



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, 2014

Cynthia Kelly, Director  
Office of Policy and Budget  
Executive Office of the Governor  
1701 Capitol  
Tallahassee, FL 32399-0001

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

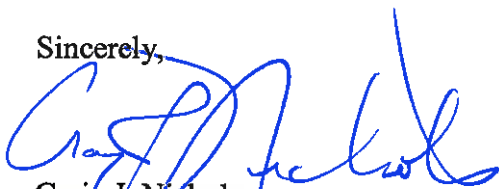
Cindy Kynoch, Staff Director  
Senate Appropriations Committee  
201 Capitol  
Tallahassee, FL 32399-1300

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 2015-16 through fiscal year 2019-20. The internet website address that provides the link to the LRPP located on the Florida Fiscal Portal is [http://www.dms.myflorida.com/about\\_us/open\\_government](http://www.dms.myflorida.com/about_us/open_government)

This submission has been approved by Craig Nichols, Secretary of Department of Management Services.

Sincerely,



Craig J. Nichols  
Agency Secretary

**Fiscal Years**

2015-2016 through 2019-2020

Long-Range  
**Program**  
Plan

# Department of Management Services

## Long Range Program Plan FY 2015-2016 through 2019-2020

### 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
<b>Our Motto</b>	<b>Who We Are</b>	<i>We Serve Those Who Serve Florida</i>
<b>Our Vision</b>	<b>What We Aspire to Become</b>	<i>Engaged Employees; Satisfied Customers</i>
<b>Our Mission</b>	<b>What We Focus on Each Day to bring Us closer to our Vision</b>	<i>Providing Smarter, Better, Faster Services</i>
<b>Our Guiding Principles</b>	<b>How We Act with Each Other and with our Customers</b>	<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 2015-2016 through 2019-2020**

**Agency Objectives**

- Division of Human Resource Management - 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.
- People First - Monitor the People First vendor contract performance metrics to ensure that 100% of the metrics are met in accordance with the contract.
- Division of State Group Insurance - To achieve a three percent annual decrease in operational costs.
- Division of Retirement - Achieve a 100% timely processing of retired payrolls.
- Office of Supplier Diversity - Increase overall efficiency of certification process and implement ways to decrease lag time.
- Division of State Purchasing - 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.
- Division of State Purchasing / MyFloridaMarketPlace - To achieve an 80% customer satisfaction rating among MFMP purchasers.
- Federal Property Assistance - To provide the maximum amount of Federal excess/surplus property to eligible recipients without burdening state resources by attaining a 75% property distribution rate.
- Motor Vehicle and Watercraft Management - To process requests for approval for agencies to procure and dispose of motor vehicles and watercraft within 48 hours, 95% of the time.
- Private Prison Monitoring - 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.
- Real Estate Development and Management - To maintain a competitive rental rate in our DMS pool facilities.

- Division of Telecommunications - 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.
- Commission on Human Relations - Encourage fair treatment, equal access, and mutual respect.
- Public Employees Relations Commission - 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.

# Department of Management Services

## Long Range Program Plan FY 2015-2016 through 2019-2020

### Agency Service Outcomes and Performance Projection Tables

#### Human Resource Support

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

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

**OUTCOME:** Overall customer satisfaction rating.

	Baseline/ Year	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
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 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
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 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
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.

	<b>Baseline/ Year</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
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).

	<b>Baseline/ Year</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
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.

	<b>Baseline/ Year</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
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

	<b>Baseline/ Year</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
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.

	<b>Baseline/ Year</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
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.

	<b>Baseline/ Year</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
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.

	<b>Baseline/ Year</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
Private Prison Monitoring	100% (2005-2006)	100%	100%	100%	100%	100%

### **Real Estate Development and Management Services**

**GOAL #11: To provide cost-effective, efficient Real Estate Development and Management Services to our customers in the DMS pool facilities.**

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

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

	<b>Baseline/ Year</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
Real Estate Development and Management	\$15.39/\$16.51 (2000-2001)	\$17.18/\$20.79	\$17.18/\$21.21	\$17.18/\$21.63	\$17.18/\$22.06	\$17.18/\$22.50

## Division of Telecommunications

**GOAL #12:** To deliver and promote the development of high quality, innovative, cost-efficient communication technology services, and in so doing provide support to state agencies and other end users in achieving their missions and goals.

**OBJECTIVE:** Leverage technology to gain efficiencies across the enterprise, simplify citizen's electronic access and improve customer service and attain a 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 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Division of Telecommunications	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 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
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 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Public Employees Relations Commission	92% 2001-2002	94%	94%	94%	94%	94%

# The Florida Department of Management Services

## Long-Range Program Plan fiscal year 2015-16 through 2019-20

### Trends and Conditions Statement

#### RETIREMENT BENEFITS ADMINISTRATION

The mission of the Division of Retirement is to deliver a high-quality, innovative and cost-effective retirement system. Our vision is to exceed our customers' expectations by providing effective resources and accurate and timely information to assist them in making informed decisions.

In accordance with Chapters 121, 122, 175, 185 and 238, Florida Statutes, as well as sections 112.05, 112.363 and 250.22, Florida Statutes, the Division of Retirement (division) administers the state retirement plans, including the Florida Retirement System (FRS), the fourth largest public state retirement system in the nation, comprised of more than one million active and retired employees of 1,000 state, county, district school board, university, community college, city, metropolitan planning organization, charter school, and special district agencies. The division also administers the State University System Optional Retirement Program, the Senior Management Service Optional Annuity Program, the Retiree Health Insurance Subsidy Program, and the Municipal Police and Firefighters' Premium Tax Program. Additionally, the division provides supplemental retirement benefit payments of more than \$14 million to 792 Florida National Guard retirees and provides oversight of the actuarially sound funding of 491 local government retirement systems, pursuant to Part VII, Chapter 112, Florida Statutes.

The Division of Retirement's core function is to administer statewide retirement programs, the largest of which is the FRS Pension Plan. The key priority is to meet its statutory obligations in the most efficient and effective manner possible while continuing its commitment to quality customer service, as reflected in the recurrent high satisfaction ratings reported by its customers: the members, retirees and surviving beneficiaries, and employing agencies of Florida's state-administered retirement programs. The division consistently maintains a high satisfaction rate having completed fiscal year 2012-13 with a percentage of members satisfied of 95.3 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 managing 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 Investment Plan), which includes determining eligibility, processing applications for eligible members and paying monthly disability benefits.

The division administers the Retiree Health Insurance Subsidy Program (HIS) for eligible FRS Pension Plan and Investment Plan members, which includes determining eligibility, processing applications, and paying monthly benefits.

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

The division's business application platform is based on aging technology and system architecture, originally developed in 1997, when client-server architecture was a leading technology. In the ensuing 17 years, changes in program services, program complexity, technology, membership size and member and partner expectations have increased. The underlying architecture of the division's proprietary IRIS prevents the division from timely and cost effectively implementing system modifications and innovating to the next level in customer service and administrative cost control. The division is challenged to respond quickly to legislative mandates and the cost of maintaining the business application platform has increased.

The division has significant concerns about risks related to the longevity and flexibility of the IRIS. A review of the IRIS business application platform has been performed in recent years evaluating various options to address the outdated IRIS application architecture. In addition, a risk assessment study on the Line of Business (LOB) was completed last year noting the IRIS has little or no ability to mitigate a majority of the risks identified in the current business environment. Further, a Legislative Budget Request (LBR) was approved for this fiscal year to conduct an external vulnerability assessment. This assessment will enhance the division's security position and identify potential security risks associated with the FRS Online self-service application and the IRIS internal authentication framework, PowerLock, which is no longer supported by the Original Equipment Manufacturer (OEM).

After considering all alternatives for addressing the changes needed to IRIS, the division believes the ideal approach is to technically rewrite the LOB application. This approach will incrementally complete the entire modernization of the LOB application by first technically rewriting the application, and in the future, enhancing the application. This incremental approach will reduce cost and mitigate risk. Several ongoing concerns of the division caused by the aging architecture of the current system will be addressed by the IRIS Technical Rewrite Project, such as:

- Increasing system maintenance costs
- Inability to quickly respond to legislative mandates
- Unsupported internal authentication framework
- The timely and accurate payment of retirement benefits
- Avoidance of loss of earnings from delays in processing contributions

Consideration was given to alternate solutions, including both a complete replacement of the IRIS and an upgrade to the existing information technology platform. Upon further study, the division believes the ideal approach is to technically rewrite the LOB application, replicating the existing system functionality with a modern technology and enhancing the user interface design. This will improve efficiency and productivity, reduce errors, increase system acceptance, realize cost avoidance and mitigate the risk of

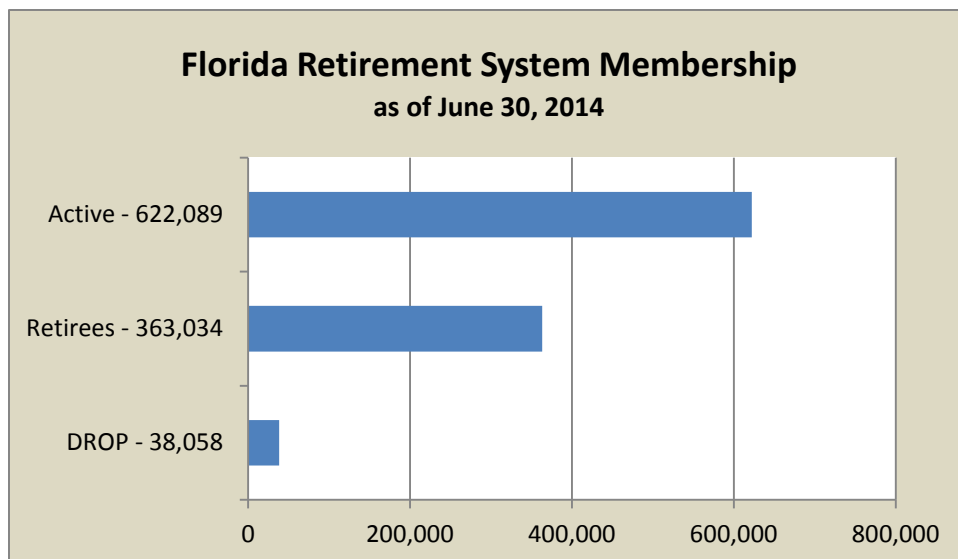
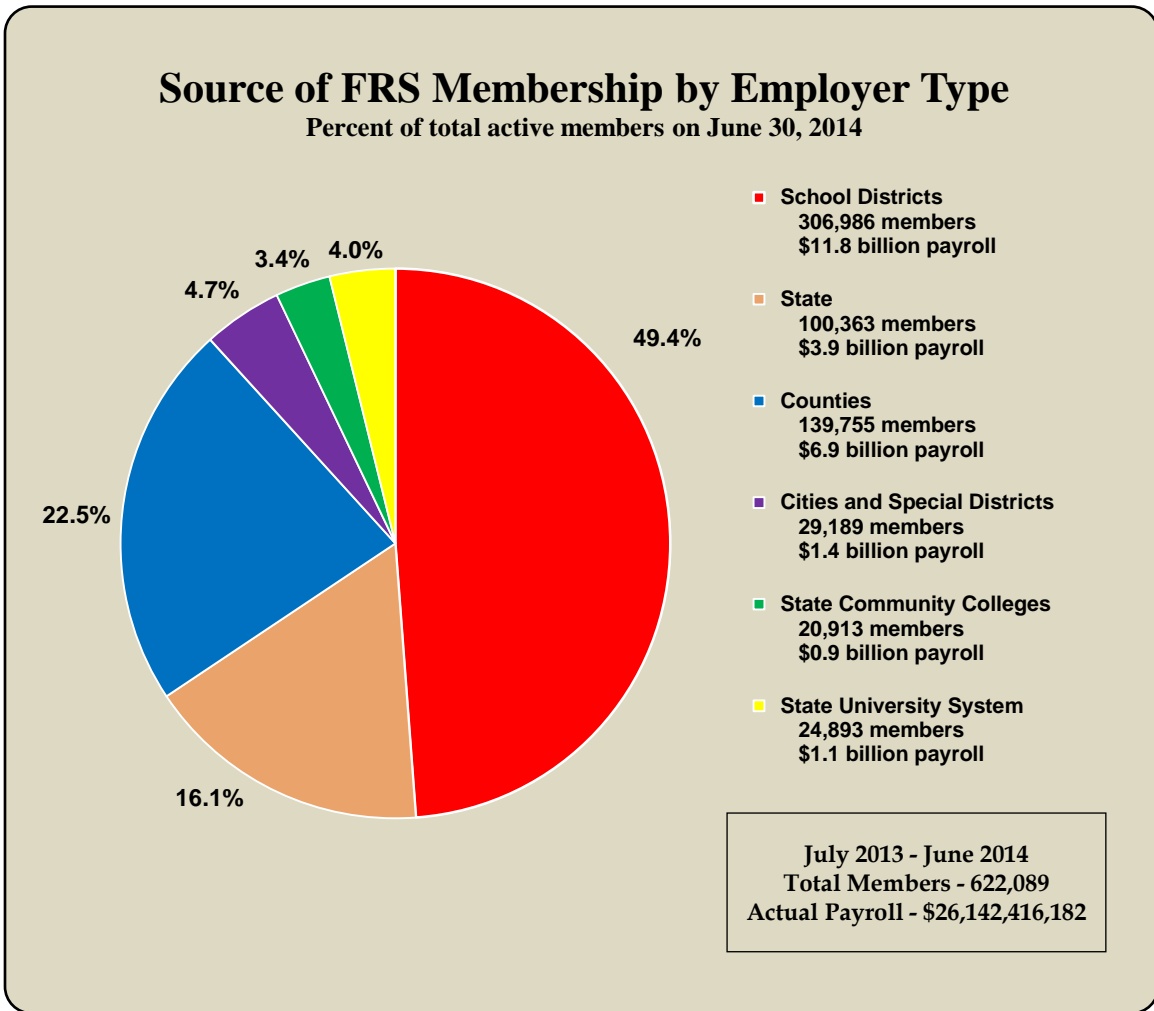
maintaining the current application. This incremental approach will position the division to modernize its business application portfolio by first technically rewriting the LOB and, in the future, continue with enhancements to other applications in the portfolio. This approach will also reduce cost and minimize risk by upgrading the IRIS LOB to a modern technology platform, leveraging existing technology assets and investments, eliminating the need for data conversion and database changes, while integrating with the current applications in the division's portfolio. The primary components to be rewritten are PowerBuilder (LOB programming language), PowerClass (IRIS framework) and PowerLock (security framework). Other IRIS components, such as Oracle database, imaging, workflow, reports, correspondence and batch processing, will be leveraged as viable technology solutions.

