FLORIDA DEPARTMENT OF REVENUE

Executive Director
Marshall Stranburg

Child Support
Ann Coffin
Director

General Tax Administration
Maria Johnson
Director

Property Tax Oversight
Dr. Maurice Gogarty
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September 30, 2015

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Office of Policy and Budget
Executive Office of the Governor
1701 Capitol
Tallahassee, Florida 32399-0001

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House Appropriations Committee
221 Capitol
Tallahassee, Florida 32399-1300

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

Dear Directors:

The Department of Revenue's Long Range Program Plan is submitted in accordance with Chapter 216, Florida Statutes, and 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 Fiscal Year 2016-17 through Fiscal Year 2020-21. The plan is posted on the Florida Fiscal Portal, with a link on our Internet site's "Open Government" page (www.myflorida.com/dor/opengovt/).

The strategies we plan to implement over the next several years are explained in this plan. We will continue developing, implementing, and refining strategies to increase our productivity and improve our service to our customers and partners. On behalf of all Revenue employees, thank you for your support of our efforts to serve the people of Florida.

If you have any comments or questions, please call Joe Young, Director of Financial Management (850-717-7059) or me (850-617-8950).

Sincerely,

Marshall Stranburg

Marshall Stranburg

Florida Department
of Revenue
Tallahassee,
Florida
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LONG RANGE
PROGRAM PLAN
FY 2016-17 THROUGH 2020-21

REVISED OCTOBER, 6TH 2015

FLORIDA DEPARTMENT OF REVENUE

VISION

An agency that is accessible and responsive to citizens; provides fair and efficient tax and child support administration; and achieves the highest levels of voluntary compliance.

MISSION

- To be accessible, responsive and professional to its customers;
- To provide fair and effective tax and child support administration;
- To pursue innovation and improvement while reducing costs;
- To ensure that confidential tax and child support information are protected; and
- To improve voluntary compliance with tax and child support laws.

VALUE TO FLORIDIANS

- Collect and distribute revenues accurately and efficiently in order to fund the critical needs of state and local governments;
- Help children get the financial support they need and deserve; and
- Ensure the fair and equitable distribution of Florida's local property tax.

GUIDING PRINCIPLES

As employees of the Florida Department of Revenue, we will:

- Increase voluntary compliance.
- Reduce the burden on those we serve.
- Increase productivity.
- Reduce costs.
- Improve service.

WHAT WE BELIEVE

We believe that we must make a positive difference in the lives of the people we serve. We commit to being accessible and responsive, and serving with integrity.

We believe that public service is a public trust. The public deserves a government that is open and honest. We will display the highest ethical standards and serve taxpayers, parents, local governments, and our partners fairly and professionally.

We believe that we must make it as easy as possible for people and businesses to pay their taxes and pay and receive child support. We will communicate in a clear, easily understood manner to explain their responsibilities, and we will enforce the law consistently and fairly.

We believe that we must continue to improve the way we do our work. We will provide excellent service at the lowest possible cost. We will seek innovations from public and private organizations, our employees, and the people we serve.

We believe that people in public service have a responsibility to each other. We will ensure an atmosphere of respect and trust throughout our organization. We will succeed only if we trust each other, invest in each other and bring honest, willing hearts to our daily work.

VALUES

The Department of Revenue is committed to the following beliefs that guide the actions of every individual member of the agency, as well as the agency collectively. In our recruitment and hiring processes, we seek individuals who display these values, and we recognize and reward employees who model these values in the daily performance of their jobs. It is as a result of the exceptional display of these values that we are able to create an environment in which the value of diversity is appreciated and the organization thrives.
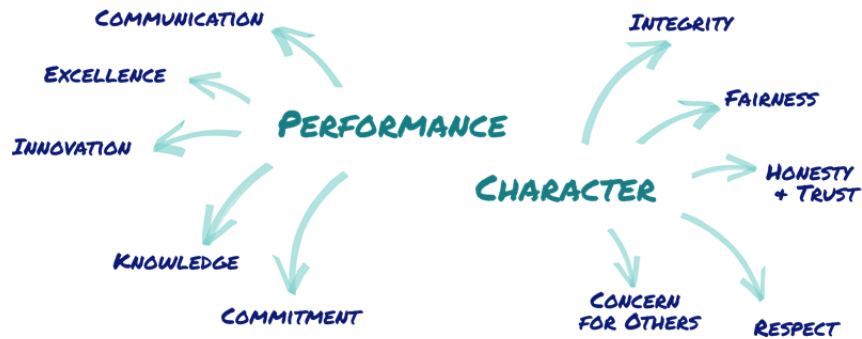
OF CHARACTER

Integrity	We conduct and express ourselves in accordance with our values.
Honesty and Trust	We have the courage to be honest and to trust others.
Fairness	We treat everyone without bias and based upon facts.
Respect	We appreciate, honor, and value others.
Concern for Others	We empathize with and care for others.

OF PERFORMANCE

Service	We provide quality customer service.
Excellence	We achieve quality performance through our commitment to continual improvement.
Innovation	We seek ways to be innovative in our programs and services.
Commitment	We achieve our mission through enablement and determination.
Communication	We express ourselves freely and share information openly.
Teamwork	We cooperate to get things done and never willingly let a team member fail.
Knowledge	We grow through education, experience, and communication.

FLORIDA DEPARTMENT OF REVENUE
DEPARTMENT GOALS, OBJECTIVES AND PERFORMANCE PROJECTION TABLES

Department goals based on our guiding principles are listed in priority order. After each prioritized Department goal, the program's related objectives and outcomes are listed alphabetically.

GOAL #1: Increase voluntary compliance.

Child Support Program (CSP)

CSP 1A:
Objective: Increase collections on current obligations in IV-D cases.
Outcome: Percent of current support collected (FFY).

FY 1998-99 (Baseline Actual)	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
48.6%	61.0%	61.5%	62.0%	62.5%	62.5%

CSP 1B:
Objective: Increase collections on all support due and paid during the federal fiscal year.
Outcome: Percent of support collected and distributed during the year that was due within the year (FFY).

FY 2012-13 (Baseline Actual)	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
68.5%	80.0%	80.5%	80.5%	80.5%	80.5%

General Tax Administration (GTA)

GTA 1A:
Objective: Improve existing technology and broaden filing capabilities to assist taxpayers in complying with tax laws.
Outcome: Percent of all tax returns filed timely and accurately.

FY 2015-16 (Baseline Actual)	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
New Measure	86.0%	86.0%	86.0%	86.0%	86.0%

Property Tax Oversight (PTO)

PTO 1A:
Objective: Ensure the just valuation and uniformity of all classes and subclasses of property studied.
Outcome: Statewide level of assessment for real property.

2009-10 (Baseline Actual)	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
96.8%	90.0%	90.0%	90.0%	90.0%	90.0%

GOAL #2: Increase productivity and reduce costs.

Child Support Program (CSP)

CSP 2A:

Objective: Ensure that all cases are available for any appropriate action.

Outcome: Percent of IV-D cases available for next appropriate action (FFY).

FY 2007-08 (Baseline Actual)	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
83.0%	85.0%	85.0%	85.0%	85.0%	85.0%

CSP 2B:

Objective: Increase support order establishment for children in IV-D cases.

Outcome: Percent of IV-D cases with an order for support (federal definition) (FFY).

FY 1998-99 (Baseline Actual)	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
48.9%	81.0%	81.5%	82.0%	82.5%	82.5%

General Tax Administration (GTA)

GTA 2A:

Objective: Improve the timeliness of taxpayer claimed refunds.

Outcome: Median number of days to process a refund.

FY 2015-16 (Baseline Actual)	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
New Measure	35 days	35 days	35 days	35 days	35 days

GOAL #3: Improve service.

Child Support Program (CSP)
CSP 3A:

Objective: Improve distribution of identifiable IV-D and appropriate non-IV-D payments to families and other states.

Outcome: Percent of state disbursement unit collections disbursed within two business days of receipt (SFY).

FY 2000-01 (Baseline Actual)	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
96.5%	98.0%	98.0%	98.0%	98.0%	98.0%

General Tax Administration (GTA)
GTA 3A:

Objective: Ensure prompt availability of funds to support Florida's infrastructure and services to citizens.

Outcome: Average number of days from receipt of payment to deposit.

FY 2010-11 (Baseline Actual)	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
.29	1 day	1 day	1 day	1 day	1 day

GTA 3B:

Objective: Ensure prompt availability of funds to support Florida's infrastructure and services to citizens.

Outcome: Percent of revenue distributions made timely.

FY 2010-11 (Baseline Actual)	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
93.0%	99.0%	99.0%	99.0%	99.0%	99.0%

Property Tax Oversight (PTO)
PTO 3A:

Objective: Improve customer and supplier satisfaction with program products and services.

Outcome: Percent of training participants satisfied with services provided.

FY 2004-05 (Baseline Actual)	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
90.0%	95.0%	95.0%	96.0%	96.0%	96.0%

How do Department goals link to the Governor's priorities?

As the state's primary revenue collection department, the Department of Revenue's purpose is to collect and distribute the revenue that funds the state's needs including the collection and distribution of child support payments. Our goals are directly linked to the accomplishment of several of the Governor's priorities.

	Governor's Priorities	Revenue's Programs/Goals
1	**Improving Education** World Class Education	N/A
2	**Economic Development and Job Creation** Focus on Job Growth and Retention Reduce Taxes Regulatory Reform Phase out Florida's Corporate Income Tax	**GOAL #1:** Increase voluntary compliance. **GOAL #2:** Increase productivity and reduce costs.
3	**Maintaining Affordable Cost of Living in Florida** Accountability Budgeting Reduce Government Spending Reduce Taxes Phase out Florida's Corporate Income Tax	**GOAL #2:** Increase productivity and reduce costs. Property Tax Oversight ensures fair and equitable administration of Florida's local property tax system, which provides the funding for public education programs. General Tax Administration ensures that state taxes are administered fairly and uniformly.

ORGANIZATIONAL OVERVIEW

The Department of Revenue's primary areas of responsibility are established in section 20.21 of the Florida Statutes. Revenue carries out these responsibilities through its three operational programs: Child Support, General Tax Administration, and Property Tax Oversight. The tables on the following pages describe Revenue's organization, functions, and stakeholders.

CHILD SUPPORT PROGRAM

Each state is required by the federal government to operate a child support program as a condition for receiving the Temporary Assistance for Needy Families (TANF) federal block grant. The purpose of the program is to help children get the financial support they need when it is not received from one or both parents. To accomplish this purpose, Revenue locates parents, establishes paternity, establishes, modifies, and enforces child support orders, and receives and distributes child support payments.

A parent or caregiver who applies for or is receiving temporary cash or food assistance on behalf of a child is automatically referred to the Department. Ninety-eight percent of the child support payments collected by the Department are disbursed to the parent or caregiver of the child. The remaining two percent of payments are used to reimburse federal and state governments for the amount of temporary cash assistance the family received. Any parent can ask the Department to provide child support services, even if the family is not receiving temporary cash or food assistance.

