services. Unit cost information is determined using the outputs of activities.

Actual Expenditures: Includes prior year actual disbursements, payables and encumbrances. The payables and encumbrances are certified forward at the end of the fiscal year. They may be disbursed between July 1 and December 31 of the subsequent fiscal year. Certified forward amounts are included in the year in which the funds are committed and not shown in the year the funds are disbursed.

Appropriation Category: The lowest level line item of funding in the General Appropriations Act which represents a major expenditure classification of the budget entity. Within budget entities, these categories may include: salaries and benefits, other personal services (OPS), expenses, operating capital outlay, data processing services, fixed capital outlay, etc. These categories are defined within this glossary under individual listings. For a complete listing of all appropriation categories, please refer to the ACTR section in the LAS/PBS User's Manual for instructions on ordering a report.

Baseline Data: Indicators of a state agency's current performance level, pursuant to guidelines established by the Executive Office of the Governor in consultation with legislative appropriations and appropriate substantive committees.

Budget Entity: A unit or function at the lowest level to which funds are specifically appropriated in the appropriations act. "Budget entity" and "service" have the same meaning.

CIO: Chief information Officer.

CIP: Capital Improvements Program Plan.

D3-A: A legislative budget request (LBR) exhibit which presents a narrative explanation and justification for each issue for the requested years.

Demand: The number of output units which are eligible to benefit from a service or activity.

DivTel: Division of Telecommunications.

EOG: Executive Office of the Governor.

Estimated Expenditures: Includes the amount estimated to be expended during the current fiscal year. These amounts will be computer generated based on the current year appropriations adjusted for vetoes and special appropriations bills.

FCO: Fixed Capital Outlay.

FFMIS: Florida Financial Management Information System.

Fixed Capital Outlay: Real property (land, buildings including appurtenances, fixtures and fixed equipment, structures, etc.), including additions, replacements, major repairs, and renovations to real property which materially extend its useful life or materially improve or change its functional use, and including furniture and equipment necessary to furnish and operate a new or improved facility.

FLAIR: Florida Accounting Information Resource Subsystem.

F.S.: Florida Statutes.

GAA: General Appropriations Act.

GR: General Revenue Fund.

Indicator: A single quantitative or qualitative statement that reports information about the nature of a condition, entity or activity. This term is used commonly as a synonym for the word “measure.”

Information Technology Resources: Includes data processing-related hardware, software, services, telecommunications, supplies, personnel, facility resources, maintenance, and training.

Input: See Performance Measure.

IOE: Itemization of Expenditure.

IT: Information Technology.

Judicial Branch: All officers, employees, and offices of the Supreme Court, district courts of appeal, circuit courts, county courts, and the Judicial Qualifications Commission.

LAN: Local Area Network.

LAS/PBS: Legislative Appropriation System/Planning and Budgeting Subsystem. The statewide appropriations and budgeting system owned and maintained by the Executive Office of the Governor.

LBC: Legislative Budget Commission.

Legislative Budget Commission: A standing joint committee of the Legislature. The Commission was created to: review and approve/disapprove agency requests to amend original approved budgets; review agency spending plans; issue instructions and reports concerning zero-based budgeting; and take other actions related to the fiscal matters of the state, as authorized in statute. It is composed of 14 members appointed by the President of the Senate and by the

Speaker of the House of Representatives to two-year terms, running from the organization of one Legislature to the organization of the next Legislature.

LBR: Legislative Budget Request.

Legislative Budget Request: A request to the Legislature, filed pursuant to s. 216.023, Florida Statutes, or supplemental detailed requests filed with the Legislature, for the amounts of money an agency or branch of government believes will be needed to perform the functions that it is authorized, or which it is requesting authorization by law, to perform.

LEED: Leadership in Energy and Environmental Design.

L.O.F.: Laws of Florida.

LRPP: Long-Range Program Plan.

Long-Range Program Plan: A plan developed on an annual basis by each state agency that is policy-based, priority-driven, accountable, and developed through careful examination and justification of all programs and their associated costs. Each plan is developed by examining the needs of agency customers and clients and proposing programs and associated costs to address those needs based on state priorities as established by law, the agency mission, and legislative authorization. The plan provides the framework and context for preparing the legislative budget request and includes performance indicators for evaluating the impact of programs and agency performance.

NASBO: National Association of State Budget Officers.

Narrative: Justification for each service and activity is required at the program component detail level. Explanation, in many instances, will be required to provide a full understanding of how the dollar requirements were computed.

Nonrecurring: Expenditure or revenue which is not expected to be needed or available after the current fiscal year.

OPB: Office of Policy and Budget, Executive Office of the Governor.

Outcome: See Performance Measure.

Output: See Performance Measure.

Outsourcing: Describes situations where the state retains responsibility for the service, but contracts outside of state government for its delivery. Outsourcing includes everything from contracting for minor administration tasks to contracting for major portions of activities or services which support the agency mission.

PBPB/PB2: Performance-Based Program Budgeting.

Pass Through: Dollars that flow through an agency's budget for which the agency has no discretion with respect to spending or performance. Examples of pass throughs include double budget for data centers, tax or license for local governments, WAGES contracting, etc.

Performance Ledger: The official compilation of information about state agency performance-based programs and measures, including approved programs, approved outputs and outcomes, baseline data, approved standards for each performance measure and any approved adjustments thereto, as well as actual agency performance for each measure.

Performance Measure: A quantitative or qualitative indicator used to assess state agency performance.

- Input means the quantities of resources used to produce goods or services and the demand for those goods and services.
- Outcome means an indicator of the actual impact or public benefit of a service.
- Output means the actual service or product delivered by a state agency.

Policy Area: A grouping of related activities to meet the needs of customers or clients which reflects major statewide priorities. Policy areas summarize data at a statewide level by using the first two digits of the ten-digit LAS/PBS program component code. Data collection will sum across state agencies when using this statewide code.

Privatization: Occurs when the state relinquishes its responsibility or maintains some partnership type of role in the delivery of an activity or service.

Program: A set of activities undertaken in accordance with a plan of action organized to realize identifiable goals based on legislative authorization (a program can consist of single or multiple services). For purposes of budget development, programs are identified in the General Appropriations Act for FY 2001-2002 by a title that begins with the word "Program." In some instances a program consists of several services, and in other cases the program has no services delineated within it; the service is the program in these cases. The LAS/PBS code is used for purposes of both program identification and service identification. "Service" is a "budget entity" for purposes of the LRPP.

Program Purpose Statement: A brief description of approved program responsibility and policy goals. The purpose statement relates directly to the agency mission and reflects essential services of the program needed to accomplish the agency's mission.

Program Component: An aggregation of generally related objectives which, because of their special character, related workload and interrelated output, can logically be considered an entity for purposes of organization, management, accounting, reporting, and budgeting.

Reliability: The extent to which the measuring procedure yields the same results on repeated trials and data are complete and sufficiently error free for the intended use.

Service: See Budget Entity.

SSRC: Southwood Shared Resource Center.

Standard: The level of performance of an outcome or output.

SWOT: Strengths, Weaknesses, Opportunities and Threats.

TCS: Trends and Conditions Statement.

TF: Trust Fund.

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.