A Legislative Budget Request (LBR) will be made for fiscal year 2015-16 to provide the initial funding required to complete the first year of the project to rewrite the LOB. Since the IRIS system supports the Investment Plan, the State Board of Administration, which administers the Investment Plan, would provide part of the total project funding needed. A Schedule IV-B required for major information technology projects has also been prepared by the division. The Schedule IV-B includes 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 and unsupported business application platform.

In fiscal year 2012-13, the division modernized its telephone communication system by switching to a Voice Over Internet Protocol (VoIP), which is telephone service over the Internet. The modernized telephone system positioned 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. An LBR for fiscal year 2014-15 was approved to implement the contact center using existing funds. The contact center, staffed from existing positions, went live in September 2014. The contact center will allow the division to better manage all customer calls and other forms of electronic customer contact.

The outcome measures of the Division of Retirement reflect its mission to deliver a high quality, innovative and cost-effective retirement system. The services leading to these outcomes require a focus on quality customer service, cost containment and efficient operations. All of these services (from enrolling 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 through a centralized contact center to respond to requests from thousands of active and retired members, employers, and other stakeholders) culminate in providing monthly retirement benefits in excess of \$7.4 billion annually to more than 372,000 retired members or their beneficiaries. These benefits provide members a stable and sustained income, most of which finds its way back into the Florida economy, as 87 percent of all retirees are Florida residents receiving more than \$6.2 billion each year in monthly benefits.

**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, which 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 priorities of DSGI are based upon the initiatives set forth by the Executive Office of the Governor, the Secretary of the Department of Management Services (DMS), legislative mandates, the availability of budgetary authority, and product development and procurements.

The primary goal of DSGI 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 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, DMS continues to offer health care coverage to retirees at competitive premiums. For those Medicare-eligible, the state-offered 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 has established performance measures to evaluate its progress. The agency measures its satisfaction of various contracted vendors through a self-reporting method to determine the vendors' compliance with contractually required performance standards. For fiscal year 2013-14, the aggregated results equated to a 97 percent compliance rating with a standard of 95 percent. To ensure resources are appropriately allocated in a manner that will produce cost effectiveness and efficiencies in services, the agency has a performance standard that measures its administrative cost per insurance enrollee. The approved standard is \$10.27 per insurance enrollee; however, the agency provided services for approximately \$8.04 per insurance enrollee for fiscal year 2013-14.

The agency plans to continue to operate under current state and federal policies in effect. The agency, in past sessions, has reduced its workforce to a residual staff size of 22 full-time employees (FTEs). The division is currently in the process of developing its legislative budget issues for the 2015 Legislative Session.

The Division of State Group Insurance's third-party administrator (TPA) contract with Florida Blue for its Preferred Provider Organization (PPO) services and pharmacy benefits management (PBM) contract with Express Scripts expire Dec. 31, 2014. During 2014, DSGI completed competitive procurements for the provision of TPA and PBM services. Florida Blue was awarded the TPA contract and CVS Caremark was awarded the PBM contract effective Jan. 1, 2015.



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.

The Division of State Group Insurance deployed new technology in fiscal year 2013-14 through the implementation of a health insurance management information system. The new technology provides tools enabling DSGI to develop benefit design models and analyses and other studies using actual claims experience, as well as monitor vendor performance, measure accuracy and timeliness of claims payments, and perform other beneficial statistical and clinical analyses.

#### DSGI Customers

State Agencies	82,132
Universities	38,678
Benefits Only - Retirees, COBRA, Others	35,714
Florida Board of Bar Examiners	43
Florida Inland Navigation District	6
Justice Administration	8,590
Florida Legislature	1,559
Miami-Dade Expressway Authority	44
State Board of Administration	216
State Courts	3,912
South Florida Regional Transportation Authority	101
West Coast Inland Navigation District	3
Orlando-Orange County Expressway Authority	55
Volunteer Florida	14
<b>Total</b>	<b>171,067</b>

## **HUMAN RESOURCE MANAGEMENT**

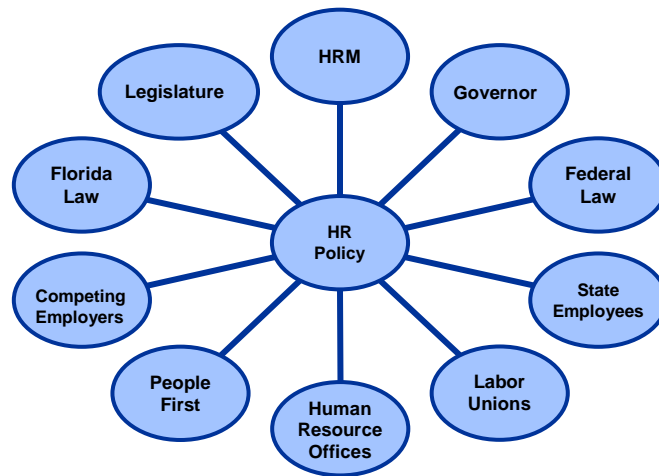
The Division of Human Resource Management (HRM) policies, programs, and services focus on providing lawful, effective, and efficient human resource programs and services for the State Personnel System (SPS) that attract, develop, retain and reward a high-performance workforce.

In accordance with sections 20.04(7)(b) and (c), and 20.22(3); Chapter 110 (excluding sections 110.1227, 110.1228, 110.123 – 110.1239 and 110.161); 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, Human Resource Management develops and supports a human resource infrastructure for the agencies based on sound human resource policies, practices and strategies. The State Personnel System (SPS) is the system of personnel administration for authorized Career Service, Selected Exempt Service, and Senior Management Service positions and Other Personal Services employment within 31 entities in the executive branch agencies impacting 107,042 positions. It is the largest of the six primary employment 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 SPS as required by Article III, Section 14, Florida Constitution, and represents the Governor as the Chief Labor Negotiator for the SPS, negotiating wages, hours, and terms and conditions of employment with six labor unions representing 13 collective bargaining units covered by 10 contracts.

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

- Provides for the efficient administration of an equitable, lawful, and effective system of employment;
- Avoids costly duplication of services within each agency;
- Upholds uniformity in the application of human resource policies and operational practices;
- Leads and serves as a conduit for systemwide human resource initiatives and resolution of issues;
- Prevents misapplication of human resource requirements;
- Avoids and/or minimizes:
  - Loss of federal funding, e.g., Florida Emergency Management Agency reimbursements, grants, etc.,
  - Assessments of federal penalties and fines, e.g., U.S. Department of Labor (wages and hours of work),
  - Lawsuits, unfair labor practices, and appeals to the Public Employees Relations Commission;
- Provides competitive human resource programs to assist the state with recruitment and retention of employees; and
- Addresses the changing needs of the state, the State Personnel System, and the agencies who serve Florida.

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



## RESPONSIBILITIES

The Division of Human Resource Management performs the following functions to support the needs of its customers, position the SPS as a model public sector employer, and maintain an equitable and lawful system of employment:

- Represents the Governor as the Chief Labor Negotiator in all SPS collective bargaining activities (negotiations and ongoing contract administration of 10 contracts).
- 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 administration of human resource within the SPS agencies.
- Reviews and approves changes to agency human resource programs for legal compliance.
- Develops personnel rules, manuals, guidelines, and forms/templates for agency 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 human resource information system, People First, to properly and accurately process human resource transactions.

- 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 SPS.
- 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 competitiveness of the SPS.
- 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 offsite work arrangements for state employees);
  - Family Supportive Work Program (establishes personnel policies affecting employees' ability to both work and devote care and attention to their families, i.e., flexible work schedules, job sharing, paid and unpaid family leave, etc.); and
  - State Employee Child Care Program (approves agency plans to provide workplace child care services for state employees).
- 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.

## 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 SPS. The division must also position itself as a leader in 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 to these challenges and to enhance the human resource infrastructure. In addition, to remain competitive, the SPS must increase its efforts to provide employees with state-of-the-art tools, processes and information to enhance their effectiveness in providing services to customers and to the people of Florida. To this end, HRM will continue to build a strong human resource system; provide clear policy directives for lawful, efficient and equitable administration; provide policy guidance for programming the human resource information system (currently the People First system); and provide assistance to the Governor's Office, the Legislature, agencies, and all other customers.