GENERAL TAX ADMINISTRATION PROGRAM

The purpose of Revenue's General Tax Administration Program is to collect and distribute state revenues accurately and efficiently. The Department administers 34 taxes and fees, including sales and use tax, corporate income tax, motor fuel tax, documentary stamp tax, communications services tax, reemployment assistance tax (formerly known as unemployment tax), and insurance premium tax. Revenue is responsible for registering taxpayers, processing tax payments, and distributing revenue to state and local governments. The General Tax Administration Program provides taxpayer assistance through its call center, service centers, and website, including web-based tutorials, and uses collection, audit, dispute resolution, and investigations to ensure taxpayers are in compliance with the law.

Businesses assist Revenue in tax administration, collecting most of the state's taxes and sending them to the Department. Revenue strives to promote voluntary compliance by making compliance as easy as possible and by enforcing the law fairly and effectively.

PROPERTY TAX OVERSIGHT PROGRAM

Local governments administer property taxes in Florida, including assessment, tax collection, and dispute resolution. Revenue's Property Tax Oversight Program is charged with overseeing this process. The Department's key responsibility is the review and approval of all county tax rolls to ensure that they are uniform and equitable, within each county and across the state.

Revenue oversees local governments' compliance with constitutional and statutory requirements for property valuation, property classification and exemptions, Truth in Millage (TRIM) and millage levying, refunds and tax certificate cancellations, value adjustment board proceedings, and annual budgets. Revenue also offers technical and legal assistance to local governments, distributes funding to fiscally constrained counties to offset reductions in property tax collections resulting from certain constitutional amendments, reviews non–ad valorem assessment rolls, provides data and reports on local government revenues to the Governor and Legislature, provides education and certification for property tax officials, and coordinates statewide efforts such as mapping and aerial photography for Florida's Geographic Information System (GIS).

Department of Revenue Programs, Functions, and Outcomes

CHILD SUPPORT PROGRAM

Program & Purpose	Primary Functions	Outcomes
To help children get the financial support they need when it is not received from one or both parents	• Locate parents. • Establish paternity. • Establish and modify child support orders. • Enforce child support orders. • Receive and distribute child support payments. • Educate and assist parents and the public. Work with other entities that carry out critical steps in the child support process, including state agencies, county officials, other states and countries.	• Legal establishment of paternity. • Legal obligations to pay support. • Support payments to families. • Reimbursements to federal and state governments for temporary cash assistance payments. Total child support collected and distributed to Florida families was $1.5 billion in SFY 2014-15.

GENERAL TAX ADMINISTRATION PROGRAM

Program & Purpose	Primary Functions	Outcomes
To collect and distribute state taxes and fees accurately and efficiently *Revenue administers 34 taxes and fees.*	• Register taxpayers. • Process tax returns and payments. • Enforce compliance through collection, audit, campaign, and criminal investigation activity. • Distribute funds to state accounts and local governments. • Assist taxpayers and resolve complaints.	• Registration of Florida businesses for the taxes that apply to them. • Timely and accurate payments by taxpayers. • Collection of past due amounts. • Prompt deposits into state, local, and trust fund accounts of payments received by the Department. • Taxpayer compliance with the law. Total receipts for taxes and fees administered by Revenue were approximately $38.9 billion in FY 2014-15. Revenue also processed approximately $5.0 billion in receipts for other state agencies.

PROPERTY TAX OVERSIGHT PROGRAM

Program & Purpose	Primary Functions	Outcomes
To ensure fair and equitable administration of Florida's local property tax system	• Review and approve the property tax rolls for each of Florida's 67 counties every year. • Review and approve the annual budgets of property appraisers and most tax collectors. • Ensure that Florida's 644 local levying authorities comply with millage levying procedures and public disclosure laws. • Provide technical and legal guidance to local officials. • Review certain property tax claims for refunds. • Provide training to elected officials and levying authorities. • Provide training and oversight to value adjustment boards. • Assess railroad properties. • Respond to questions from the public.	• Property tax rolls in compliance with constitutional and statutory standards. • Millage levies in compliance with constitutional and statutory standards. • Local officials trained and in compliance with property tax laws and standards. In 2014, Florida's local governments and taxing authorities levied more than $26.5 billion in property taxes on over 11 million parcels of real and tangible personal property, with a total market value of $2.05 trillion. Statewide average level of assessment was 93.8 percent.

EXECUTIVE DIRECTION AND SUPPORT SERVICES

Program & Purpose	Primary Functions	Outcomes
To lead the Department to increased effectiveness and cost efficiency, and better service to the state of Florida To provide support services that help each program reach its goals	• Provide day-to-day leadership for the agency. • Lead the planning process, ensuring that all employees can contribute their ideas, and that all programs follow Revenue's Strategic Leadership planning process. • Respond to requests and requirements from the Governor, Cabinet, and Legislature. • Provide financial management oversight and support. • Provide human resources support. • Develop and provide agency-wide training. • Manage legal matters and provide legal counsel. • Review operations for compliance with legal requirements. • Provide information and assistance to customers. • Prepare for and manage emergency situations.	• An effective, continually improving agency. • An appropriately trained and skilled workforce. • Safe, economical workplaces that meet the needs of our customers and our employees. • Compliance with legal requirements. • Efficient use of resources and accurate accounting. • An engaged and committed workforce. • Emergency preparedness. • Resolution of customers' tax and child support concerns.

INFORMATION SERVICES

Program & Purpose	Primary Functions	Outcomes
To provide technology services to enable the Department to operate efficiently and effectively	• Provide, manage, and maintain computer systems. • Select, implement, and support software solutions to meet the needs of the Department. • Provide information and support for the effective use of technology resources by Revenue employees. • Ensure that the Department's information resources are protected against internal and external threats.	• Secure and effective information systems. • Increased efficiency in carrying out Revenue's responsibilities.

RESULTS

Throughout State Fiscal Year (FY) 2014-15 the Department of Revenue continued applying the following principles to increase productivity without increasing cost:

- Emphasis on functions that support our core mission.
- Cyclical strategy development based on employee input.
- Decision-making based on measurement and analysis.
- Streamlining of processes.
- Efficient resource allocation.
- Increased productivity through automation.

Our recent accomplishments include the following:

CHILD SUPPORT PROGRAM

Improved in-person customer service and decreased leased space
The Department continues the gradual implementation of one of its key strategies for improving child support customer service: the new walk-in service delivery model. Each time a service site lease expires, the Child Support Program reconfigures office space according to the new model. Since 2011, the new customer service delivery model has been implemented in 13 service sites.

This approach to providing in-person service is based on an open floor plan with a walk-up counter, similar to a bank lobby. The goal of the new service model is to serve customers more quickly. For the offices with the new model, the Department has seen a 64 percent decrease in wait-times. It also decreases, by approximately four percent, the amount of office space needed.

Child Support Measures
*year to date

	Current Support Collected When Due	Obligation Rate
FFY 2012 - 13	53.6%	
FFY 2014 - 15	62.2%*	
FFY 2011 - 12		73%
FFY 2014 - 15		82.5%*

Increased communication and improved performance on key federal child support measures
The Child Support Program is using several strategies to improve its ability to establish support orders and collect support when it is due. The federal government evaluates the performance of each state's child support program in these two areas through the obligation rate (percentage of open cases that have a support order at the end of the reporting year) and the current support collection rate (percentage of support collected and disbursed during the month in which it is due, for the reporting year).
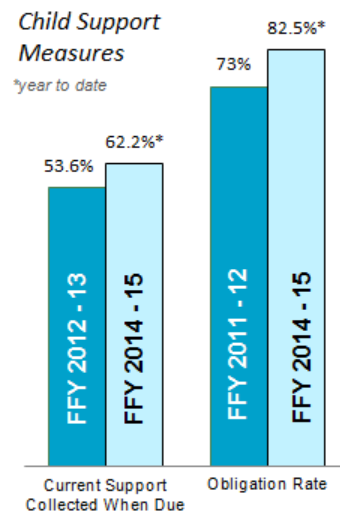
We improved our performance on both of these measures. Florida's obligation rate rose from 73 percent to 81.4 percent in FFY 2013-14 and for FFY year-to-date (June 30, 2015) our performance is 82.5 percent. This is an increase of almost 10 percentage points. The percentage of current support collected when due increased to 62.2 percent FFY year-to-date (June 30, 2015), which is an increase of over 8 percentage points from 53.6 percent in FFY 2012-13.

Strategies that enabled us to make these improvements include:
- Increasing contact with parents who are due support, determining whether there is a continued need for Revenue's services and, if so, requesting information that will help us establish an initial support order or gain compliance from the parent who owes support.
- Making contact sooner with parents who are not making support payments as ordered, helping them to understand their obligation and get back on track more quickly.
- Making it easier for employers to comply with new hire reporting and wage withholding requirements by offering more electronic options for information exchange.

Improved call center customer service

After evaluating the performance of our customer contact center, we made changes to our telephone automation to offer callers self-service additional options when call volume is high. Now, instead of receiving a busy signal when the call center queue is full, callers hear a message that offers a menu of self-service options. Customers who select the option of accessing their case information online hear instructions for using our e-Services portal. This effort has reduced average wait times from over 20 minutes to less than 10 minutes with an annual cost savings of over $800,000.

Increased efficiency in order establishment

For several years, we have been improving the efficiency of the order establishment process through a number of strategies. Last fiscal year, we changed the workflows of both the administrative and judicial establishment processes to require cooperation from the customer (the parent seeking support) prior to engaging the other parent or our legal service providers. The cooperation required from the customer may include providing financial information or genetic testing samples. By requesting input first from this parent, we can find out whether he or she wants to proceed before we spend time and money on mailings, service of process, and legal referrals. Before this workflow change, many judicial actions would be referred to our legal service providers, incurring costs, only to find out later that the customer did not want us to go forward. We estimate that the cost avoidance for judicial cases is between $92 and $155 per case.

Reduced the burden on employers through secure online process

Electronic Income Withholding Orders (e-IWO) is a secure electronic process for the sharing of income withholding information between Florida's employers and the Department. e-IWO makes it

easier for employers to communicate with us and reduces their processing costs. The Program also saves the State the costs of printing and mailing notices. Last federal fiscal year, we estimate a savings of $21,794. As of August 2015, there are 4,838 employers receiving their notices through e-IWO. Through a partnership with the federal Office of Child Support, Revenue continues to increase the number of participating employers.

Improved service to employers through enhancement to New Hire Reporting Center
In June 2015, Revenue enhanced the New Hire Reporting Center which is accessed by employers over 14,000 times per month and is vital in helping the Program collect support. The employer information is also used by the Department of Economic Opportunity and Department of Children and Families to identify and reduce reemployment assistance and public assistance fraud. The improved enhancements will:

- eliminate paper notices, providing employers with the capability to report terminated or separated employees;
- allow service bureaus to report directly to the hiring center;
- provide a robust help option, featuring keyword searches referencing pages across the entire employer services website;
- streamline Revenue's landing page, featuring most searched help topics, forms, and links; and
- integrate with the new look of the Department's redesigned website.