To determine key priorities and program needs, HRM also receives input from its primary customers, the agency human resource officers and practitioners, the Governor's Office, and legislative staff. The division conducts an annual customer satisfaction survey for agency human resource officers to provide feedback on its services and to address concerns and make suggestions for improvements. In addition, monthly meetings are held with agency human resource officers to discuss issues and policy initiatives. To address 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):

1. **Enterprisewide Performance and Talent Management Improvement Initiative Phase II** – Phase I of the Performance and Talent Management Initiative was completed with the roll-out of the performance management platform and methodology. State agencies moved from administering employee performance evaluations using different practices, procedures, forms and methodologies to adopting a standard performance evaluation approach effective Jan. 1, 2014. Additionally, with the annual evaluations opening on July 1, 2014, all SPS agency evaluation periods now correlate with the state fiscal year (from July 1 to June 30). Each employee is now 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. Phase II will look at the sustainability of the Performance and Talent Management Improvement Initiative by focusing on some of the more comprehensive areas of talent management. Several topics that are keystones to a successful talent management process such are:
  - Recruitment and Selection – associating the correct knowledge skills and abilities needed for positions to effectively recruit and select candidates that will be successful in positions.
  - On-boarding – programs to brief employees on hiring, compliance and other benefits information as well as providing information on the agency's culture, values and beliefs.
  - Career Development – programs that prepare employees to move into critical positions or areas of more responsibility.
  - Workforce Planning – identify key positions within the agency that are critical for agency success and prepare employees to fill such positions.
2. **Chapter 110 and 112, Florida Statutes, Realignment** – In HRM's role as the current administrator of Chapter 110 Florida Statutes and the SPS, the division operates in a dynamic environment that requires statutory provisions be updated to address the current and future demands of the work environment. The current statutory structure creates challenges in establishing policies, practices and strategies based on best practices and industry standards; maintaining uniformity in the application of human resource policies; addressing the changing needs of the state and the workforce; implementing more efficiencies in human resource administration; and maintaining an equitable and lawful system of employment. The structure and governance of the various state government employment systems has changed substantially over the years; however, the language in Chapter 110, F.S., has not been updated to properly reflect the current multiple employer system structure. There are six primary and distinct state government employers, the largest of which is the State Personnel System consisting of the Career Service, Selected Exempt Service and Senior Management Service. The other state government employers are the Justice Administration System, the State Courts System, the Legislature, the Department of the Lottery and the state universities. Historically, most of these employers fell under the provisions of Chapter 110, F.S. Over time, each of these employers was legislatively

permitted to establish their own systems of personnel administration, including rulemaking authority. Presently, the failure to remove references to state employers outside the State Personnel System has resulted in continuing confusion regarding the applicability of Chapter 110, F.S. provisions to the other five state employers.

The identified updates to Chapters 110 and 112, F.S., clearly define the role and authority of the State Personnel System and apply Chapter 110, F.S., only to the entities under that system. Employment provisions that are common to all state employers would be moved to newly created parts of Chapter 112, F.S., which already contains other general provisions applicable to all state employers and employees. Additionally, the realignment renames the Career Service to the Civil Service to adopt the terminology used in Article III, Section 14, Florida Constitution. The identified updates to Chapter 110, Florida Statutes, would properly reflect the current structure and governance of today's multiple state employment systems and enhance the ability of HRM and SPS agencies to effectively manage a rapidly changing workforce and respond to evolving operational needs.

3. **Florida Human Resource Institute** – Further develop the curriculum and program offerings of the Florida Human Resource Institute (Institute). The institute was created to provide critically needed professional development in the form of training and a certification program to develop and maintain a knowledgeable body of human resource practitioners within the SPS agencies. The program will provide a comprehensive multi-tiered curriculum specifically tailored to human resource practitioners at the operational and managerial levels. The focus will be on the theories of key human resource topics as applied in the SPS and administered in the human resource information system.

#### OUTCOME MEASURE – CUSTOMER SATISFACTION

To assess Human Resource Management's performance in developing policies and procedures and providing technical assistance and consultative services to agency human resource officers and human resource practitioners, the outcome measure, "Overall Customer Satisfaction Rating," was developed. A 96 percent overall customer satisfaction rating is projected for each year over the next five years. It represents that the majority of HRM's customer agencies are satisfied with the products and services provided.

**HRM ANNUAL CUSTOMER SATISFACTION SURVEY RESULTS**

	<b>Fiscal Year 2009-10</b>	<b>Fiscal Year 2010-11</b>	<b>Fiscal Year 2011-12</b>	<b>Fiscal Year 2012-13</b>	<b>Fiscal Year 2013-14</b>
<b><i>Overall Customer Satisfaction *</i></b>	<b><i>100%</i></b>	<b><i>100%</i></b>	<b><i>100%</i></b>	<b><i>100%</i></b>	<b><i>100%</i></b>
Communicated Clearly	100%	100%	100%	100%	100%
Courteous	100%	100%	100%	100%	100%
Helpful	100%	97%	100%	100%	100%
Listened Well	100%	100%	100%	100%	100%
Staff Availability	100%	97%	97%	100%	100%
Accuracy	100%	97%	97%	97%	100%
Consistency	100%	97%	97%	94%	100%
Easy to Understand	100%	93%	100%	97%	100%
Timeliness	100%	93%	100%	100%	100%
Usefulness	100%	97%	97%	97%	100%

*\* 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 human resource 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 (e.g., 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/manager self-service, or can call a human resource advisor for assistance:

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

Sections 110.116 and 215.94(5), Florida Statutes, requires the Department of Management Services (DMS) to establish and maintain, in coordination with the payroll system of the Department of Financial Services, a complete 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.

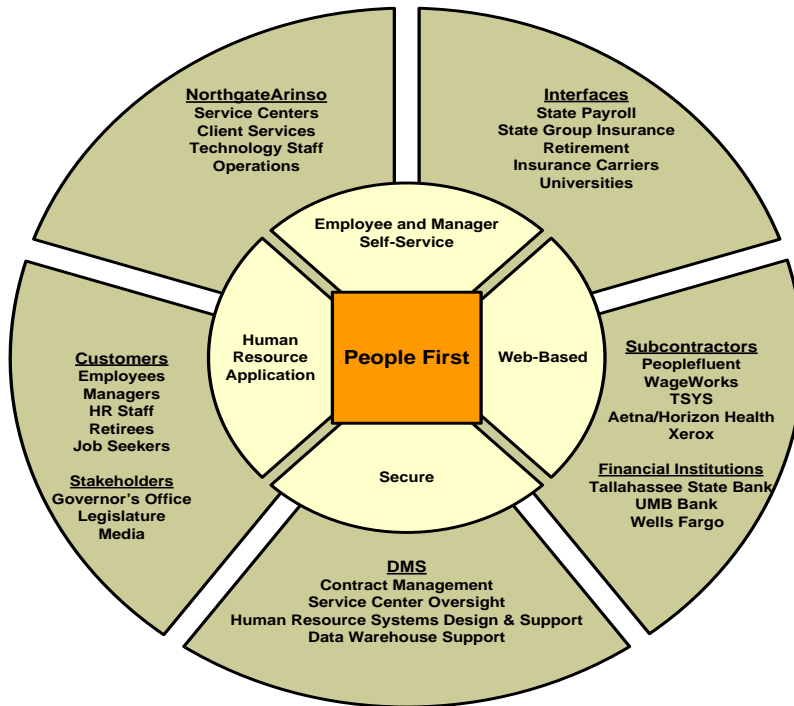
The People First system is comprised of appointments and status, attendance and leave, benefits administration, classification and organizational management, payroll preparation, performance management, recruitment, and reporting, with an external data warehouse component. In July 2010, the system was successfully upgraded to SAP version ECC 6.0 HCM on Net Weaver 7.0. The system utilizes three-tiered architecture (Web, application, and database), and 3.6 terabytes of data is maintained in an Oracle 11.2.0.3.0 database, which extracts data to an Oracle data warehouse nightly. The system has an integrated talent management solution – the Authoria Talent Management product, version 11.4.0.2, 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 perform 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 has been built to support six different personnel systems (Justice Administrative Commission, Legislature, Lottery, State Courts System, State Personnel System, and State Universities), and each personnel system has its own set of business rules that have been coded in the system. The system supports four pay cycles, eight collective bargaining units, and eight 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 600 special interfaces have been built to exchange data between the People First system and external systems (e.g., Department of Financial Services, university personnel systems, insurance carriers).

### WHOM WE SERVE

People First supports more than 222,000 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 158,000 State of Florida positions have been posted in People First, and more than 11 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	Fiscal Year 2013-14	Total
Jobs Posted	75,948	12,707	13,870	12,371	13,057	15,007	15,259	158,219
Jobs Viewed	50,885,261	13,478,350	14,763,554	13,281,279	14,207,407	17,447,331	18,906,513	142,969,695
Job Submissions	4,279,251	1,358,215	1,574,749	916,322	1,068,365	1,099,385	1,193,153	11,489,440

## 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 day-to-day functionality of the system, and the operations of the service centers. The team researches best practices, analyzes trends, defines strengths and weaknesses of the current contract, and proactively plans for the future procurement process, which includes solicitation 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 115,000 employees.
  - Administer state-approved benefits to more than 214,000 participants.
  - Oversee the annual Open Enrollment process.
  - Provide accurate and timely data warehouse information to 34 state agencies.
  - Correct People First system and data warehouse deficiencies.
  - Change system functionality based on state policy revisions and union agreements.
  - Implement legislatively-mandated system changes.
  - Deliver contractually-required enhancements to the system and data warehouse.
- **Agency Support** – Provides customer support and delivers services in a prompt, friendly manner.

Agency support responsibilities include: coordinating public records requests, handling recurring report requests for various customers (Governor’s Office, Legislature, and state agencies), coordinating mass data loads into the system, managing agency reorganizations, and providing support to agency report writers and technical assistance on web portal reports. Since July 2006, the team coordinated 1,194 mass loads for state agencies, and since January 2009, the unit has produced 4,253 reports and responded to 555 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 2014 survey demonstrates that 79 percent of respondents are satisfied with the overall performance of People First. This satisfaction rate is an increase from the 78 percent satisfaction rate from 2013 and the 76 percent satisfaction rate from the 2011 and 2012 surveys.

## 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 2013-14 was 59 percent less than 2005 (see the following chart), a result of the many system enhancements and service center improvements over the past few years.

### Service Center Calls

	*FY 05/06	*FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	% change from FY 05/06 – FY 13/14	FY 05/06– FY 13/14
Benefits	315,907	244,548	255,052	190,535	163,778	171,062	301,593	266,782	296,334	-6%	2,279,027
HR**	510,639	505,910	356,797	211,191	188,924	213,389	29,477	15,572	27,187	-95%	2,065,244
Payroll	109,280	89,396	82,206	83,182	80,130	72,624	47,603	42,704	35,740	-67%	651,038
Staffing	95,647	91,187	72,681	68,876	63,679	80,856	60,163	56,822	60,401	-37%	668,595
Total	1,031,473	931,041	766,736	553,784	496,511	537,931	438,836	381,800	419,662	-59%	5,663,824

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

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

## 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 completed a business case in fiscal year 2013-14 and the direction was to maintain a 100-percent outsourced model and remain on the current SAP platform. The department will release a competitively-bid solicitation in fiscal year 2014-15. If applicable, a transition could begin as soon as fiscal year 2015-16. 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.

## **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;
- Oversight of Florida E911 Board, administration of the E911 fee and creation and maintaining the E911 State Plan for Florida;
- 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 (800 MHz) 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.

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 enterprisewide 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 registration 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. Section 401.015, Florida Statutes, assigns DivTel to develop and oversee the statewide system of regional emergency medical communications services.

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 Multiprotocol Label Switching to maximize statewide telecommunications access to all of Florida's state agencies. By providing more advanced services, DivTel established a scalable networking platform to handle the ever increasing telecommunications requirements of its customers. As a new multipurpose telecommunications network, MyFloridaNet replaced virtually all of the existing data services and, ultimately, much of the voice services, with enhanced features and increased security while enabling lower costs. An ITN was released in June 2014 to procure MyFloridaNet – 2, the next generation of the network.

**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 21 state agencies and 40 federal and local jurisdictions with 20,495 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 generation of 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.
- **Intergovernmental Radio Communications Program Policy** – In accordance with subsection 318.21(9), Florida Statutes, the division has oversight and administration of this policy for each county in Florida.
- **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, 395 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, 395 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** – The Division of Telecommunications oversees the E911 Board, established to administer the E911 fee (wireless, nonwireless and wireless prepaid) under subsections 365.172(8) and (9), Florida Statutes. This board distributes funds to counties and wireless service providers to improve the public health, safety and welfare through the development of county E911 systems providing emergency telephone assistance and rapid emergency response. 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-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. Its 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 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 FLSOLARIS.
- 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, to 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 2014-15, the Facilities Program received funding from several sources. Those sources and the percentage of funding are:

- Supervision Trust Fund (51.87 percent)
- Architects Incidental Trust Fund (0.74 percent)
- Operating Trust Fund (1.16 percent)
- Florida Facilities Pool Clearing Trust Fund (29.70 percent)

- General Revenue (16.53 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 2014 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 2017.** Chapter 2014-053, 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, 2015, and June 30, 2017, in order to achieve a reduction in costs in future years. The Department of Management Services shall incorporate this initiative into its 2014 Master Leasing Report and provided a report on Nov. 1, 2014, 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 2017.** As directed by 2011-47, 2012-119, 2013-041 and 2014-053, Laws of Florida, DMS will continue working with the state's tenant brokers and partner agencies, expanding on the \$48.9 million lease cost savings and reduction of 934,664 square feet in the private lease portfolio during fiscal years 2011-12 through 2013-14. The Department of Management Services will seek to renegotiate all private leases expiring between July 1, 2015, and June 30, 2017, and will continue to track the reduction in lease space and costs in future years.
- **Reduce backlog of deferred maintenance.** 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 totals \$103 million. In fiscal year 2014-15, \$28 million was appropriated to address building deficiencies: \$16 for General Projects, \$3.7 for ADA, and \$600,000 for Life-Safety projects. With the fiscal year 2014-15 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.** This continues to be a priority for DMS. The department's focus on

energy conservation, through commissioning and data-driven energy decisions, has reduced utility expenditures and allowed the agency to reduce its annual energy budget by \$3.5 million dollars. The department will continue its emphasis on reducing energy consumption and will look for additional opportunities for cost savings.

• **Increasing Florida Facility Pool occupancy.** In an effort to provide best value office facilities to state agencies and increase Florida Facilities Pool occupancy, DMS continuously reassesses portfolio opportunities and identifies 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 allows DMS to better utilize owned space and to backfill vacant space with state agencies, relocating agencies from more expensive private leased office space. This results in reduced office space expenditures for the tenant agencies and increased rentable space and efficiency within the Florida Facilities Pool, allowing for increased rental income to the division through the occupancy of otherwise vacant space.

## DIVISION OF STATE PURCHASING

The mission of the Division of State Purchasing is to deliver reliable guidance and innovative tools to create best value for those who serve Florida. 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, 283, and 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 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.

New Vendor Registrations in MyFloridaMarketplace by State  
from July 1, 2013 to June 30, 2014



## PUBLIC PROCUREMENT PROFESSIONAL DEVELOPMENT AND CERTIFICATION

State Purchasing seeks to develop and implement sound procurement practices in accordance with executive policy and legislative mandates. 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 Public Procurement Professional Development and Certification Program for state purchasing professionals.

In support of State Purchasing’s vision “to be the trusted resource for procurement and contracting solutions for those who serve Florida,” this program is designed to provide procurement professionals with the knowledge and skill necessary to successfully perform their professional responsibilities. The program provides the following statutorily required professional development program:

- **Florida Certified Contract Manager (FCCM)** – Effective Dec. 1, 2014, section 287.057(14), Florida Statutes, requires 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).

State Agency Employees Certified As FCCM	193
State Agency Employees Requiring Certification As FCCM	2,123

- **Florida Certified Contract Negotiator (FCCN)** – 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.

State Agency Employees Certified As FCCN	118
State Agency Employees Requiring Certification As FCCN	251

- **Project Management Professional® (PMP®)** – 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®.

State Agency Employees Certified As PMP	160
Current numbers of agency employees that require this certification are pending a needs assessment survey to be conducted during fiscal year 2014-15.	

Over the course of fiscal years 2014-17, the program is scheduled to offer:

COURSE OFFERINGS 2014-2017 FISCAL YEARS	Total Sessions Offered	Total Seats Offered
Florida Certified Contract Manager INITIAL	92	3,220
Florida Certified Contract Manager RENEWAL	10	350
Florida Certified Contract Negotiator INITIAL	24	384
Florida Certified Contract Negotiator RENEWAL	12	192

Looking ahead to the future, the program is in the early planning stages of developing additional courses in the procurement field. The program will work to develop and deliver a succession based series of courses for procurement professionals. Below are descriptions of the programs being considered:

- **Florida Purchasing Agent** – A certificate program will be developed that consists of a series of online modules designed to educate new state agency purchasing professionals on the roles and responsibilities of the purchasing agent. This program will provide procurement professionals with the knowledge and skills necessary to conduct successful competitive solicitations and evaluations, to write effective contracts. In addition to developing the solicitation skills of procurement professionals, it will also provide training to address common audit findings such as scope development, performance bonds, financial consequences, liquidated damages, and other remedies for contract enforcement by contract managers.
- **Florida Purchasing Manager** – A certificate program will be created that consists of a series of online modules designed to educate new state agency purchasing supervisors on the roles and responsibilities of the purchasing manager.

## 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.
  - Last fiscal year, State Purchasing's MFMP team assisted 15 agencies with the largest gaps in utilization in a three-phased approach to achieve full utilization. The remaining agencies received support through ongoing operational activities such as training sessions and materials. Through this support, state agencies have achieved average statewide utilization of over 80 percent in metrics one through four.
  - Metric five represents utilization of the eQuote component of the MFMP Sourcing application, which allows agency customers to collect informal quotes and allows vendors to respond electronically. This tool is relatively new and required a different support approach. The State Purchasing MFMP team is currently focused on supporting agencies in achieving full utilization of metric five through monthly meetings, updated training materials, and engagement efforts with vendors. As of the Aug. 15 scorecard, agencies have exceeded the goal of full utilization (50 percent) by Dec. 31, 2014, with current utilization at 53.2 percent.

## MFMP Agency Utilization

07/15/2014 Scorecard for data through 06/30/2014

Group	Agency	Overall Monthly Trend	MFMP Purchase Order and Contract Utilization	Monthly Trend	MFMP Invoice Utilization	Monthly Trend	MFMP Catalog Utilization	Monthly Trend	Receiving Goods in MFMP Utilization	Monthly Trend	Agency eQuote Utilization*	Monthly Trend
		Goal >= 80%	Goal >= 80%	Goal >= 80%	Goal >= 80%	Goal >= 80%	Goal >= 80%	Goal >= 50%				
Phase 3 (Target Enablement Date: 12/31/2013)	Department of Education	+	27.54%	-	19.74%	+	98.30%	-	95.64%	+	95.12%	+
	Department of Financial Services	+	100%	+	100%	+		+	88.87%	+		+
	Department of Revenue	+	100%	+	100%	+	99.35%	-	77.80%	-	19.15%	+
	Department of State	+	100%	+	100%	+	97.02%	-	92.34%	-	80.00%	-
	Department of Transportation	-	100%	+	100%	+	56.50%	-	77.69%	-	8.31%	-
Phase 2 (Target Enablement Date: 10/31/2013)	Department of Economic Opportunity (DEO)	+	100%	+	100%	+	93.31%	+	93.49%	+	25.85%	+
	Department of Health	+	100%	+	84.90%	+	75.57%	+	86.67%	+	10.39%	+
	Department of Law Enforcement	+	100%	+	1.45%	-	85.06%	-	88.81%	+	9.30%	+
	Department of Military Affairs	+	100%	+	98.38%	-	96.86%	+	96.07%	+		+
	Department of the Lottery	+	4.68%	+	4.14%	-	89.42%	+	75.16%	-	91.43%	+
Phase 1 (Target Enablement Date: 7/1/2013)	Agency for Health Care Administration	+	55.27%	-	39.05%	+	99.06%	-	97.28%	+	53.29%	+
	Department of Children and Families	+	100%	+	100%	+	90.46%	-	90.64%	+	42.58%	+
	Department of Citrus	+	100%	+	100%	+	100.00%	+	87.93%	+	89.80%	-
	Department of Corrections	+	100%	+	100%	+	87.45%	+	96.63%	+	40.74%	+
On-Going Training Support	Agency for Persons with Disabilities	+	100%	+	87.97%	-	88.75%	+	93.46%	+	44.28%	+
	Department of Business and Professional Regulation	+	100%	+	76.73%	-	91.43%	-	89.25%	+	124.42%	+
	Department of Elder Affairs	+	100%	+	83.39%	+	98.92%	+	93.41%	+		+
	Division of Emergency Management	+	100%	+	100%	+	88.57%	+	80.87%	+	33.82%	+
	Department of Environmental Protection	+	100%	+	89.70%	+	97.09%	+	97.45%	+	89.14%	+
	Department of Highway Safety and Motor Vehicles	+	100%	+	100%	+	91.95%	+	91.35%	+	48.43%	+
	Department of Juvenile Justice	+	100%	+	80.90%	-	93.01%	-	93.91%	+	79.06%	+
	Department of Management Services	+	100%	+	100%	+	97.18%	+	89.26%	+	82.01%	+
	Department of Veterans Affairs	+	100%	+	100%	+	53.35%	-	97.53%	+	79.04%	+
	Executive Office of the Governor	+	100%	+	100%	+	96.83%	-	94.97%	-	0.21%	+
	Fish and Wildlife Conservation Commission	+	100%	+	100%	+	12.12%	-	93.69%	+	0.32%	-
	Florida School for the Deaf and Blind	+	100%	+	84.97%	+	98.27%	-	93.94%	+		-
	Florida Parole Commission	+	100%	+	100%	+	96.87%	+	97.61%	+	48.00%	-
	Northwood Shared Resource Center (NSRC)	+	100%	+	74.25%	-	95.63%	+	88.97%	+		+
	Southwood Shared Resource Center (SSRC)	+	100%	+	100%	+		+	87.67%	+		+
Average Utilization All Agencies			92.67%		83.64%		84.69%		90.63%		41.21%	

- Florida Commodity Code Standardization:
  - The MFMP team successfully implemented an update of the commodity code set used by vendors and state agency customers in all MFMP applications, including Buyer, Sourcing, Analysis, and the Vendor Information Portal on July 1-3, 2014. The new code set is a subset of the United Nations Standard Products and Services Code® (UNSPSC®), a nationally recognized commodity code system already in use by many vendors and several large states.

The Department of Management Services proposed the following legislative changes for fiscal year 2015-16 that would affect future program operations:

- **No proposed legislative changes for fiscal year 2015-16.**

The program has the following taskforces and workgroups in progress:

- **No taskforces and workgroups in progress.**

## **OFFICE OF SUPPLIER DIVERSITY**

The Office of Supplier Diversity (OSD), in accordance with Chapter 287, 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-, and women-owned business enterprises that provide goods and services to state agencies and universities. Recently, the Legislature extended the certification period to two years for service-disabled and wartime veteran-, minority-, and women-owned business enterprises.