Disbursed more of the payments that did not process automatically
Revenue continues to process over 98 percent of child support payments automatically within two business days. Research and manual intervention are necessary to resolve the less than two percent of payments that fail to process automatically, because not enough information was provided with the payments to identify the intended recipient and his or her address.
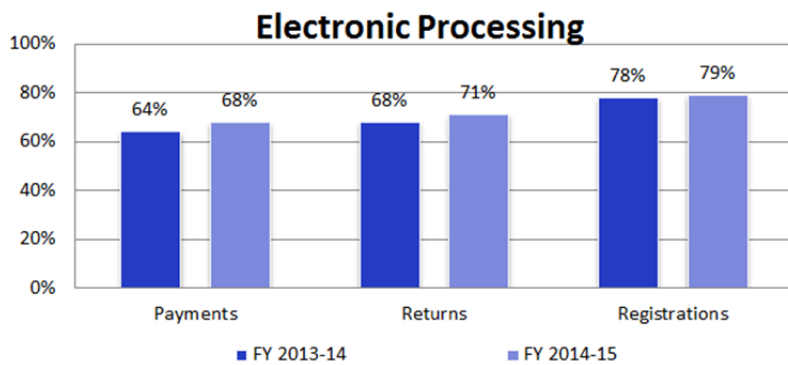
In FY 2014-15 the Department reduced unresolved payments by 38 percent, sending an additional $4.5 million to Florida families. We analyzed the reasons payments failed to process and identified the root causes. Several solutions were implemented to avoid future unresolved payments, including employee training, job aids, and improvements in our case management system. We also developed a comprehensive payment exceptions report with advanced filtering and prioritizing capabilities. This report enables us to identify and correct exceptions quickly, reducing the likelihood that future payments for the same individuals will fail to process automatically.

GENERAL TAX ADMINISTRATION PROGRAM

Expansion of e-Business

With a focus on customer convenience and efficiency, the Department continues to promote and support a growing electronic presence. In addition to the ease and convenience of online filing, when taxpayers register, file and pay electronically, errors and processing costs are reduced and payments are deposited into the State Treasury sooner. In FY 2014-15, 71 percent of tax returns and 79 percent of registrations were submitted electronically, an increase of 3 percent and 1 percent, respectively over the previous fiscal year.   The percentage of payments received electronically also increased from 64 percent to 68 percent.

Electronic Processing

	Payments	Returns	Registrations
FY 2013-14	64%	68%	78%
FY 2014-15	68%	71%	79%

Expanded availability of credit card payment option

In addition to taxpayers being able to use a credit card to make a payment by phone or in person at a Revenue service center, the Department has expanded this functionality to include the payment of registration fees. In FY 2013-14, the Department processed 22,376 credit card payments totaling $5,295,185 compared to FY 2014-15 with 65,473 payments processed for a total of $14,366,563, a 171 percent increase over last fiscal year. Paying by credit card is more convenient for some taxpayers and may enable a taxpayer to avoid incurring penalty and interest due to late payment.

Automated online address change request form

Revenue automated the process for requesting taxpayer address and account status changes. The online web portal allows taxpayers to make changes to their customer profile with instant updates to the account. This self-serve functionality gives the taxpayer control over the timeliness and accuracy of their social data and eliminates the delay encountered in account status update when the request was initiated through paper correspondence. The web portal is accessible 24/7 which gives taxpayers control to make changes at their convenience. Since the creation of this portal, we have eliminated the change-of-address coupons issued with many agency forms. The Department is actively promoting the use of this portal through communication on our website and through the routine Twitter messages issued by the agency.

Added self-service for PIN/password retrieval

Revenue has implemented a self-service option for taxpayers needing to retrieve their PIN or password for e-filing their taxes. Since this feature is also available through the website, it is accessible 24/7.

Expedited clearance letter process

Revenue has implemented an online solution to request clearance letters and certificates of compliance when considering the purchase of an existing business. These certifications can be important and time sensitive because they provide proof of the account status of an existing business and allow the prospective purchaser of the business to validate that there are no outstanding tax liabilities. By eliminating mail routing of paper requests, it is now possible for same day processing. This paperless process reduces the purchaser's wait time by as much as two weeks.

Use of Quick Response (QR) codes to communicate information

Keeping up with societal communication preferences and devices, the Department employs multiple communication channels to make compliance with tax laws as easy as possible, as well as to communicate process and tax law changes. For example, in an effort to deliver important messages our outreach materials use QR codes that direct taxpayers to our internet site to retrieve information such as sales tax holiday lists of exempt items and announcements about change of office locations with directions to new office addresses contained in each code.

Partnership with third party debt collectors

In an effort to increase the collections of delinquent accounts, the General Tax Administration Program entered into a contractual agreement with third party debt collectors to augment staffing of our collection activities. Partnership with an outside collection agency enhances the program's ability to leverage improvements with regard to collection analytic practices. The implementation of Collection Analytics means establishment of a collections process with built-in efficiencies and emphasis on the best collection treatment strategy, that provides better accountability with regard to collection events, and dynamic workload management that allows us to configure collection referral volume to complement internal staffing and refined enforcement actions.

Florida Department of Revenue signs agreement with U.S. Labor Department to reduce misclassification of employees

The Department signed a memorandum of understanding with the U.S. Department of Labor to exchange pertinent information and coordinate enforcement, including compliance activities, to prevent the misclassification of employees as independent contractors or other non-employee statuses. Misclassification deprives workers of rightfully-earned wages, benefits, and protections. It can also create economic pressure for businesses who often find it difficult to compete with those who are avoiding the law. By partnering with the U.S. Department of Labor, Revenue is actively working to stop the misclassification of workers.

Disaster readiness testing

The General Tax Administration Program and Information Services Program jointly prepared and tested the Department's ability to continue operations in the event of a natural catastrophe. The testing focused on our processing capabilities to deposit and distribute funding to the appropriate jurisdictions including counties, municipalities, and state trust funds. As the test results indicated, we successfully scanned and processed Imaging Management System/e-Services files both inbound and outbound. The Enterprise system including Business Warehouse and Customer Relationship Management testing results were also satisfactory. Disaster preparedness testing is pivotal to ensure minimal disruption to the state in providing essential services to Floridians.

Revenue's new internet self-service options provides taxpayers with quicker and easier access to information

A new, more user friendly website was created with customers in mind, making it easier to locate needed information more quickly. In addition to our current "Twitter" feed to assist taxpayers in complying with Florida tax laws, Revenue is expanding its use of social media to include YouTube video communication. The Department created a YouTube channel to provide overviews of the Department's mission and responsibilities and to house informational videos. The General Tax Administration's inaugural video focused on an overview of the program, to be followed by a video on voluntary tax compliance.

The program maintains a playlist consisting of short informational videos for our customers. These videos may be accessed directly on YouTube or through a link on Revenue's intranet web page. The program's videos focus on taxpayer education topics such as specific tax issues, taxpayer/department interactions, and "how to" themes, for example how to file and pay, how to register, etc.

Record revenue collections through partnership with the Department of Agriculture and Consumer Services

The Department and the Florida Department of Agriculture and Consumer Services have a longstanding partnership to gather bill of lading data from shipping companies who are importing goods into the State. This bill of lading data is used to ensure use tax is collected from individuals and businesses that purchase goods out of state with no taxes imposed. This helps to maintain fair tax administration.

One of the contributing factors for a successful year was a change in processing. Revenue staff has moved from a single source one-time collection to a more comprehensive 36-month self-audit process. In fact, 69 percent of cases closed and paid were the result of multi-item self-analysis/audit. Another noteworthy change was expanding the review of the bill of lading information to include the supply chain. Implementation of these revised strategies helped produce a 70 percent increase in tax collections from $12.8 million in FY 2013-14 to $21.7 million in FY 2014-15.

Collections from our partnership with Department of Agriculture and Consumer Services

	Million
FY 2012/13	$10.5
FY 2013/14	$12.8
FY 2014/15	$21.7
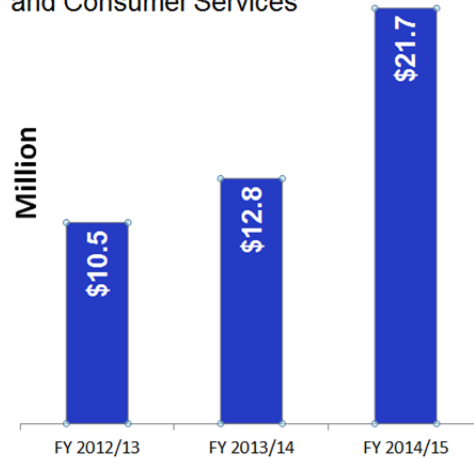
Record-breaking performance in criminal investigations

Maintaining fairness in our tax system ensures public confidence which is vital to effective tax administration. One way the Department ensures confidence in our tax system and fosters voluntary compliance is through the enforcement of criminal tax statutes and publishing information about criminal tax cases. This action demonstrates the Department's commitment to ensuring that everyone is paying their fair share of taxes.

In FY 2014-15, the General Tax Administration Program's Criminal Investigation Process completed a record 1,394 criminal investigations. This achievement translates into a 21 percent increase in productivity over last year. A record 191 felony case prosecution referrals were approved along with a record 497 Tax Collection Enforcement Diversion Program referrals, and revenue collections exceeding $9 million dollars for a 14 percent increase over the previous fiscal year.

The increased recoveries not only added to General Revenue collections but Tax Collection Enforcement Diversion Program recoveries directly benefitted participants in the James Patrick Memorial Work Incentive Personal Attendant Services Program. These program monies allow approved individuals with a severe and/or chronic disability to remain gainfully employed with the help of a personal care attendant that assists them with activities of daily living. This source of funding greatly enhances the quality of independent living for the individuals and their families.

Record performance year for SUTA program

The State Unemployment Tax Administration (SUTA) dumping program was created with the goal of preventing, detecting and remedying employee misclassification by employers. The "dumping" of benefit charges is the practice of manipulating an employer's experience rating through tax evasion schemes, such as transfers of workforce and payroll, restructuring, acquisitions, mergers and shell

corporations. Employee misclassification, an unlawful practice, creates economic pressure for law-abiding business owners who often find it difficult to compete with those who are avoiding the law.

In FY 2014-15, the Department collected more than $4.9 million under this program, an increase of 75 percent over last year's collections. The increased collection was attributable to enhanced data mining stratification and database improvements resulting in the identification of egregious noncompliant cases. This program encourages businesses to pay their fair share of taxes and restores revenues to the trust fund, increasing the amount available for providing reemployment benefit payments.

Outstanding performance as Reemployment Tax Service Provider
Each year the State of Florida undergoes a federal review of various reemployment tax components for compliance with federal guidelines which places emphasis on accuracy, timeliness and the adequacy of internal controls. The 2014 federal review marked the 13th consecutive year of outstanding performance in field audit and the 11th consecutive year in the areas of debits/billings, contribution report processing and credits/refunds functions. This was also the 8th consecutive year that the cashiering function received a perfect score of 100 percent.

PROPERTY TAX OVERSIGHT PROGRAM

Improved online training to local officials

The Property Tax Oversight Program is required by statute to provide training to county property appraisers and tax collectors to promote fair and equitable treatment of Florida taxpayers within the Florida property tax system. Five professional designations are provided through the program and awarded to qualified applicants when requirements are met. In the past, all training has been provided through classroom instruction.

In recognition that we can better serve our customers and save taxpayer money, the Program has begun converting classroom training into online training using state-of-the-art professional software. The first of these conversions was a 30-hour tax collector course called Duties & Responsibilities of a Tax Collector in Florida. As a result of this project, the Program received a Prudential Award for the time and cost savings that have been realized, and our customers are better served (our online course surveys have resulted in a 100 percent customer satisfaction rating).