The Office of Supplier Diversity is responsible for measuring the amount of spending by state agencies with the aforementioned minority business enterprises and conducting compliance audits of certified minority enterprises. The OSD also provides outreach to state agencies, community organizations and vendors in all matters relating to state contracting opportunities. The office 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 serves as a liaison between state agencies and minority vendors by reviewing 90-day spending plans and informing vendors about contracting opportunities. The office 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's 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 Veteran and M/WBEs each fiscal year and increase the number of certified/registered Veteran and M/WBEs in MyFloridaMarketPlace.
- In order to achieve the goal of optimum Veteran and 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(21), 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 veteran, women and 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 10,239 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	1,948
<b>Total</b>		<b>10,239</b>

### ADDITIONAL FUNDING

**Privately-Operated Institutions Inmate Welfare Trust Fund.** The fund collects revenues from facilities' canteen and commissary sales and telephone commissions. In fiscal year 2012-13, the facilities generated a total of \$2.8 million in revenue. The Legislature appropriates \$2 million annually

for unique and innovative programming that benefits the inmate population, including canine, art therapy, and commercial driving.

**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 \$1,500,000 annually to be distributed as needed for reimbursement to the contractors. The value at the end of fiscal year 2013-14 was \$8 million.

## PROCUREMENT

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.

## BUREAU OF FLEET MANAGEMENT AND FEDERAL PROPERTY ASSISTANCE

### FLEET MANAGEMENT

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

In accordance with Chapter 287, Part II, Florida Statutes, Fleet Management manages the acquisition, operation, maintenance, and disposal of the state's fleet of motor vehicles and watercraft. The state's fleet includes approximately 26,000 pieces of equipment: automobiles, light trucks, medium and heavy trucks, construction and industrial equipment, tractors, mowers, small utility vehicles, motorcycles, and all-terrain vehicles. In addition, Fleet Management determines motor vehicles and watercraft to be included on state contracts, develops technical bid specifications, and helps evaluate the contracts. Fleet Management reviews and approves state agency purchase requisitions for selected mobile equipment commodity codes to ensure fleet purchases are cost-effective, fuel efficient, and appropriate for stated purpose.

Fleet Management maintains the Florida Equipment Electronic Tracking (FLEET) system, which is a management and reporting system that includes more than 26,000 pieces of equipment (valued at more than \$500 million dollars) of which approximately 18,000 are cars and light trucks. The FLEET 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 (EMIS). The FLEET 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 Maintenance & Repair Management Contract** – The Department of Management Services has contracted with Automotive Resources International (ARI) via an Alternate Contract Source (ACS) 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 ACS include DMS and Department of Highway Safety and Motor Vehicles (DHSMV). 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. (TMA), at their auction site in Thonotosassa, Florida (near Tampa). 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 final sale price of comparable vehicles sold at live auctions.
  - Decrease in total costs associated with online auction processes compared to costs associated with live auction (e.g., elimination of transportation charges associated with transporting a vehicle to the live auction site in Tampa).

During fiscal year 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 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.

In March 2014, Fleet Management initiated a project to expand the online auction sales volume by selling vehicles from a site in Starke, Fla. The projected savings for calendar year 2014 in transportation costs are estimated to be \$41,902, with continued ongoing savings of \$67,530 per year.

The online auction process has proven to be a shorter process than the live auction process. It results in reduced transport costs and has lower auction service fees. In fact, the average net revenue for sales via online auction (86 percent of gross) are 9 percent greater than the average net revenue for sales via live auction (77 percent of gross), primarily due to the lower transportation costs associated with the online auction process.

## **FEDERAL PROPERTY ASSISTANCE**

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

Pursuant to section 217.03, Florida Statutes, and Executive Order #77-36, 40 USC 203.10, USC 2573 (A), Federal Statutes, Federal Property Assistance acquires and distributes federally-owned tangible personal property declared in excess or surplus. This property, once used to meet the needs of the federal government, is allocated to the state to benefit the citizens of Florida through public agencies, private/nonprofit health, and education organizations. Federal Property Assistance reviews available assets physically onsite at military and federal civilian agency holding depots. The program also uses Web-accessible surplus/excess databases of the U.S. General Services Administration (USGSA) and the U.S. Defense Logistics Agency. The result of reallocating this excessive property is major cost avoidance in asset procurement, translating into tax dollar savings.

Federal Property Assistance is also designated as the state's Law Enforcement Support Office (LESO), to acquire and distribute U.S. Department of Defense-owned tangible personal property (e.g., weapons, tactical vehicles, aircraft, etc.) declared excess to meet the needs of the military and approved state and local law enforcement agencies. The program created state and local government partnerships to review available assets physically onsite 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 Public

Employee's Relations 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 Public Employees Relations Commission's authority and responsibilities are derived from Article I, section 6, and Article III, Section 14, 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, 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. The commission is located, for administrative purposes only, within DMS, but it is not subject to control, supervision or direction by DMS.

The 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. PERC conducts formal evidentiary hearings and issues final orders to adjudicate career service appeals between state government employees and their employers. PERC's final orders are appealable directly to the state appellate courts. The State of Florida Workforce 2000 Study Commission concluded that PERC was a cost-efficient means of providing this required due process function.
- **Other Employment** – Between 1986 and 1992, PERC's jurisdiction was again expanded to adjudicate other employment cases, including veterans' preference appeals pursuant to [Chapter 295](#), Florida Statutes; drug-free workplace act appeals pursuant to [section 112.0455](#), Florida

Statutes; “forced retirement” appeals pursuant to [section 110.124](#), Florida Statutes; age discrimination appeals pursuant to [section 112.044](#), Florida Statutes; and whistle blower act appeals pursuant to [section 112.31895](#), Florida Statutes.

**Performance Measures** – 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 2013-14, 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 91 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.

The commission has upgraded its technological hardware and software to improve monitoring of caseload for staff and legislatively imposed reporting requirements, as well as archival of data. In addition, 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 commission is not aware of any significant policy changes that would affect its fiscal year 2015-16 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 2015-16. 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 inter-group conflict. The commission is also authorized to conduct research to address civil and human rights issues as prescribed in the Acts.

Throughout its 45-year history, the commission has served the people of Florida by assuring equal protection against discrimination in employment, housing, certain public accommodations and state employee whistle-blower retaliation. At the same time, it provides an invaluable service to employers in Florida by providing an effective and efficient way to resolve allegations, often at significantly less expense than court-based alternatives.

## HUMAN RELATIONS AND CIVIL RIGHTS IN FLORIDA: CURRENT STATUS AND FUTURE PROSPECTS

Within the next generation, Florida is expected to experience a significant growth in population, particularly among racial and ethnic minorities. Florida, now the fourth most populous state in the nation, is projected to replace New York as the nation's third most populous state by 2015.<sup>1</sup> The U.S. Census Bureau statistics indicate that the Sunshine State is becoming younger and more diverse. The U.S. Census Bureau estimates that about 41.8 percent of Florida's net migration between 2000 and 2009 was due to international migration. Florida's racial composition has become increasingly non-white; the percentage of white (alone) fell slightly from 78 percent to 75 percent between 2000 and 2010. According to the 2010 Census, 22.5 percent of Florida's population is of Hispanic origin – an increase of 9 percent from 2000. This figure has almost surpassed the projection for the year 2025, which anticipated that Hispanics would make up 23 percent of the Florida's population. Projections indicate that by 2025, Florida will displace New York as the state with the third largest share of the nation's African-American population. Although Native Americans account for only 1 percent of Florida's total population, Native American Floridians are distributed within approximately 40 distinct tribal affiliations throughout the state. By the end of 2008, there were 14 major religions practiced in Florida and 17 major language communities. More than 76 percent of Florida residents speak English as a first language, 17 percent speak Spanish, and almost 2 percent speak French Creole, predominantly Haitian Creole. Projections also indicate that by 2025, Florida will be second in the nation (behind California) in terms of the number of elderly persons residing here, with more than 1 in 4 residents aged 65 and older.

A state with such a diverse age, ethnic and racial population makes Florida's human relations and civil rights issues extremely complex. Historical reflection shows that economic crises can significantly contribute to the potential for intergroup conflicts among disparate racial, ethnic and religious groups.

Foreclosure activity in the U.S. rose by a mere 2 percent in July 2014. Although Florida's foreclosure activity decreased 30 percent on a year-for-year basis (July to July), the state still posted the nation's highest foreclosure rate for the 10th consecutive month. One in every 469 Florida housing units had a foreclosure filing in July, which is more than 2 1/2 times that of the entire nation. The significant amount of foreclosures means more homeowners are seeking rental or purchase alternative housing. 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

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<sup>1</sup> 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/pp147.html>).

challenge considering budget reductions.

The Florida Office of the Attorney General's annual Hate Crimes in Florida report<sup>2</sup> 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 2012 Hate Crimes in Florida report revealed that hate crimes against persons accounted for 68.8 percent of all hate crimes (increased from 66.4 percent the previous year); 31.2 percent of hate crimes were against property. 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 2012 was 170 (increased from 139 in 2011). Race/color represented 54.1 percent of the crimes, while sexual orientation was second, with 28.8 percent. Religion, ethnicity and mental disability represented 10 percent, 6.5 percent and .6 percent, respectively.

According to the Southern Poverty Law Center, in its 2013 hate group map, the number of documented hate groups in Florida declined from 59 to 58 during the past year. However, Texas also saw a decline in its number (58 to 57), which then moved Florida into the second position in the nation, surpassed only by California at 77<sup>3</sup>.

The commission recognizes that—in addition to potential conflict arising from cultural, religious and racial/ethnic differences—persistent and deepening economic inequality can also be a potential source of 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 conflict-free environments. Given Florida's ever-changing demographics 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.

## COMMISSION OUTCOMES AND PRIORITIES OVER THE NEXT FIVE YEARS

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

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

In recent years, despite deep reductions in both staff and fiscal resources, the commission has been able to utilize innovative management approaches to improve the timeliness and quality of discrimination complaint determinations and resolutions. This remains the commission's top priority. The commission's mediation services enable parties to resolve their disputes expeditiously and at a

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<sup>2</sup> [http://myfloridalegal.com/webfiles.nsf/WF/KGRG-9EWMZA/\\$file/2012HateCrimesReport.pdf](http://myfloridalegal.com/webfiles.nsf/WF/KGRG-9EWMZA/$file/2012HateCrimesReport.pdf)

<sup>3</sup> <http://www.splcenter.org/get-informed/hate-map>



substantially reduced cost. The commission's staff works diligently to meet statutory timelines for completing cases because failure to do so not results in delayed resolution for the parties and can potentially result in costly litigation for businesses. Future budget cuts will inevitably have an adverse impact on the commission's ability to continue to conduct timely and quality investigations.

## **2. Promote greater public understanding of discrimination issues and laws and engage community members and leaders to address 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 2013-14, 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, Fair Housing Month (April) and the 50<sup>th</sup> anniversary of the passage of the Civil Rights Act of 1964. 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 and online networks to develop partnerships with local organizations and engage community members and stakeholders;
- Informing individuals, businesses, housing providers and communities of their rights and responsibilities via various media outlets and outreach efforts;
- Partnering with other governmental agencies at the state and local levels and private entities 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, elected officials, teachers and students at all educational levels.

### Direct Support Organization

Pursuant to section 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.<sup>4</sup> 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** – Provide for more extensive promotion and more effective administration of the program. This program, statutorily created in section 760.065, F.S., was established to recognize persons, living or dead, who have made significant contributions to the state as leaders in the struggle for equality and justice for all persons. Under legislation enacted in 2010, the commission is to administer a Civil Rights Hall of Fame program, with space in Florida’s Capitol Building to be set aside for the display. The Governor is to select up to three Hall of Fame members from a list of 10 nominees submitted by the commission. Although no staff or funding resources were provided to administer this program, the commission was able to launch the program in 2011, with an induction ceremony—at which three individuals were honored and inducted into the Hall of Fame—at the Florida Capitol. The commission is continuing, on a limited basis, to promote and administer the program annually, and is currently in the process of implementing the 2015 program, with an induction ceremony tentatively planned for May 2015.
- **Community Assessment, Assistance and Conflict Resolution** – Expand the number of partnerships to assess, understand and resolve conflicts arising from cultural differences and misunderstandings in Florida communities (section 760.01(2), Florida Statutes).
- **Housing** – Develop resources for renters, homebuyers and sellers, landlords, real estate agents, brokers and mortgage financiers to enhance understanding of housing rights and responsibilities (Florida Fair Housing Act, Part II, Chapter 760, Florida Statutes).
- **Human and Civil Rights Research/Trend Analysis** – Partner with local communities, human rights offices, university research centers and area chambers of commerce to develop a database of past and present human and civil rights conditions in Florida and a trend analysis to enable policy makers to better address the state's needs (sections 760.06(7) and (9), Florida Statutes).
- **Human Rights Network** – Develop local cooperative and communications partnerships among existing community and social service entities across Florida to work with local emergency responders to facilitate effective emergency response in disaster situations within culturally diverse and historically underserved communities. Anticipate developing a prototype for use by other states.