SUPPORT PROGRAMS

ISO/IEC 20000 International Standard

As part of our journey to continually improve how we do business, the Department has successfully obtained and maintained ISO/IEC 20000 certification:

- ISO/IEC 20000 is an international standard that promotes the adoption of an integrated process approach to the delivery of IT services to ensure satisfaction of customer requirements, cost-effectiveness and smooth business processes.
- Meeting these requirements and retaining certification is a significant accomplishment for a government agency.
- The Department is the only government agency in the United States to have obtained ISO/IEC 20000 certification.
- The standard consists of 256 best practice requirements and 23 Information Technology Service Management processes.

Comprehensive Disaster Recovery

The Department's comprehensive and innovative approach to Disaster Recovery is the first of its kind within Florida state agencies:

- Disaster Recovery is a critical function within the Department's continuity of operations plan for both the System for Unified Taxation (SUNTAX) and the Child Support Enforcement Automated Management System (CAMS).
- In partnership with our supplier as well as meeting state and federal guidelines, the Department's Information Services Program successfully maintains an innovative Disaster Recovery warm site.
- During a disaster, this recovery service allows the Department to switch over to backup systems within hours and continue critical services to the citizens of Florida.

Reduced square footage and lease costs

Revenue continues to use its standard leasing process to reduce leasing costs while ensuring that leased facilities meet the needs of our customers and the Department. In FY 2014-15, the Department entered into 16 new or renewal lease agreements and had two office closures. The total leased square footage decreased from 419,646 to 411,455, an overall reduction of approximately 2 percent.

The Department negotiated lower lease rates for 10 of these leases. The total lease cost for these 18 leases has been reduced approximately 2.8 percent, from a total of $8,791,896 annually to $8,545,634. The Department obtains lower rates on expiring leases whenever possible, which enables the efficient management of total annual leasing costs.

DEPARTMENT OF REVENUE STAKEHOLDERS

To carry out its responsibilities, each of the Department's programs depends on the support and cooperation of external stakeholders. A stakeholder may have one or more of the following relationships with the Department:

Directors: Establish policy, requirements, and expectations.
Customers: Receive services.
Participants: Perform tasks that are an essential part of the Department's work processes.
Suppliers: Provide information or resources as inputs to the Department's processes.

MAJOR STAKEHOLDERS
Child Support Program

Stakeholder	Relationship	Role
Congress	Director and Supplier	Establish legal requirements for child support programs. Provide funding.
Federal Government	Director	Establish expectations and evaluate performance.
Governor and Cabinet	Director	As head of the agency, provide direction and guidance.
Florida Legislature	Director and Supplier	Establish state child support law. Provide funding.
Children	Customer	Have legal paternity established if needed. Receive the support they need and deserve.
Parents and Caregivers	Customer and Supplier	Receive or remit support payments. Receive assistance with child support matters. Provide the information necessary for child support actions.
State of Florida	Customer	Avoid costs to public assistance programs when families receive child support payments. Receive reimbursement for temporary cash assistance paid to families.

MAJOR STAKEHOLDERS
Child Support Program

Stakeholder	Relationship	Role
Citizens	Customer	Benefit from children growing up with support from both parents. Benefit from reduced public assistance program costs.
Other states and countries	Participant	Collaborate on interstate and international cases.
Circuit Courts	Participant	Issue court orders based on judicial filings.
County Clerks of Court	Participant	Maintain all court and support payment records.
Law enforcement officials	Participant	Serve summonses and execute arrest warrants for parents ordered to pay support who fail to appear in court for nonpayment.
Hospitals	Participant	Assist parents in establishing paternity.
Department of Children and Families	Supplier and Participant	Refer parents to Revenue for services. Share data used to locate parents. Assist parents in establishing paternity.
Internal Revenue Service	Supplier and Participant	Withhold tax refunds to pay past-due child support obligations.
Other state agencies	Supplier and Participant	Share data used to locate parents. Assist parents in establishing paternity.
Employers	Supplier and Participant	Report newly hired employees. Implement wage withholding to make support payments.

MAJOR STAKEHOLDERS
General Tax Administration Program

Stakeholder	Relationship	Role
Governor and Cabinet	Director	As head of the agency, provide direction and guidance.
Florida Legislature	Director and Supplier	Establish state tax law. Provide funding.
State of Florida	Customer	Receive revenues to pay for government programs and service.
Businesses (registered taxpayers)	Supplier and Customer	Collect sales tax and other taxes and remit to the State. Receive assistance in understanding and complying with tax law.
Employers	Supplier and Customer	Remit reemployment tax to the State. Receive assistance in understanding and complying with tax law.
Other tax filers	Supplier and Customer	Remit taxes to the State. Receive assistance in understanding and complying with tax law.
Local governments	Supplier and Customer	Collect some taxes on behalf of the State. Receive shared state revenues.
Other state agencies	Customer	Use Revenue's fee collection services.
Department of Economic Opportunity	Participant	Collaborate in the administration of reemployment tax.
Internal Revenue Service	Supplier	Share data to identify patterns of potential tax evasion.

MAJOR STAKEHOLDERS
Property Tax Oversight Program

Stakeholder	Relationship	Role
Florida Legislature	Director and Supplier	Establish state property tax law. Provide funding.
Governor and Cabinet	Director	As head of the agency, provide direction and guidance.
State of Florida	Customer	Benefit from oversight of the State's property tax system to ensure fair and accurate property assessments.
Property Owners	Customer	Benefit from oversight that helps ensure fair and accurate property assessments. Receive assistance in understanding property tax law and their appeal rights.
Citizens	Customer	Benefit from a fair and equitable property tax system that is local government's largest single source of revenue. Receive assistance in understanding property tax law.
Department of Education and School Boards	Customer	Receive property tax information from Revenue for use in determining school millage rates and local effort funding requirements.
Local governments Tax collectors, property appraisers, levying authorities, and value adjustment boards	Customer	Administer Florida's property tax system. Submit tax rolls, budgets, and other documents for review and approval by Revenue. Receive education, certification, and assistance from Revenue.

OPERATING ENVIRONMENT

Economic Conditions

The most recent Florida Economic Forecast was adopted July 17, 2015. The Executive Summary of the Estimating Conference described the Florida economy as one of overall stability with growth in all of the key economic indicators – personal income, employment, housing starts, light vehicle registrations, and visitors.

Statewide real property values rose for the second consecutive year after five years of declines. Statewide property market values grew 8.47 percent as of the January 1, 2015 valuation date, and School Taxable Values increased by a robust 8.49 percent. Prior to 2013, tax valuations had dropped 24.7 percent for school purposes from 2007 to 2012. Collections of state taxes related to real estate transactions, the Documentary Stamp tax, signaled continued recovery in the real estate market by growing 10.3 percent in FY 2013-14 and over 17 percent in FY 2014-15. Mortgage intangibles tax grew over 14 percent in FY 2014-15 after declining by 7.4 percent in FY 2013-14. This higher growth in mortgage intangibles taxes indicates that financing is returning somewhat to the real estate markets, however, the state is still experiencing a high percentage of cash transactions. Despite the growth in documentary stamp tax, the level of collections remained comparable to the FY 2002-03 levels.

As indicated by sales tax collections, economic activity outside of the real estate market has stabilized and continues to grow. Overall sales tax collections grew at a robust rate of 7.8 percent for FY 2014-15. Consumer Nondurables is the largest sales tax category and showed growth at a rate of 5.8 percent in FY 2014-15. The next largest category is Tourism and Recreation, which showed growth of 8.5 percent in FY 2014-15. These two categories are both at levels of collections above the prerecession peak. Building Investment showed the largest rate of growth in each of the last two years compared to the other categories, growing at a rate of 12.1 percent in FY 2013-14 and projected to grow 9.7 percent in FY 2014-15. Autos and Accessories grew at a rate of 9.5 percent in FY 2014-15. The remaining two categories are Other Consumer Durables and Business Investment, which experienced growth in collections of 8.2 percent in FY 2014-15 and Business Investment which experienced growth in collections of 7.7 percent in FY 2014-15.

Many of the state's tax sources are dependent on income and/or population growth. Personal income growth in Florida returned in FY 2010-11, after falling for back-to-back years in FY 2008-09 and FY 2009-10. Personal income grew by 3.9 percent in FY 2012-13 and 3.6 percent in FY 2013-14. The state has historically relied on population growth to bolster revenue collections. From 1994 to 2006, population growth in Florida exceeded 2 percent every year. In the period since the Great

Recession, net migration to the state has slowed and projections are for a 1.42 percent average annual growth rate for FY 2014-15 through FY 2022-13.

Florida's current tax laws affect the ability of businesses in the state to fairly compete on price for similar products. Sales tax statutes that were predominantly written before 1950 do not contemplate the changes in the way business and commerce are conducted today and may be conducted in the future. These marketplace changes are creating a shift in business activity from Florida's main street merchants, who employ Floridians and contribute to state and local tax bases, to more online business activity.

Social Trends

In Florida during calendar year 2014, there were 105,455 births to unwed mothers. The Florida Department of Health's Office of Vital Statistics reported that 79,432 marriages dissolved in 2014, affecting at least 47,261 minor children. The number of births to unwed mothers in Florida shows a declining trend during 2007-2011, but an increase in 2012, 2013 and 2014. Florida has a higher percentage of births to unwed mothers as compared to the rest of the country even though the number of births has declined over the past several years. The persistently high divorce rates suggest that the national and state trend of increased demands for child support services will continue.

Regulatory Environment

The Governor, Cabinet, and Legislature continue to focus on reducing regulatory burdens on business. The Department will continue to seek ways to make compliance with tax and child support laws easy and understandable.

Workforce Trends

Rapidly evolving social and communication trends are increasing the generational differences in workers' expectations of their employers and employment experiences. Flexible work schedules and work environments are popular with the younger workforce, and today's technology can support these alternative work arrangements when employers are able to offer them.

As employers adjust to meet the needs and expectations of employees new to the workforce, economic conditions keep some seasoned workers in the workplace longer. To be successful, organizations must be flexible enough to attract and retain new workers while continuing to benefit from the contributions of longtime employees.

Although some employees plan to work longer because of economic conditions, others may choose to retire sooner because of changes to employment conditions or benefits. As of June 2015, Revenue has 409 employees in the Deferred Retirement Option Program and 1,197 employees (more than 20 percent of our workforce) who will become eligible to retire within the next five years.

Succession planning and knowledge transfer will be important to maintain continuity of operations and avoid losses in productivity as longtime employees retire and new employees assume their responsibilities. The Department faces significant competition with other employers, especially for specialized and critical positions like tax auditing, property appraisal, and information technology.

In the current economic climate, many qualified job seekers are applying for positions at government agencies as well as private sector businesses. Improving economic conditions could mean increased competition among employers to attract and retain qualified employees.

Trends in State Government

The Governor, Cabinet, and Legislature continue to seek new ways to ensure the state's resources are used effectively and efficiently while bringing the greatest benefit to Florida residents and visitors to the state. Making government operations and fiscal activities more transparent continues to be an area of key importance, as does collaboration among agencies to identify opportunities for cost savings.

Technology Environment

Information generated by and for the government is collected, stored, accessed, distributed, and used by individuals and organizations in ways that was not possible even a few years ago. Each advance creates new risks to the security of information technology systems. Organizations must make a conscious decision to adopt new practices and prepare to address potential security problems before implementation. Other security risks, however, develop outside the control of an organization's information technology leaders, and the organization must be continually alert and quick to analyze new risks and implement new security measures. These risks can be deliberate attempts to damage systems or access data, but they also include the accidental exposure of data to unauthorized persons. The need for the creation of a comprehensive security approach to predict, prevent, detect and respond to security threats has become paramount.

With the proliferation of portable electronic devices and the ever-increasing acceptance of email as the standard for communications, one of the greatest threats to the security of an organization's information is employees' unauthorized access and distribution of data, whether deliberate or accidental.

In response, the information technology industry has developed new, automated tools to protect sensitive or confidential information. For example, Data Loss Prevention (DLP) software uses business rules created by the organization to stop confidential information from being emailed to an external recipient. This not only prevents deliberate theft of data, but also prevents the inadvertent inclusion of confidential data in an email, or the accidental inclusion of an unauthorized person as a recipient. Another tool, Data Masking, enables employees to view the nonconfidential portion of a record while protecting confidential information such as social security numbers and credit card

numbers from viewing by anyone except the employees who need the information to do their jobs.

Information systems are also threatened by the sheer volume of both structured and unstructured information constantly being handled. (Unstructured information is information like email that does not have a prescribed format, and is therefore more difficult to store, organize, and search.) Enterprise Content Management systems have been developed to capture and store all of this information and enable access to it, as well as to control it and keep records on how, when, and by whom the content has been used.

Information security is affected by every change in an organization's information technology systems and practices, as well as the practices of its employees and the external world. Only by continually analyzing risks, adopting security best practices, automating security protection, and educating employees, can an organization keep up with the rapid changes in the technology landscape to maintain the security of information systems and confidential information.

Cloud Computing
Until recently, an organization needing an information technology system purchased hardware and software and developed applications to create a system owned and managed internally. The development of cloud computing has dramatically changed that basic concept. Cloud computing is the combination of computer hardware, software, and services made available to an organization or individual through the internet. When an organization meets some of its technology needs through 'the cloud,' the need to buy, maintain, and upgrade expensive hardware and software is decreased, and the business becomes more flexible. Software and services such as data storage can be quickly added or deleted to meet changing needs.

More and more, customers are interacting with government online and their expectations for ease of use and availability continue to evolve. The demand for services is difficult to predict and a high level of availability is expected. A traditional computer system whose hardware, software, and data are maintained within the organization does not have the cloud's ability to expand and contract based on demand. As the technology environment continues to shift toward cloud services, government agencies will be including cloud computing in their technology planning.

Mobile Devices
The use of mobile devices such as smartphones, laptops, and tablets is now so pervasive that IT specialists routinely refer to the "post-PC era." Customers expect to use these devices to access government services as well as personal and business information, making it necessary for organizations to incorporate mobile capabilities into their customer service systems.

An even greater impact on an organization's information technology planning is expected from employees' use of their personal mobile devices at work or to remain in contact with work from other locations. While offering benefits of increased collaboration and productivity, these devices

also pose management and security challenges. Government agencies must keep up with this trend, while developing policies and security systems that address the highly mobile and connected technological environment employees live in.

Big Data

The amount of information available to help organizations understand their customers and manage their operations grows each day. The quantity is now so great that typical enterprise computer systems cannot assimilate and manage the information, let alone analyze it effectively. The term "big data" is used to describe a set or a group of sets of data that is so large that commonly used software tools cannot capture, manage, and process it within an acceptable amount of time. Big data is often acquired from various sources; some of it is structured, such as transaction information, and some is unstructured, such as emails. New methods of data storage and analysis, often involving Enterprise Content Management and/or cloud computing, are used to manage big data.

Next-Generation Analytics

Standard analytical processes have traditionally worked on a defined amount of historical data that conform to specific formatting restrictions. The vast amount of data now available in various forms makes more sophisticated analytics necessary, and the development of increasingly flexible analytical tools makes this possible in real time. Real time or near-real time data provides a better basis for predicting future results from proposed actions. Through big data and next-generation analytics, organizations are gaining timely insights that help them avoid mistakes and maximize productivity.

Two Speed IT

In today's technology environment, IT organizations must realize the need to operate at two speeds—traditional IT and agile IT. Traditional IT consists of careful planning, testing, and deployment with the intent of getting things right the first time. Although this approach may be required for mission critical systems, a different approach is needed for quickly evolving technologies and the need to deliver more at a faster rate. Agile IT is a more experimental approach with small iterations deployed and updated quickly. The emphasis is on tight alignment with business processes and it is very quick. Although agile IT may require new technologies and a different set of skills from IT professionals, both approaches are needed in today's technical environment. IT teams must ensure that they have the right people, processes, and tools to support business initiatives for both traditional and agile needs.

AGENCY RESPONSE TO THE CHANGING ENVIRONMENT

The Department of Revenue has an established strategic planning process that identifies needed business changes based on factual data and aligns resources to accomplish strategies for improved performance. The strategic planning process and its clearly established strategies flow throughout the organization to ensure alignment of all work with our priority outcomes.

Each of Revenue's five programs has a defined set of performance measures and strategies to improve performance. Each business process also creates operational plans to document and track process level strategies that will be implemented to support program and Department goals. This alignment allows resources to be focused in one direction to meet the needs of the citizens we serve.

The Department's strategic planning process requires monthly review of performance and progress toward goals and strategies. This monthly review also allows the Department to be agile in shifting priorities/strategies when environmental or stakeholders' needs change within the year. The plan evolves with the needs of citizens and stakeholders rather than being set rigidly.

The Department's organizational structure aligns with specific work that we are required by law to perform. Our approach allows the programs to focus resources and shift them to the highest priority issues.

Revenue's mission statement includes the following general strategies:
- Make complying with tax and child support laws easy and understandable.
- Administer the law fairly and consistently.
- Provide excellent service efficiently and at the lowest possible cost.
- Ensure that confidential tax and child support information is protected.
- Improve voluntary compliance with tax and child support laws.

Pursuing these strategies helps to create a healthy business environment that supports improved economic well-being for the State and its citizens. The strategies are directly related to the goals of the *Florida Strategic Plan for Economic Development*.

Specifically, Revenue contributes to the following strategies from the 2012-2017 statewide strategic plan:

5. Align education and workforce development programs to foster employment opportunities and develop and retain talented workers with the skills to meet current and future needs.
19. Ensure state, regional and local agencies provide collaborative, seamless, consistent and timely customer service to businesses.

20. Reduce barriers to small and minority business and entrepreneurial growth.
24. Support and sustain statewide and regional partnerships to accomplish Florida's economic and quality of life goals.
25. Improve the efficiency and effectiveness of government agencies at all levels.

CHILD SUPPORT PROGRAM STRATEGIES

The Child Support Program's vision is to work with families and partners to help children receive the child support they need and deserve. Over the next several years, the Program will continue to pursue the following three key goals:

- Performance Goal: Increase paternity and support order establishments and collections.
- Customer Service Goal: Establish and maintain positive customer relationships with families and partners.
- Child Support Learning Goal: Build and apply a broad knowledge of child support processes and procedures.

Child Support team members must successfully carry out several different work processes before a child support payment can be provided to a family. To focus team member resources most efficiently, the Child Support Program is organized into units that are each responsible for one of the following core processes: Paternity and Support Order Establishment, Case Management, Compliance, Payment Processing and Fund Distribution, and Child Support Aid. Each of these processes has identified several key strategies for contributing to the achievement of our goals. These strategies are described below in a section about each process. Under each key strategy are listed the projects currently planned for implementing the strategy. In addition, all processes are incorporating the following program-wide strategy into their planning:

Program-Wide

***Strategy:* Increase communication with customers that encourages exchange of information, mutual understanding and participation.**
The most cost-effective way Revenue can increase voluntary compliance is to provide information and assistance to help increase parents' understanding of child support services and expectations.
Projects:
- Implement new customer contact points in the establishment and compliance automated workflows.
- Map customer contact points through the life cycle of a case and revise or create communication opportunities.

Strategy: **Implement configuration changes to the Child Support Automated Management System (CAMS) to make it easier for users.**

The most cost-effective way Revenue can increase performance is to make better use of its existing resources. To enhance team member productivity, all child support core processes will tap into the potential of CAMS to increase the ease of use for new team members.

Projects:

- Implement configuration changes to CAMS to display only user status to users for selection.
- Eliminate un-used data entry fields from users' view.
- Improve status description statements.

Following are the strategies and projects planned by each child support core process.

Paternity and Support Order Establishment

Goal: Establish paternity and establish and modify support orders.

The Paternity and Support Order Establishment process has primary responsibility for the achievement of the child support performance goal of increasing the percentage of cases with a support order. The more quickly the Department can establish paternity and support orders, the sooner families can begin receiving support payments. The Paternity and Support Order Establishment process is focusing on the following strategies over the next several years.

Strategy: **Increase the paternity establishment percentage.**

In many of the child support cases handled by the Department, establishment of paternity is the first step in collecting support. By increasing the percentage of cases in which paternity has been established, Revenue will decrease the amount of time families must wait to begin receiving support.

Project:

- Implement new outreach efforts for administrative acknowledgements of paternity.
- Research the feasibility and impact of using the federal IV-D paternity established performance metric calculation for the state.

Strategy: **Enhance materials and learning opportunities to increase knowledge of process and procedures.**

The Program seeks to continually educate team members to ensure that every member understands the contribution and importance the process has to the overall success of the program's performance

Strategy: **Increase efficiency in the review for modification process.**

Support orders reflect the situation at the time the order was established; however, the parents' circumstances – such as the number of children or the parents' income – may change frequently.

When a family's circumstances change, it is important that the support order be modified as soon as possible to help ensure that payments continue and the children's needs are met. To decrease the time required to modify an order, the Paternity and Support Order Establishment process will focus on the following two projects.

Projects:
- Identify and implement workflow improvements in the review for modification process.
- Work with partners to identify and implement workflow improvements to the streamlined modification process.

Case Management

Goal: **Collect and validate critical case information to provide efficient and accurate case actions.**

Team members in the Case Management process create case records in our automated case management system, CAMS. They maintain the case information, ensuring the accuracy of the information, and entering additional information as appropriate. The Case Management Process provides the foundation for both automated and manual actions on the case.

Strategy: **Enhance materials and learning opportunities to increase knowledge of process and procedures.**

The Program seeks to continually educate team members to ensure that every member understands the contribution and importance the process has to the overall success of the program's performance.

Strategy: **Implement enhancements to business partner address management.**

The parents' address is one of the most critical pieces of information for the Program to provide services and products to families. There are federal and state statutory requirements for noticing of parents about certain actions. If notice cannot be provided, a case may not have a support order established or enforced and it could delay payments to families. This strategy is to review our address management processes and identify if enhancements could be made to make improvements in the critical data.

Compliance

Goal: **Increase the percent of cases compliant with all ordered provisions.**

Approximately 10 percent of the child support collected by Revenue's Child Support Program is paid voluntarily. The remaining 90 percent is received because of enforcement actions taken by the Department.