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<sup>4</sup> 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.

- **Community Profiles** – Develop a community profile database of local challenges and successful solutions (best practices) to enable communities to match needs with services and solutions (sections 760.06(7), Florida Statutes).
- **Community Academies** – Work with local community colleges and vocational-technical schools to offer courses on community relations and conflict resolution (sections 760.06(3) and (7), Florida Statutes); provide community members the necessary skill sets at the local level to help them improve their communities through capacity building and other means.
- **Enriching Florida's Youth** – Work with state and local education staff and community groups to bring awareness and understanding of cultural differences and acceptance to Florida K-12 students who will be in positions of leadership and decision making in an ever-changing and diverse state.

### 3. Promote public confidence in commission services:

#### Customer Service

The commission continually strives to improve its customer service efforts and outcomes, as fiscal resources allow, through staff training, continuing education and the use of technology. 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 FCHR Governance Policy (design and structure of which was based on the Carver Model of Policy Governance) adopted by the commission in December 2006. The commission has continued to operate cost-effectively under this governance structure since that time. On an annual basis, the commissioners review and develop ends priorities for the upcoming fiscal year and conduct an annual Executive Director Compliance and Performance Assessment to evaluate the commission's progress on achieving the Ends Priorities.

#### Public Access

All meetings of the commission are open to the public and subject to Florida's open government laws relating to access, notice and request for meeting minutes. All information and records in the possession of the commission, unless specifically exempted by law from public disclosure pursuant to subsection 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.

# Performance Measures and Standards

## LRPP Exhibit II

## LRPP Exhibit II - Performance Measures and Standards

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

Approved Performance Measures for FY 2014-15	Approved Prior Year Standards FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards for FY 2014-15	Requested FY 2015-16 Standard
Administrative costs as a percent of total agency costs	1.50%	1.54%	1.54%	1.54%
Administrative positions as a percent of total agency positions	8.49%	9.26%	9.26%	9.26%

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

Approved Performance Measures for FY 2014-15	Approved Prior Year Standards FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards for FY 2014-15	Requested FY 2015-16 Standard
Number of employees in the State Employee Leasing Service	1	1	1	1

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

Approved Performance Measures for FY 2014-15	Approved Prior Year Standards FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards for FY 2014-15	Requested FY 2015-16 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/\$20.82	\$17.18/\$20.79	\$17.18/\$20.79
DMS average operations and maintenance cost per square foot maintained	\$6.12	\$4.95	\$6.12	\$6.12
Number of maintained square feet (private contract and agency)	7,834,639	7,896,013	7,834,639	7,834,639
Number of leases managed	1,325	1,455	1,325	1,325

## LRPP Exhibit II - Performance Measures and Standards

<b>Department: DEPARTMENT OF MANAGEMENT SERVICES</b>	<b>Department No.: 72</b>
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Gross square feet of state-owned office space occupied by state agencies	17,334,920	17,770,534	17,334,920	17,334,920
Net square feet of private sector office space occupied by state agencies	7,110,120	7,724,407	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 2014-15	Approved Prior Year Standards FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards for FY 2014-15	Requested FY 2015-16 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	\$143.39/\$148.33	\$146.27/\$149.30	\$146.27/\$149.30
Dollar volume of fixed capital outlay project starts	\$25,000,000	\$49,824,487	\$25,000,000	\$25,000,000

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

Approved Performance Measures for FY 2014-15	Approved Prior Year Standards FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards for FY 2014-15	Requested FY 2015-16 Standard
Federal property distribution rate	75%	96%	75%	75%
Number of federal property orders processed	500	410	500	500

## LRPP Exhibit II - Performance Measures and Standards

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

Approved Performance Measures for FY 2014-15	Approved Prior Year Standards FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards for FY 2014-15	Requested FY 2015-16 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/\$90.00	\$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 2014-15	Approved Prior Year Standards FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards for FY 2014-15	Requested FY 2015-16 Standard
Percent of state term contract savings	28%	30%	28%	28%
Dollars expended by State Agencies using the State Term Contracts and Negotiated Agreements	\$432,145,935	\$832,615,943	\$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 2014-15	Approved Prior Year Standards FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards for FY 2014-15	Requested FY 2015-16 Standard
Average minority certification process time (in days)	15	15	15	15
Number of businesses certified and registered	500	574	500	500
Number of businesses reviewed and audited	100	100	100	100

**LRPP Exhibit II - Performance Measures and Standards**

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

Approved Performance Measures for FY 2014-15	Approved Prior Year Standards FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards for FY 2014-15	Requested FY 2015-16 Standard
Number of Beds Occupied	9,167	10,130	9,167	9,215

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

Approved Performance Measures for FY 2014-15	Approved Prior Year Standards FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards for FY 2014-15	Requested FY 2015-16 Standard
Percent of all contracted performance standards met	95%	96.74%	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	TBD November 2014	\$9,824/\$10,558	\$9,824/\$10,558
DMS administrative cost per insurance enrollee	\$10.27	\$8.04	\$10.27	\$10.27
State Employees' Preferred Provider Organization Plan - vendor's administrative cost per insurance enrollee	\$393.93	\$329.01	\$393.93	\$393.93
Number of Enrollees (Total)	526,457	580,722	526,457	526,457

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

Approved Performance Measures for FY 2014-15	Approved Prior Year Standards FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards for FY 2014-15	Requested FY 2015-16 Standard
Percent of members satisfied with retirement services	93.50%	TBD 12/14	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%	100%	99%	99%



## LRPP Exhibit II - Performance Measures and Standards

<b>Department: DEPARTMENT OF MANAGEMENT SERVICES</b>	<b>Department No.: 72</b>
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Percent of monthly payrolls from FRS Employers processed within 5 days	99%	99.97%	99%	99%
Turn around times for benefit calculations - Information Requests (business days)	14	5.79	14	14
Percent of participating agencies satisfied with retirement services	98%	TBD 12/14	98%	98%
Percent of agency payroll transactions correctly reported	98%	98.76%	98%	98%
Administrative cost per active and retired member	\$21	TBD 12/14	\$21	\$21
Number of local pension plans reviewed	167	169	167	167
Number of FRS members	1,000,000	1,023,181	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 2014-15	Approved Prior Year Standards FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards for FY 2014-15	Requested FY 2015-16 Standard
Total state cost per FTE in the state agencies	\$343.75	\$343.75	\$343.75	\$343.77
Number of state agencies with established training plans	30	24	30	29
Overall customer satisfaction rating	96%	100%	96%	96%
Percent of agencies at or above EEO gender parity with available labor market	87%	70%	87%	87%
Percent of agencies at or above EEO minority parity with available labor market	77%	39%	77%	77%
Number of responses to technical assistance requests	8,300	10,976	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	110,868	121,904	108,906

## LRPP Exhibit II - Performance Measures and Standards

<b>Department: DEPARTMENT OF MANAGEMENT SERVICES</b>	<b>Department No.: 72</b>
--	---------------------------

Human Resource Management	Code: 72750000
Service/Budget Entity: People First	Code: 72750500

Approved Performance Measures for FY 2014-15	Approved Prior Year Standards FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards for FY 2014-15	Requested FY 2015-16 Standard
Percent of all contracted performance standards met (Outsourced HR)	100%	96.48%	100%	100%
Number of users supported by the automated Human Resources system	217,000	222,000	217,000	217,000

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

Approved Performance Measures for FY 2014-15	Approved Prior Year Standards FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards for FY 2014-15	Requested FY 2015-16 Standard
Aggregated discount from commercially available rates for voice and data services	40%	38%	40%	30%
Percent of telecommunications customers satisfied	90%	N/A	90%	N/A
Total revenue for voice service	\$60 Million	\$56,172,312	\$60 Million	\$50 Million
Total revenue for data service	\$60 Million	\$61,993,572	\$60 Million	\$60 Million

## LRPP Exhibit II - Performance Measures and Standards

<b>Department: DEPARTMENT OF MANAGEMENT SERVICES</b>	<b>Department No.: 72</b>
--	---------------------------

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

Approved Performance Measures for FY 2014-15	Approved Prior Year Standards FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards for FY 2014-15	Requested FY 2015-16 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 2014-15	Approved Prior Year Standards FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards for FY 2014-15	Requested FY 2015-16 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%	89%	90%	90%
Number of labor dispositions	819	759	819	819
Number of employment dispositions	391	237	391	391

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

Approved Performance Measures for FY 2014-15	Approved Prior Year Standards FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards for FY 2014-15	Requested FY 2015-16 Standard
Percent of civil rights cases resolved within 180 days of filing	75%	56%	75%	75%
Number of inquiries and investigations	10,000	10,754	10,000	10,000

Assessment of  
Performance for  
Approved  
Performance  
Measures

LRPP Exhibit III

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Management Services

**Program:** Facilities

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

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

**Action:**

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input 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
\$17.18 / \$20.79	\$17.18 / \$20.82	\$0.00 / \$0.03	0.0% / 0.1%

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

**Explanation:**

The \$0.03 difference between the approved standard and the actual performance results for the average private sector full service rent – composite cost per net square foot in markets where the Department manages office facilities is due to the fact that the increase in private sector rental rate was more than estimated.

**External Factors** (check all that apply):

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

**Explanation:**

No external factors influenced the difference between the FY 2013/14 Standard and the actual results.

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

Training

Personnel

Technology

Other – N/A

**Recommendations:**

*Office of Policy and Budget – July 2014*

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Management Services

**Program:** Facilities

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

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

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
7,110,120	7,724,407	614,287	8.6%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

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

**Explanation:**

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

**External Factors** (check all that apply):

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

**Explanation:**

N/A

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

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

**Recommendations:** N/A

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Management Services  
**Program:** Federal Property Assistance  
**Service/Budget Entity:** Support Program  
**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	410	-90	18%

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

**Explanation:** The program is not staffed to provide dedicated marketing, advertising, networking, etc. services which could result in more property being acquired. The program has little or no control over the quantity of property (i.e., orders) that customers are capable of acquiring.

**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:** Customers have limited budgets and logistical capabilities for acquiring property.

**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:** N/A



## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Management Services  
**Program:** Workforce Program  
**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	24	(6)	(20%)

**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 2013-14, only 24 entities reported having an established training plan.

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

- Training
- Personnel

- Technology
- Other (Identify)

**Recommendations:**

*Office of Policy and Budget – July 2014*

## 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%	96.48%	(3.52%)	(43.52%)

**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 appointments and status, attendance and leave, benefits administration, classification and organizational management, payroll preparation, performance management, recruitment, and reporting, with an external data warehouse component. 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 2013-14, the service provider met 328 of the 340 performance metrics achieving 96.48% 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 2014*

## 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%	70%	(17%)	(19.5%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

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

**Explanation:**

**External Factors** (check all that apply):

- |   |   |
|---|---|
| <input type="checkbox"/> Resources Unavailable                                  | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change                               | <input type="checkbox"/> Natural Disaster       |
| <input 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 2013-14, 23 out of 33 entities were at or above EEO gender parity (= 46% through 50%) with the available labor market.