Strategy: **Improve efficiency through increased automation of compliance activities.**
The Compliance Process must continually seek new ways to automate compliance actions so families can begin receiving child support sooner and continue receiving payments when they are due.
Projects:
- Implement increased automation of bank levy activity.
- Implement increased automation of insurance intercepts.
- Implement increased automation of unclaimed property intercepts.

Strategy: **Enhance materials and learning opportunities to increase knowledge of process and procedures.**
The Program seeks to continually educate team members to ensure that every member understands the contribution and importance the process has to the overall success of the Program's performance.

Strategy: **Improve performance of newly obligated cases.**
The Compliance Process identified that the performance of newly established support orders is low. If a parent does not begin paying their support as soon as the order is established, a large past-due amount can accrue. Once this happens, it can be very difficult for a parent to catch up on payments. This strategy is focused on understanding what factors impact payment behavior on new support orders and how we can more quickly work with parents to comply as early as possible after the order is established.
Projects:
- Identify impact of order establishment process on payment performance and implement changes to increase payment performance.
- Implement new location process for non-paying cases that are missing critical data.

Payment Processing and Fund Distribution

Goal: Process payments accurately and timely.
After orders have been established and payers of child support are sending in their payments, the money must be disbursed to the correct recipients. This step must be completed accurately and timely, so families can depend on receiving funds to meet their financial obligations.

Strategy: **Implement new State Disbursement Unit Contract.**
Florida law established the State Disbursement Unit, to be managed by Revenue, as a central repository for child support payments for cases handled by the Department and private cases where payments are made via income withholding. The Department is in procurement activities to replace the existing contract to perform the functions of the State Disbursement Unit.

Projects:
- Implement new reconciliation model and reports to support State Disbursement Unit operations, financial controls, and contract administration.
- Implement transition action plan.

Strategy: **Expand automation and work delivery methods for adjustment requests.**
The most cost-effective way Revenue can increase performance is to make better use of its existing resources. To enhance employee productivity, Payment Processing and Fund Distribution will implement a new work delivery system for local offices and increase the effectiveness of assignment tracking and reporting.

Projects:
- Create a work delivery system for local offices.
- Create a workflow to assign, track and monitor work delivery at a user level on CAMS.
- Provide reports to managers to better manage adjustment request workload and use data on CAMS for performance evaluations.

Strategy: **Enhance materials and learning opportunities to increase knowledge of process and procedures.**

The Program seeks to continually educate team members to ensure that every member understands the contribution and importance the process has to the overall success of the Program's performance.

Child Support Aid

Goal: Improve customer satisfaction and Program awareness.

Child Support Aid is the Child Support Program's customer service process, providing information and assistance related to all the other processes. The customers of Child Support Aid include parents who receive support and parents who are obligated to pay support, as well as others whose participation is necessary to the successful collection and disbursement of child support to families, such as employers and other state child support programs. The Child Support Aid process helps customers understand their responsibilities, provides information, assists in resolving problems, and receives case information.

Strategy: **Improve customer service performance.**
Revenue continues to identify and implement ways to improve customer service, with the goal of making it easy and convenient for customers to reach a customer service agent or find a web resource that will best meet their needs.

Projects:
- Implement customer satisfaction surveys for all customer contact points including the call center and the walk-in centers.
- Implement skill-based routing for all customer service options.
  - Implement new in-depth employee training for skill-based queues and other resources to increase knowledge of processes and procedures.

Strategy: **Expand eServices to provide online forms.**

An increasing number of customers are choosing to interact with Revenue online. In our customer satisfaction surveys, parents are asking us to implement online forms. This saves time for mailing and gives them an on-line option versus completing all forms in hardcopy format. The Program wants to respond to our customers' requests and implement online forms in our eService web portal.

Projects:
- Enhance eServices to provide customers the capability to complete and submit forms online.

Strategy: **Enhance materials and learning opportunities to increase knowledge of processes and procedures.**

The Program seeks to continually educate team members to ensure that every member understands the contribution and importance the process has to the overall success of the program's performance.

GENERAL TAX ADMINISTRATION PROGRAM STRATEGIES

The strategic focus of Revenue's General Tax Administration Program is to support Florida's economic development by pursuing the following three key goals:

- Minimize the costs to businesses in complying with tax laws.
- Ensure no business gains an unfair competitive advantage over others by failing to comply with tax laws.
- Create administrative efficiencies within the agency.

The Program has established four priorities for furthering these goals over the next several years:

- Broaden taxpayer education and outreach efforts via social media, web-based options and the piloting of workshops.
- Heighten tax awareness and enhance future compliance by strengthening partnerships and communication with the public, industry, trade and professional associations.
- Increase operational efficiencies and convenience to taxpayers by providing additional self-service capabilities.
- Ensure the security of confidential data and improve the efficiency and effectiveness of SUNTAX performance.

Five key projects are underway to support our program-wide priorities and goals:

Improve external communication through the expansion of web presence and use of social media.
With the increasing popularity of mobile applications, social media provides a rapidly evolving, continually expanding array of methods for sharing information with a large audience, at the user's convenience and at low cost. Revenue uses a tax information Twitter feed and, in the current fiscal year, will expand its participation in social media to include YouTube videos. The General Tax Administration Program will continue to use Twitter and develop videos to provide information and technical guidance regarding tax laws and filing requirements, and will explore additional ways that social media might enable us to educate and assist our customers.

Implement Phase II of the data archiving solution to reduce the data volume in the SUNTAX system.
Data archiving is the process of systematically moving data that is no longer relevant to day-to-day operations and storing it in compliance with all retention and access requirements. To continue to function effectively, SUNTAX (System for Unified Taxation) must maintain adequate storage capacity for new data. The most cost-effective way to do this is to continually move older data out of the system through an archiving solution. Completion of this effort will improve the efficiency of all tax administration processes that interact with SUNTAX.

Launch additional mobile applications.
With E-commerce growing, mobile devices and social media are used increasingly in the current business environment. The Department plans to continue the momentum already started by launching additional mobile applications to ease taxpayers' interactions and improve customer experience. This transformation requires the alignment of mobile application capabilities, business requirements and user needs. Providing useful and valuable features is essential for the success of mobile business applications.

Implement database monitoring project.
Safeguarding taxpayer information is a priority for the Department and is essential for maintaining public trust in tax administration. In addition to existing security protocols, the Department is implementing a database monitoring tool which will report access and changes to our data to provide for an additional layer of security controls for our various Department systems.

In addition to the projects described above, which support all of General Tax Administration's goals, the Program has developed strategies to achieve each of its three goals. The goal-specific strategies and their key projects are listed below:

Goal: Minimize the cost to businesses in complying with tax laws.

Businesses collect most of the State's tax revenue and send it to the Department. We want to make their role as simple, clear, and convenient as we can, so they can focus their time and energy on making their businesses successful. By adding new online capabilities and streamlining the tax registration, payment, and reporting processes, the Department will continue making compliance more convenient and less costly for businesses. Following are the strategies and key projects we will implement over the next several years to further our accomplishment of this goal.

Strategy: **Expand the availability of credit cards as a payment option.**
Currently, taxpayers can use their credit cards to pay current tax obligations by phone or in person. We will increase convenience to the taxpayer by making additional credit card options available.
Projects:
- Expand credit cards as a payment option for all file and pay tax applications.
- Expand credit cards as a payment option to include the swipe card capability in our service centers.

Strategy: **Expand existing technology and integrate emerging technologies to broaden access and filing capabilities for desktop and mobile devices.**
Revenue will make full use of the capabilities of its existing technology and integrate emerging technologies to continually streamline customer interactions and make resources available to taxpayers at their convenience.

Projects:
- Migrate all tax refund applications to a paperless environment.
- Implement a mobile application for paying taxes and other liabilities.
- Develop a long-range plan for reengineering the Image Management System.
- Expand single sign-on for all file and pay applications.
- Develop an electronic process for payroll agents to file "mass" amended returns with a single sign-on.
- Expand use of mobile applications; for example, verification of Consumer Certificate of Exemption, Direct Pay, Film in Florida and tax rate look-up.
- Collaborate with the Department of Business and Professional Regulation on the implementation of the Florida Business Information Portal.

Strategy: **Modernize and streamline processes.**
By continually reevaluating and improving the way tax administration tasks are carried out, Revenue improves efficiency and decreases costs.
Projects:
- Provide the capability to attach supporting documentation to online refund requests.
- Develop online capability for taxpayers to apply for a Consumer Certificate of Exemption.
- Extract and upload banking information from the Internet Registration System (IREG) into SUNTAX to establish an electronic file and pay method.
- Develop online capability to allow taxpayers to request a copy of their tax returns.
- Upgrade the Revenue Confirmation website with a user friendly display to provide local jurisdictions with additional information.

Strategy: **Enhance understanding and improve communication with taxpayers.**
The Department plans to expand its use of social media and mobile applications to reach a larger audience for the users' convenience and at low cost.
Projects:
- Incorporate feedback from taxpayers and stakeholders to identify areas for additional educational efforts both internal and external.
- Develop additional web-based tools and workshop pilots to enhance taxpayer education.
- Develop methods to better promote and market Revenue services using various technologies.
- Revise the refund offset notification letter to include a concise explanation for the offset and the related liability.

Goal: **Ensure no business gains an unfair competitive advantage over others by failing to comply with tax laws.**

As expressed in our guiding principle "to administer taxes fairly," the Department has been assigned the responsibility of fairly and consistently administering most of Florida's taxes. The Department strives to increase voluntary compliance by assisting businesses in understanding and complying with the law, and to support a business environment in which no business gains an unfair competitive advantage over others by failing to comply. Following are the Program's strategies and key projects for accomplishing this goal:

Strategy: **Refine the lead identification and selection process.**
By improving the process of identifying noncompliant taxpayer accounts, Revenue can ensure that its compliance staff members are focusing their efforts where they can have the most benefit, bringing taxpayers into compliance and helping to ensure that businesses can compete on a level playing field.
Projects:
- Enhance the existing lead development process by using additional analytical and objective criteria for the identification of noncompliant taxpayers.
- Expand the use of third party data to generate leads.

Strategy: **Implement legislative changes.**
Whenever the Legislature changes the tax law or assigns new responsibilities to the Department, we incorporate the implementation of those requirements into our strategic planning to ensure we plan and assign resources to most efficiently and effectively carry out our new responsibilities.
Projects:
- Implement HB 33A relating to changes in Communications Services Tax (CST) Rates, Sales Tax Distribution and Tax Credits.
- Implement SB 2516A related to the Water and Land Conservation Constitutional Amendment.

Goal: Create administrative efficiencies within the agency.

The General Tax Administration Program recognizes the need to ensure that its processes are efficient and effective in order to reduce costs and at the same time provide a high level of performance and customer service. The Program continues to work diligently to streamline processes and procedures, automate functions and activities, and improve processing timelines to create administrative efficiencies. Following are the Program's strategies and key projects for accomplishing this goal:

Strategy: **Modernize and streamline processes.**
An ongoing strategy is to continually search for technologies and process improvements, both large and small, that can reduce the burden on taxpayers and decrease processing time for the Department.

Projects:
- Implement enhancements to the collection workflow and procedures as part of the ongoing effort of process refinement.
- Establish a team to evaluate the Florida Electronic Records Audit System, identify gaps in usability, and propose technology solutions to increase effectiveness.
- Evaluate the capability for paperless processing of audit cases for all taxes.
- Automate workflow processes related to the referral of protest cases to Revenue's Technical Assistance and Dispute Resolution.
- Automate the flow of sales tax audit payments into the sales tax distribution process.
- Consolidate a file for Financial Institution Data Match (FIDM) administration.

Strategy: **Improve data integrity of taxpayer account information.**
Revenue will continue to pursue various means of improving the quality of the taxpayer registration information within SUNTAX, to provide better service to taxpayers and increase efficiency.
Projects:
- Integrate use of third-party data to obtain taxpayer identification numbers (FEIN and/or SSN) if one does not exist on a taxpayer's account.
- Use third-party data to validate and update taxpayer address information.

Strategy: **Improve audit recruitment, retention and development.**
Revenue continually competes with the private and public sector to attract and retain highly qualified auditors. Accurate and efficient auditing is vital to Revenue's efforts to bring taxpayers into compliance and promote voluntary compliance.
Projects:
- Formalize a systematic recruitment and retention process.
- Expand recruitment efforts through partnerships with national tax associations, professional accounting organizations, colleges and universities.
- Establish an internship program for accounting majors with local colleges and universities
- Evaluate the effectiveness of the Audit Pay Plan.
- Develop training for audit process group managers.

Strategy: **Realign resources to maximize performance and efficiencies.**
Revenue will increase effectiveness of performance by improving collections processes with emphasis on case resolution prior to enforcement action.
Projects:
- Re-engineer the special event administration process to enhance compliance.
- Establish a team to study and develop a new taxpayer outreach program that balances tax education and collections.

PROPERTY TAX OVERSIGHT PROGRAM STRATEGIES

To ensure that Florida's property tax system operates fairly and efficiently, contributing to a positive economic environment for businesses and individuals, Florida's Property Tax Oversight Program continues to focus on the following three key goals:

- Reduce costs for state and local governments.
- Ensure greater uniformity and equity in property taxes.
- Deliver excellent customer service.

Goal: Reduce costs.

Strategy: **Automate processes and workflows.**

Through intranet-based document management and assignment tracking software, the Property Tax Oversight Program eliminates some redundant and labor-intensive activities and ensures quick access to information, increasing individual productivity.

Project:

- Expand the use of the internal document-sharing environment to automate workflows and streamline content management.

Strategy: **Deploy e-portals for local governments.**

Much of Revenue's property tax oversight and aid and assistance activities are paper-based making compliance very costly and time consuming for state and local governments. Allowing local governments to submit information to the Department electronically reduces costs and processing times significantly.

Project:

- Recruit and train local government stakeholders on the use of online systems to reduce errors and enable electronic data exchange.

Goal: Ensure greater uniformity and equity in property taxes.

Strategy: **Improve oversight with procedural reviews.**

This strategy improves data quality on the ad valorem tax rolls, provides external validation of existing process for approval of exemptions and classifications, and ensures property appraisers are using a standard methodology to approve future exemptions and classifications.

Project:

- Expand procedural review use for refund applications and classified use properties.

Goal: Deliver excellent customer service.

Strategy: **Provide accessible, accurate, and up-to-date information.**

Revenue's property tax data portal is designed not only to give local officials access to up-to-date property tax information, but also to meet the information needs of business owners, helping them make informed decisions about relocating to or expanding operations in Florida. The data portal (**http://dor.myflorida.com/dor/property/resources/data.html**) contains detailed and historical property tax information for each of Florida's more than 640 taxing authorities and value adjustment boards. It is updated daily with the most recent information available, giving the public, as well as local officials, access to current millage rates, potential property tax exemptions, value adjustment board actions, and related information.

Project:

- Continue to enhance Revenue's property tax data portal to make information conveniently available to the public.

Strategy: **Improve communications with stakeholders.**

Effective communication between the Department and its stakeholders is critical to successfully providing oversight. Expanding use of e-portals maximizes our ability to edit and improve our communications.

Project:

- Focused communication and improved data exchange through the data e-portal for local governments.
- Conduct a plain language review of all published content to ensure all materials are relevant and easily understood.

EXECUTIVE DIRECTION AND SUPPORT SERVICES STRATEGIES

Office of Workforce Management

The Office of Workforce Management provides guidance and support services to assist in the management of Revenue's human resources. Workforce-related business processes and initiatives focus on cost-effective ways to recruit, develop, and retain high performing and productive employees who are committed to achieving the mission of the Department.

Office of Workforce Management Focus
- Increase productivity and performance of Office of Workforce Management business processes and reduce overall costs.
- Increase effectiveness of Revenue managers and employees through efficiency in workforce management operations.
- Increase supervisor and leadership development opportunities by identifying current and future agency needs.

Goal: **Enhance Revenue's workforce through professional development opportunities to support operational needs.**
The Office of Workforce Management supports the accomplishment of the agency's present and future goals by providing opportunities for employees to increase skills and advance their careers within Revenue.

Strategy: **Develop comprehensive career development tools and professional mentoring programs.**
Workforce Management encourages employees to grow in their careers at Revenue by defining possible career paths and providing resources to enable employees to grow in the skills and knowledge that are needed for advancement.
Projects:
- Identify and recommend innovative and cost effective career development tools for employees.
- Deploy a department-wide workforce planning tool.

Goal: **Decrease employee injuries and workers' compensation claims and increase nominator participation in formal recognition to 20 percent.**

Through education and communication, workforce management strives to promote a healthy, safe, and accident-free work environment for all Revenue employees.

Strategy: **Promote safety awareness in the workplace.**
Projects:
- Deploy basic safety training.
- Implement immediate communication for emergency management and safety.
- Conduct shelter-in-place drills.

Goal: **Increase the quality of hires and reduce the amount of time required to fill advertised vacancies.**

By providing guidance to the programs, the Office of Workforce Management supports the efficient and effective hiring of qualified personnel to meet Revenue's current and future workforce needs.

Strategy: **Review and modify the recruitment and selection process.**
Carrying out the hiring process for positions that turn over frequently is a significant workload issue for supervisors and other staff involved in the process. The Office of Workforce Management will make the process less time-consuming, while ensuring that all hiring requirements continue to be met.
Projects:
- Identify areas for improvement in the hiring process.
- Finalize the development and deployment of the HIRE database tool.

Goal: **Increase the consistency and accuracy of position descriptions within all Revenue class titles.**

The Office of Workforce Management is responsible for determining the human resources necessary to carry out the mission of the agency, including job classifications and compensation requirements.

Strategy: **Implement an accurate classification system.**
To support the application of consistent criteria to the classification and pay of individual Revenue positions, Workforce Management is developing processes and tools that will provide up-to-date classification and pay information.

Project:
- Align class titles and pay to the type of work performed.

Goal: Increase compliance with agency-wide policies and procedures.

Through education and communication, Workforce Management seeks to strengthen manager and employee understanding of and compliance with workforce-related policies and standards.

Strategy: **Improve workforce processes to promote consistency in corrective action recommendations.**
Workforce Management will provide guidance to supervisors throughout the agency to ensure that corrective actions are applied in accordance with Revenue policies and consistently throughout the agency.

Goal: Improve employee performance through agency-wide mandatory training.
The Office of Workforce Management provides agency-wide training that gives employees the necessary skills and knowledge to meet the agency's present and future goals.

Strategy: **Expand agency tools to access training and other related resources.**
Workforce Management provides online access to agency-wide required training and maintains training plans and transcripts to inform employees of training they are required to take and to keep track of completed training. The office plans to enhance its online tools for managing and accessing training.
Project:
- Develop a process for measuring training outcomes.

EXECUTIVE DIRECTION AND SUPPORT SERVICES STRATEGIES

Office of Financial Management

The Office of Financial Management supports all Revenue programs in the acquisition of the goods and services necessary for the accomplishment of the agency mission. Financial Management also oversees Revenue's procurement and budget management activities to ensure the efficient and effective use of resources, as well as compliance with all state requirements.

In addition to ensuring the Department's financial transactions are effectively carried out and appropriately recorded and reported, Financial Management pursues new strategies for maximizing the value the state receives from Revenue's expenditures. Following are Financial Management's goals, key strategies for the next several years, and current projects that support those strategies.

Goal: **Provide assistance and oversight in securing and managing the financial resources Revenue needs to accomplish its mission.**

Strategy: **Ensure that the Department's financial resources are being used as effectively as possible.**

Budget staff in the Office of Financial Management assist the programs in managing their budgets and review and report on the overall agency budget.

Projects:

- **Evaluate budget allocations:** Budget staff will evaluate the allocation of the budget throughout the agency and consider whether to recommend changes based on current needs.
- **Review cost allocation methodologies:** Various cost allocation methodologies are used to share certain costs among Revenue's programs. These methods have been developed at different times and for different reasons.   Budget staff will review each allocation to understand the reasoning behind the allocations and to analyze the reliability and consistency of methodologies. Depending on its findings, Financial Management may recommend changes to some methodologies.

Goal: Maximize the return on agency spending, ensure services are provided as contracted and, while minimizing cost, ensure offices are appropriate for service needs and customer volume.

Strategy: **Reduce the Department's lease costs without negative impacts.**

Revenue reevaluates all leases periodically. The goal is to reduce lease costs whenever possible while ensuring that our worksites meet the needs of our customers and employees.

Project:

- During FY 2013-14, leasing staff in the Office of Financial Management began an analysis of the use of space in the three Capital Circle Office Center (CCOC) office buildings Revenue occupies. The analysis determines whether space can be used more efficiently, potentially freeing up space and reducing Revenue's lease costs. This year, Financial Management will complete the analysis and make recommendations to Revenue's leadership.

Strategy: **Establish agency-wide procurement and contracting practices.**

The Office of Financial Management will facilitate the development of agency-wide procurement and contracting practices to support effective financial decision-making, documentation, and accountability.

Projects:

- **Improve the contract management process:** Recommend and implement appropriate improvements to agency-wide contract management and monitoring procedures.
- **Revise agency-wide business case guidelines:** Develop guidelines for the use of business cases in project planning, decision-making, and documentation.

Goal: Ensure accounting functions are carried out correctly and timely.

Revenue's accounting office processes, records, and reports financial transactions; accounts for and manages the Department's physical assets; and ensures compliance with statutes, rules and regulations.

Strategy: **Automate Revenue's asset management process.**

Through automation, Revenue is increasing the accuracy, accountability, and efficiency of its property management process.

Project:

- **Develop and implement RAMS (Revenue Asset Management System) Phase II:** The Department will further automate the management of property inventory.

INFORMATION SERVICES STRATEGIES

The Information Services Program's vision is to provide technology services that enable the efficient and effective operation of the Department in order to maximize business operations and enhance the customer experience. The Program continues to transform Information Technology (IT) functions to reduce costs and enable more IT staff to focus on the development of new services in support of the Department's mission.

The Information Services Program's focus for the next several years is to:
- Maintain public trust by reducing risk.
- Increase modernization and innovation.
- Optimize the cost and performance of IT service delivery.
- Enhance collaboration and partnership with internal and external stakeholders.
- Maintain a skilled and effective workforce.
- Improve customer satisfaction.