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

Training

Technology

Personnel

Other (Identify)

**Recommendations:** None

*Office of Policy and Budget – July 2014*

## 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:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
77%	39%	(38%)	(49.4%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

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

**Explanation:**

**External Factors** (check all that apply):

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

**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 2013-14, 13 out of 33 entities were at or above EEO minority parity (=39% through 43%) with the available labor market.

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

Training

Technology

Personnel

Other (Identify)

**Recommendations:** None

*Office of Policy and Budget – July 2014*



## 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

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
19.25%	0%	(19.25)	(100%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

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

**Explanation:**

**External Factors** (check all that apply):

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

**Explanation:**

This measure, "Percent of Dollars Saved by Eliminating and Reducing Expenses" is provided to capture the savings generated by the 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 2013-14, survey responses were received from all 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 2013-14.

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

Training

Technology

Personnel

Other (Identify)

**Recommendations:**

*Office of Policy and Budget – July 2014*

## 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%	89%	(1)	1%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

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

**Explanation:**

Because the universe of cases appealed was so small, which is a good thing, any miss has a more dramatic effect on the objective because of the percentages. During this performance period one employee filed four cases against the same employer on a single issue; the cases were consolidated and actually should be counted as only one decision. In addition, two other related cases were also consolidated and represented one decision. The performance results include these adjustments.

**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):

Training

Technology

Personnel

Other (Identify)

**Recommendations:**

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

*Office of Policy and Budget – July 2014*

## 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	759	(60)	7%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

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

Continue stringent monitoring of case management to assure all cases are handled timely.

## 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	237	(154)	39%

**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:**

Continue stringent monitoring of case management to assure all cases are handled timely.

## 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%	56%	(19%)	(25%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

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

**Explanation:**

The Commission has experienced staffing turnover in the investigative section. The Commission suffers diminished productivity until new investigators are fully trained.

**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 checked="" 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 and will continue to provide training to equip investigators to perform within or exceed the standard.

## 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%	38%	(2%)	(5%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training |
| <input 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. We 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. This is a very positive trend. Once the legacy voice contracts expire and the replacement contracts are in place the standard will need to be changed to data. Lastly, the #57 measure title needs to drop the words "and data" because this measure is for voice only.



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

- Training
- Personnel

- Technology
- 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, 2014.

*Office of Policy and Budget – July 2014*

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

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

**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
\$60,000,000	\$56,172,312	(\$3,827,688)	(6.4%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (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. We 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. This is a very positive trend. Once the legacy voice contracts expire and the replacement contracts are in place this standard will need to be removed because the “#60 Total revenue for data service” measure will suffice.

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

- Training
- Personnel

- Technology
- 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, 2014.

*Office of Policy and Budget – July 2014*

# Performance Measure Validity and Reliability

## LRPP Exhibit IV

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** Department of Management Services

**Program:** Support Program

**Service/Budget Entity:** Private Prison Monitoring

**Measure:** Number of Beds Occupied

**Action** (check one):

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

### **Data Sources and Methodology:**

Pursuant to the operations and management contracts between DMS and the private vendors each facility is required to have 90% capacity. The current standard is 9,167 and the program is requesting that the standard be raised to 9,215. The revised measure will be based upon whether each facility meets the contract requirement. The source of data is the Man-Days report that is submitted monthly by the facility and verified by the Department of Corrections. Currently, the Bureau of Private Prison Monitoring provides contractual oversight over seven private correctional facilities.

### **Validity:**

The current standard is 90% of 10,186 or 9,167 beds occupied. The total number of beds increased by 53 new beds to bring the total number of beds to 10,239. The new standard will be 90% or 9,215 beds occupied. This will reflect the requirements of the operations and management contracts.

### **Reliability:**

This measure is reliable because the number of beds occupied is specified in the operations and management contracts. The population can be verified by the Contract Manager. A budget amendment will be submitted after September 30, with the request to increase the standard from 9,167 to 9,215.

*Office of Policy and Budget – July 2014*

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** Department of Management Services

**Program:** Workforce

**Service/Budget Entity:** Human Resource Management

**Measure:** Total State Cost per FTE in the State Agencies

**Action** (check one):

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

### **Data Sources and Methodology:**

This measure reflects the assessment per FTE that each customer entity contributes toward the HR outsourcing contract and for services provided by the Division of Human Resource Management. HRM provides 31 State Personnel System entities with technical assistance in various human resource related areas in order to assist entities administer lawful, effective and efficient human resource programs. In addition, the Department of Management Services has a contract with NorthgateArinso, Inc. to provide the State with a human resource information system and an enterprise-wide suite of human resource services including payroll preparation, benefits, staffing and human resource administration.

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

The approved performance standard for FY 2014-15 is \$343.75. We are requesting the performance standard be adjusted to \$ 343.77, which represents the assessment in the General Appropriations Act for FY 2014-15.

### **Validity:**

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

A budget amendment will be submitted after September 30, 2014, to request the performance standard for FY 2014-15 be adjusted to \$ 343.77, which represents the assessment in the General Appropriations Act for FY 2014-15.

**Reliability:**

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

*Office of Policy and Budget – July 2014*

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** Department of Management Services

**Program:** Workforce

**Service/Budget Entity:** Human Resource Management

**Measure:** Number of State Agencies with Established Training Plans

**Action** (check one):

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

### Data Sources and Methodology:

Section 110.235(2), Florida Statutes, requires each State Personnel System entity with Career Service employees to “annually evaluate and report to the department the training it has implemented and the progress it has made in the area of training.”

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

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

For the purposes of this measure, only the answer to the first question, “For FY \_\_\_\_\_, did your agency have an established training plan?” is used to report the measure. The performance standard anticipates an affirmative answer from all entities with Career Service employees since they are required by statute to provide the Department this information. Each agency’s response is saved on the department’s electronic shared drive.

The approved performance standard for FY 2014-15 is 30. We are requesting the performance standard be adjusted to 29 because the Northwood Shared Resource Center and Southwood Shared Resource Center were combined during the 2014 legislative session to form the Agency for State Technology. This action reduced the number of reporting entities from 30 to 29 effective July 1, 2014. In FY 2013-14, 30 entities could have responded regarding having established training plans. In FY 2014-15, only 29 entities can respond regarding having an established training plan.



**Validity:**

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

A budget amendment will be submitted after September 30, 2014, to request the performance standard for FY 2014-15 be adjusted to 29, which represents the number of entities that could respond regarding having an established training plan.

**Reliability:**

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

*Office of Policy and Budget – July 2014*

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** Department of Management Services

**Program:** Workforce

**Service/Budget Entity:** Human Resource Management

**Measure:** Overall Customer Satisfaction Rating

**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 Human Resource Management (HRM) provides customer entities with information and technical assistance on various human resource-related topics/issues to assist them in the administration of their human resource programs. Our primary customer base is the 31 human resource offices in the State Personnel System from which we receive the human resources assessment as prescribed in the General Appropriations Act. Customer satisfaction surveys are sent to each agency's human resource officer to assess their overall satisfaction with our customer service and the services (e.g. timeliness, accuracy, understandability of the information and technical assistance) provided by HRM. These "services" are critical elements in ensuring agencies make more effective and efficient human resource-related decisions.

The number of responses indicating satisfaction with our services is divided by the total number of responses to the question to arrive at the percentage of satisfied customers. Prior to FY 2014-15, the performance standard assumed a consistent level of satisfaction from 31 of the 32 entities surveyed. The Northwood Shared Resource Center and Southwood Shared Resource Center were combined during the 2014 legislative session to form the Agency for State Technology. This action reduced the number of reporting entities from 32 to 31. The performance standard will now assume a consistent level of satisfaction for 30 of 31 entities surveyed.

### **Validity:**

The Division of Human Resource Management focuses on developing and supporting a human resource infrastructure designed to assist agencies in recruiting, retaining, rewarding and recognizing a high performance workforce for the State of Florida. The customer satisfaction measure for HRM provides a means to evaluate the value of our services so that we can determine how well we are meeting this goal.

The Division employed procedures to ensure that the return rate from the target population was sufficient to meet the standard. These procedures include reminders at the monthly human resource officers' meetings, follow up transmissions of the survey, and emails to customers who missed the original due date. For FY 2013-14, the survey was administered in Survey Monkey for the first time.

**Reliability:**

With the exception of minor modifications, the Division has used this survey instrument to capture customer satisfaction with the services (technical assistance and information) provided for more than 12 years. For FY 2013-14, the survey was administered in Survey Monkey for the first time. The Department of Management Services utilizes a standard rating scale for all customer satisfaction surveys used by the programs/divisions. This is a 5-point scale ranging from Extremely Satisfied to Extremely Dissatisfied. The Division only considers responses indicating Satisfied or Extremely Satisfied in its calculation of this measure.

This measure can be used to assess the effectiveness of Human Resource Management's performance and the ultimate results or impacts of the products and services provided. However, it should be noted that this survey is not based on objective criteria but rather subjective responses from the participant.

*Office of Policy and Budget – July 2014*

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**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** (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 Human Resource Management (HRM) uses this as an informational measure reflecting gender and minority representation in the executive branch entities and the Public Service Commission (which is a legislative branch agency) and as compared to the available labor market. A labor market parity measure of the entities is an appraisal of how successful the agencies are in employing a diverse workforce that is representative of the state's overall population. Workforce composition data is collected for the 32 executive branch entities (which includes the Department of Lottery) from the State's human resource information system data warehouse database and compared to the available labor market from the most current census data, Equal Employment Opportunity (EEO) Tabulation 2006-2010 (5 Year American Community Survey data).

The federal courts have allowed for some variance in parity to account for other factors that influence hiring decisions. To account for those factors, it is acceptable for the percentage of representation of an EEO group in the workforce to be within two standard deviations of their available labor market percentage in the relevant recruiting area (minority parity = 39% through 43% and gender parity = 46% through 50%). To determine the percentage of entities at parity, the Division divided the number of entities that met the parity standard by the total number of entities.

Approved Performance Standards:

Gender Representation: The standard assumes 28 of 32 entities will need to achieve parity (87%).

Minority Representation: The standard assumes 24 of 32 entities will need to achieve parity (77%).

Entities are responsible for all hiring decisions and therefore, this measure is not reflective of the Division's performance.

**Validity:**

Entities are responsible for the actual recruitment, selection and retention of a diverse workforce representative of Florida's labor market. This measure provides the Legislature with information on minority and gender hiring trends for the State as an employer.

**Reliability:**

By using the State's human resource information system each year, it assures reliability of the data from year to year. Compatibility with the latest census also assures reliability of the data.

*Office of Policy and Budget – July 2014*

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**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** (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 Human Resource Management (HRM) uses this as an informational measure reflecting gender and minority representation in the executive branch entities and the Public Service Commission (which is a legislative branch agency) and as compared to the available labor market. A labor market parity measure of the entities is an appraisal of how successful the agencies are in employing a diverse workforce that is representative of the state's overall population. Workforce composition data is collected for the 32 executive branch entities (which includes the Department of Lottery) from the State's human resource information system data warehouse database and compared to the available labor market from the most current census data, Equal Employment Opportunity (EEO) Tabulation 2006-2010 (5 Year American Community Survey data).

The federal courts have allowed for some variance in parity to account for other factors that influence hiring decisions. To account for those factors, it is acceptable for the percentage of representation of an EEO group in the workforce to be within two standard deviations of their available labor market percentage in the relevant recruiting area (minority parity = 39% through 43% and gender parity = 46% through 50%). To determine the percentage of entities at parity, the Division divided the number of entities that met the parity standard by the total number of entities.

Approved Performance Standards:

Gender Representation: The standard assumes 28 of 32 entities will need to achieve parity (87%).

Minority Representation: The standard assumes 24 of 32 entities will need to achieve parity (77%).

Entities are responsible for all hiring decisions and therefore, this measure is not reflective of the Division's performance.

**Validity:**

Entities are responsible for the actual recruitment, selection and retention of a diverse workforce representative of Florida's labor market. This measure provides the Legislature with information on minority and gender hiring trends for the State as an employer.

**Reliability:**

By using the State's human resource information system each year, it assures reliability of the data from year to year. Compatibility with the latest census also assures reliability of the data.

*Office of Policy and Budget – July 2014*

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** Department of Management Services

**Program:** Workforce

**Service/Budget Entity:** Human Resource Management

**Measure:** Number of Authorized FTE and Other Personal Services Employees in the State Personnel System

**Action** (check one):

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

### **Data Sources and Methodology:**

This measure is the unit cost measure for the Division of Human Resource Management (HRM). HRM provides 31 State Personnel System entities with technical assistance in various human resource related areas in order to assist agencies in administering effective and efficient human resource programs. HRM also serves the Other Personal Services (OPS) employees by providing them information on their employment rights and benefits.

Funding for the Division is appropriated through the State Personnel System Trust Fund. The State Personnel System entities are 'charged' an assessment based on the number of authorized positions and the average number of OPS employees, who are the recipients of our services (and that of the human resource information system, People First). The assessment is calculated by the Governor's Office of Policy and Budget and Legislative staff from the Position and Salary Rate Ledger Report in LAS/PBS and the average number of OPS is provided by the People First Data Warehouse.

The approved performance standard for FY 2014-15 is 121,904 Authorized FTE and Other Personal Services Employees in the State Personnel System. However, the count has not reached this level since FY 2010-11. We request the FY 2014-15 standard be adjusted to 108,906.

### **Validity:**

This is a valid output measure since the number of positions and other personal services employees directly correlates to the services provided by the Division of Human Resource Management.

A budget amendment will be submitted after September 30, 2014, to request the performance standard for FY 2014-15 be adjusted to 108,906, which represents the number of Authorized FTE and Other Personal Services Employees in the State Personnel System in FY 2014-15.



**Reliability:**

The numbers are reliable as they are compiled by the Governor's Office of Policy and Budget and Legislative staff and the People First personnel information system's data warehouse. In addition, these numbers are used to calculate the assessment specified in the General Appropriations Act.

*Office of Policy and Budget – July 2014*

## 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 standard from 40% to 30% for the following reasons:

Telecommunications technology is shifting away from legacy voice platforms and services. We 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. This is a very positive trend.

Once the legacy voice contracts expire and the replacement contracts are in place the standard will need to be changed to data. Lastly, the #57 measure title needs to drop the words “and data” because this measure is for voice only.

### **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 14-15 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, 2014.

*Office of Policy and Budget – July 2014*

## 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 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 standard from \$60M to \$50M due to the following reasons:

Telecommunications technology is shifting away from legacy voice platforms and services. We 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. This is a very positive trend.

Once the legacy voice contracts expire and the replacement contracts are in place this standard will need to be removed because the “#60 Total revenue for data service” measure will suffice.

### **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 14-15 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, 2014.

*Office of Policy and Budget – July 2014*

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 2015-16 (Words)		Associated Activities Title
<i>Administration</i>			
1	Administrative costs as a percent of total agency costs	ACT 0010	Executive Direction
		ACT 0020	General Counsel/Legal
		ACT 0030	Legislative Affairs
		ACT 0060	Inspector General
		ACT 0070	Communications/Public Information
		ACT 0090	Planning and Budgeting
		ACT 0100	Finance and Accounting
		ACT 0110	Personnel Services/Human Resources
		ACT 0200	Procurement
2	Administrative positions as a percent of total agency positions        continued on next page	ACT 0010	Executive Direction
		ACT 0020	General Counsel/Legal
		ACT 0030	Legislative affairs
		ACT 0060	Inspector General
		ACT 0070	Communications/Public Information
		ACT 0090	Planning and Budgeting
		ACT 0100	Finance and Accounting
		ACT 0110	Personnel Services/Human Resources

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

Measure Number	Approved Performance Measures for FY 2015-16 (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
<b>State Employee Leasing</b>			
3	Number of employees in the State Employee Leasing Service	ACT 0510	Process payroll and benefits for leased state employees
<b>Facilities Management</b>			
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 2015-16 (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
<b><i>Building Construction</i></b>			
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 2015-16 (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 2015-16 (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 <small>See note below</small>	Number of state agencies with established training plans	ACT 1400	Provide human resource management expertise/consulting
		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 <small>See note below</small>	Percent of agencies at or above EEO minority parity with available labor market	ACT 1400	Provide human resource management expertise/consulting
		ACT 0010	Executive Direction
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 2015-16 (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 2015-16 (Words)		Associated Activities Title
37	<b>DMS Administrative cost per insurance enrollee</b>	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	<b>State Employees' Preferred Provider Organization Plan - vendor's administrative cost per insurance enrollee</b>	ACT 1500	Administer the Health Insurance program
		ACT 0010	Executive Direction
39	<b>Number of enrollees (Total)</b>	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 2015-16 (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 2015-16 (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 2015-16 (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 2015-16 (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
<b>Wireless Services</b>			
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.

MANAGEMENT SERVICES, DEPARTMENT OF		FISCAL YEAR 2013-14			
SECTION I: BUDGET		OPERATING		FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT			527,985,677	70,623,298	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)			4,204,950	0	
FINAL BUDGET FOR AGENCY			532,190,627	70,623,298	
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)					70,623,298
Process Payroll And Benefits For Leased State Employees * Number of employees in state leasing services		1	224,115.00	224,115	
Operate And Maintain Department Of Management Services' Pool Facilities * Number of maintained square feet (private contract and agency)		7,896,013	6.05	47,796,905	
Operate And Maintain Non-pool Facilities * Number of maintained square feet (private contract and agency)		7,896,013	0.09	728,525	
Administer Bonding Program And Plan For State Office Space Requirements * Number of net square feet of pool facilities		6,240,943	0.24	1,517,957	
Manage Private Sector And State Leases For State Agencies * Number of leases managed		1,455	1,220.22	1,775,415	
Manage Pool Facility Parking Lots * Number of parking spaces		24,578	10.76	264,559	
Special Category: Utility Payments * Utility cost per gross square foot		8,466,715	1.48	12,559,304	
Provide Facilities Security * Number of facilities secured		18	60,484.11	1,088,714	
Manage Construction Projects * Dollar volume of Fixed Capital Outlay project starts		49,824,487	0.03	1,544,692	
Adjudicate And Facilitate Mediation Of Labor And Employment Disputes Through The Public Employees Relations Commission * Number of labor and employment dispositions		996	4,363.41	4,345,953	
Acquire And Redistribute Federal Surplus Property * Dollar value of donated property		38,833,714	0.01	531,532	
Acquire And Redistribute Military Excess Property * Dollar value of donated property		38,833,714	0.00	122,504	
Provide New Vehicle And Watercraft Acquisition Support * Number of vehicles and watercraft acquired		1,220	140.61	171,542	
Operate And Maintain The Florida Equipment Electronic Tracking (fleet) System * Number of state vehicles tracked		25,232	13.26	334,576	
Manage State Vehicle And Watercraft Disposal * Number of vehicles and watercraft disposed of		1,775	528.55	938,175	
Establish And Administer State Term (master) Contracts And Negotiated Agreements * Dollars expended by State Agencies using the State Term Contracts and Negotiated Agreements		832,615,943	0.02	18,484,461	
Provide Minority Access To Contracting Opportunities * Number of businesses certified and registered		574	597.10	342,735	
Manage And Oversee Minority Business Compliance * Number of businesses reviewed and audited		100	3,426.65	342,665	
Provide Human Resource Management Expertise/Consulting * Number of authorized FTE and OPS employees in the State Personnel System.		110,868	20.97	2,325,140	
People First Contract Management * N/A		222,000	174.78	38,800,711	
Administer The Health Insurance Program * Number of enrollees		170,064	323.96	55,093,929	
Administer The Life Insurance Program * Number of enrollees		180,066	0.01	1,200	
Administer The Flexible Spending Account Program * Number of enrollees		16,597	1.76	29,248	
Administer The Supplemental Insurance Program * Number of enrollees		192,268	5.59	1,074,028	
Administer The Disability Benefits Program * Number of enrollees		21,727	1.30	28,329	
Provide Local Government Pension Plan Oversight * Number of Local Pension Plans Reviewed		169	8,872.09	1,499,383	
Administer The Florida Retirement System * Number of FRS members		1,023,181	28.25	28,905,127	
Administer The Retiree Health Insurance Subsidy Program * Number of Recipients of the Health Insurance Subsidy		323,098	0.17	53,500	
Administer The State University System Optional Retirement Program * Number of participants in the State University System Optional Retirement Program		18,341	24.87	456,230	
Contract For The Construction, Operation And Oversight Of Private Prisons * Number of beds occupied		10,103	323.36	3,266,906	
Investigate Complaints Of Civil Rights Violations * Number of inquiries/investigations		10,754	595.22	6,401,035	
TOTAL				231,049,095	70,623,298
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES					
AID TO LOCAL GOVERNMENTS					
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS				15,518,554	
OTHER				220,970,254	
REVERSIONS				64,652,769	81,111
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)				532,190,672	70,704,409

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

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



ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:

1-8:

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	3,173,178	
72400100	1601000000	ACT0700	TRANSFER TO FLORIDA DEPARTMENT OF	6,340,569	
72900100	1603000000	ACT8020	SPECIAL CATEGORY: CENTREX/SUNCOM	111,395,398	
72900100	1603000000	ACT8030	PASSTHROUGH: WIRELESS 9-1-1	98,102,356	
72900100	1603000000	ACT8040	SPECIAL CATEGORY:	1,958,753	

TOTALS FROM SECTION I AND SECTIONS II + III:

DEPARTMENT: 72	EXPENDITURES	FCO
FINAL BUDGET FOR AGENCY (SECTION I):	532,190,627	70,623,298
TOTAL BUDGET FOR AGENCY (SECTION III):	532,190,672	70,704,409
DIFFERENCE:	45-	81,111-
(MAY NOT EQUAL DUE TO ROUNDING)	=====	=====

## **Glossary of Terms and Acronyms**

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

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

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

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

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

**CIO:** Chief information Officer.

**CIP:** Capital Improvements Program Plan.

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

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

**DivTel:** Division of Telecommunications.

**EOG:** Executive Office of the Governor.

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

**FCO:** Fixed Capital Outlay.

FFMIS: Florida Financial Management Information System.

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

FLAIR: Florida Accounting Information Resource Subsystem.

F.S.: Florida Statutes.

GAA: General Appropriations Act.

GR: General Revenue Fund.

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

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

Input: See Performance Measure.

IOE: Itemization of Expenditure.

IT: Information Technology.

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

LAN: Local Area Network.

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

LBC: Legislative Budget Commission.

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

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

LBR: Legislative Budget Request.

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

LEED: Leadership in Energy and Environmental Design.

L.O.F.: Laws of Florida.

LRPP: Long-Range Program Plan.

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

NASBO: National Association of State Budget Officers.

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

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

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

Outcome: See Performance Measure.

Output: See Performance Measure.

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

PBPB/PB2: Performance-Based Program Budgeting.

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

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

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

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

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

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

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

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

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

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

Service: See Budget Entity.

SSRC: Southwood Shared Resource Center.

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

SWOT: Strengths, Weaknesses, Opportunities and Threats.

TCS: Trends and Conditions Statement.

TF: Trust Fund.

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.