Following are the Information Services Program's goals, key strategies for the next several years, and current projects that support those strategies.

Goal: **Expand the services provided to internal and external customers through new technologies, web services, and enterprise services.**

The Information Services Program will devote more time to research, evaluation, and proficiency in new technologies, and will provide guidance to the operational programs on the adoption of new tools and services that can improve operational efficiency and customer service.

Strategy: **Enable Revenue's customers and employees to use mobile technology for their interactions with the Department's information systems.**

In partnership with the operational programs, Information Services will determine how to meet both internal and external customers' expectations and increase effectiveness through mobile technology, while identifying and addressing any related security needs.

Projects:
- Evaluate and implement tools and best practices for secure mobile application development.
- Evaluate new mobile technologies as they enter the marketplace and provide guidance related to their use.
- Partner with operational programs to identify and develop applications that enable external customers to conduct transactions and access information through their mobile devices.

Strategy: **Improve the efficiency and ease of use of Revenue's information systems using the latest technology.**

Information Services will research and evaluate emerging IT services and systems to identify those that will enable Revenue to respond more quickly and cost-effectively to changes in areas such as customer connectivity needs and data storage requirements. The Department will implement systems and services that will improve business results, resource management, information security, and cost-effectiveness.

Projects:

- Identify and utilize cloud computing services that will increase Revenue's ability to respond quickly to changing needs and enable more effective resource management.
- Evaluate and implement appropriate data management architectures, technologies, and processes to support the effective analysis of large volumes and varieties of data.

Goal: Support the Department's business goals by increasing the effectiveness and efficiency of the development and implementation of new and modified IT services.

The Information Services Program develops, implements, and updates the applications that support the Department's goals and strategies. Information Services will continue to increase the effectiveness and efficiency of its service development processes to ensure that each completed project provides the expected functionality and benefits, and to maximize the productivity of IT staff through more efficient workflow and a reduction in time spent on maintenance and rework.

Strategy: **Expand software integration services to improve self-service applications for Revenue's tax and child support customers.**

As the Department deploys new online tools and applications for use by our customers, software integration services are needed to provide a seamless user interface and allow communication and data sharing. The Information Services Program will assist the three operational programs in integrating new and existing customer self-service applications.

Strategy: **Increase efficiency and maintainability of existing applications.**

Information Services will continue to focus on the effective management of existing applications, including migrating to standard operating environments as practical, creating an archiving solution, and keeping up with fixes and upgrades to current software. Through active management of its existing applications, Revenue will continue to reduce software maintenance costs, improve systems performance and availability, and increase staff productivity.

Projects:
- Develop and implement an enterprise archiving solution for Revenue's critical business systems.
- Convert applications to conform to Revenue's standard operating environment model.

Goal: **Maintain, monitor, and improve Revenue's IT systems.**

The Information Services Program is responsible for ensuring that Revenue's computer applications and systems are functioning properly. The Program monitors the operation of all systems, performs preventative maintenance, and responds quickly to any problems, ensuring that services to Revenue's customers are not interrupted.

Strategy: **Improve the effectiveness and efficiency of the operation and management of IT systems.**

Information Services will periodically evaluate each IT system to ensure that it functions as intended and that any maintenance or upgrades that are needed to ensure continued stability and functionality are being addressed. Systems will be improved as needed, first to ensure they are fully effective, then to make them more efficient.

Project:
- Enhance backup and storage capabilities to increase protection from data loss.

Goal: **Adopt security best practices for Department information systems to protect confidential data and maintain the public trust**

The Information Services Program is responsible for ensuring that Revenue's computer systems and data are protected against security threats. The Program monitors the operation of all systems to identify security events to ensure that services to Revenue's customers are not interrupted.

Strategy: **Reduce IT risks by ensuring security controls are in place**

Security policies and practices must adapt to ever changing security threats. The Information Services Program will continue to expand our capabilities to detect and mitigate threats. Policies will be updated to include the most current requirements, recommendations and practices from authoritative sources.

Project:
- Increase automated security monitoring to enhance the ability to identify security events.
- Update and expand information security policies to comply with best practices and current requirements.

CHANGES THAT WOULD REQUIRE LEGISLATIVE ACTION

At this time, the Department has not identified any changes that would require legislative action.

POTENTIAL POLICY CHANGES AFFECTING THE AGENCY'S BUDGET REQUEST

The Department of Revenue requested $2.3 million in recurring General Revenue to contract with a managed security service provider (MSSP) to assess manage and monitor the Department's Information Technology (IT) assets and devices. MSSP's use real-time monitoring of IT systems and global threat information to proactively identify and defend against security attacks. Of the $2.3 million requested, approximately $2 million will be used to initiate monitoring and management activities. Approximately $300,000 will be used to conduct a thorough analysis of the Department's IT system landscape with the deliverable of a security vulnerability and threat assessment report. The assessment will focus on collecting security information and events generated by select Department IT systems for threat analysis.

It is critically important to protect the assets, devices, and confidential taxpayer and child support information that the Department is obligated to maintain and secure. Beginning next year, the Department estimates requesting $2.9 million in recurring funding for each of the next four years, resulting in an estimated 5-year cost of $13.9 million. The cost for each of the remaining years is estimated at $2.9 million, so an additional $600,000 in recurring funding will be requested beginning in Fiscal Year 2017-18.

TASK FORCE PARTICIPATION

At this time, the Department is not serving on any task forces.

PERFORMANCE MEASURES AND STANDARDS

EXHIBIT II

FLORIDA

DEPARTMENT OF REVENUE

73010000 PROGRAM: EXECUTIVE DIRECTION AND SUPPORT SERVICES				
Approved Performance Measures	**Approved FY 2014-15 Standard**	**Prior Year Actual FY 2014-15**	**Requested FY 2015-16 Standard**	**Requested FY 2016-17 Standard**
Administrative costs as a percent of total agency costs (not including revenue sharing)	4.70%	5.16%	4.88%	4.85%
Administrative positions as a percent of total agency positions	5.05%	5.12%	5.06%	5.12%

73200000 PROGRAM: PROPERTY TAX OVERSIGHT PROGRAM

Approved Performance Measures	Approved FY 2014-15 Standard	Prior Year Actual FY 2014-15	Requested FY 2015-16 Standard	Requested FY 2016-17 Standard
Statewide Level of Assessment for real property	90.0%	93.8%	90.0%	90.0%
Percent of property value studied with a statistically reliable sample	90.0%	99.6%	90.0%	90.0%
Number of parcels studied to establish in-depth level of assessment	75,000	120,150	75,000	75,000
Title Change - Percent of training participants satisfied with services provided[1]	94.0%	96.4%	95.0%	95.0%
Number of student training hours provided	16,000	22,652	17,000	17,000

[1]The Agency will submit a budget amendment requesting title change for FY 2015-16.

73300000 PROGRAM: CHILD SUPPORT PROGRAM

Approved Performance Measures	Approved FY 2014-15 Standard	Prior Year Actual FY 2014-15	Requested FY 2015-16 Standard	Requested FY 2016-17 Standard
Percent of IV-D cases available for next appropriate action (FFY)[3]	81.0%	87.5%	85.0%	85.0%
Total number of cases maintained during the year (SFY)[1]	1,140,000	1,144,271	1,000,000	1,000,000
Percent of IV-D cases with an order for support (federal definition) (FFY) [2][3]	76.0%	82.5%	81.0%	81.0%
Total number of newly established and modified orders (FFY) [2][3]	39,000	24,914	25,200	25,200
Title Change - Percent of support collected and distributed during the year that was due within the year (FFY)[3][4]	79.0%	81.7%	80.0%	80.0%
Title Change - Total Amount of IV-D Collections Received during the Federal Fiscal Year (FFY) (In Billions) [3][4]	$1.594	$1.571	$1.594	$1.570
Percent of current support collected (federal definition) (FFY)[3]	54.5%	62.2%	60.0%	61.0%

73300000 PROGRAM: CHILD SUPPORT PROGRAM

Approved Performance Measures	Approved FY 2014-15 Standard	Prior Year Actual FY 2014-15	Requested FY 2015-16 Standard	Requested FY 2016-17 Standard
Percent of State Disbursement Unit collections disbursed within 2 business days of receipt (SFY)[1]	98.0%	98.3%	98.0%	98.0%
Title Change - Total amount of IV-D collections distributed during the federal fiscal year (FFY) (In Billions) [3][4]	$1.594	$1.562	$1.594	$1.566
PROGRAM-WIDE				
Cost Effectiveness (FFY)[2][3]	$5.97	$5.69	$5.97	$5.53

[1]SFY = State Fiscal Year 7/1-6/30

[2]FFY = Federal Fiscal Year 10/1-9/30

[3]Estimated through the end of the 2014-15 FFY

[4] The Agency will submit a budget amendment requesting title change for FY 2015-16.

73400000 PROGRAM: GENERAL TAX ADMINISTRATION PROGRAM

Approved Performance Measures	Approved FY 2014-15 Standard	Prior Year Actual FY 2014-15	Requested FY 2015-16 Standard	Requested FY 2016-17 Standard
Average number of days from receipt of payment to deposit	0.24	0.12	1 day	1 day
Total collections received (In Billions)	$43.106	$44.447	$46.223	$48.481
Title Change - Percent of sales tax returns filed timely and accurately[1]	89.0%	89.1%	89.5%	90.0%
New Measure - Percent of all tax returns filed timely and accurately[2]	N/A	N/A	85.0%	86.0%
Percent of taxpayer-claimed refunds processed within 90 days	90.0%	90.2%	90.0%	90.5%
Title Change - Percent of revenue distributions made timely[1]	97.0%	99.4%	99.0%	99.0%
Number of tax returns processed[3]	8,500,000	8,845,046	8,700,000	8,800,000
Number of distributions made	39,600	41,456	40,000	41,000
Number of refund claims processed	125,000	160,224	125,000	135,000

FLORIDA DEPARTMENT OF REVENUE
PERFORMANCE MEASURES AND STANDARDS
EXHIBIT II

73400000 PROGRAM: GENERAL TAX ADMINISTRATION PROGRAM				
Approved Performance Measures	**Approved FY 2014-15 Standard**	**Prior Year Actual FY 2014-15**	**Requested FY 2015-16 Standard**	**Requested FY 2016-17 Standard**
New Measure - Median number of days to process a refund [2]	N/A	N/A	35 days	35 days
Delete Measure - Percent of tax compliance examinations resulting in an adjustment to a taxpayer's account[4]	72.0%	74.9%	N/A	N/A
Delete Measure - Number of taxpayers selected for tax compliance[4]	22,236	28,274	N/A	N/A
Percent of audits completed within 305 days from commencement	62.0%	75.3%	62.0%	68.0%
Number of audits completed	16,136	17,473	16,477	16,825
Delete Measure - Percent of delinquent accounts reaching mature status[4]	7.0%	1.4%	N/A	N/A
Delete Measure - Number of delinquent accounts created[4]	1,000,000	1,084,871	N/A	N/A
Percent of billings resolved with payment	40.0%	46.2%	60.0%	60.0%
Number of billings resolved	1,200,000	1,454,779	1,200,000	1,200,000

PROGRAM-WIDE				
Approved Performance Measures	*Approved FY 2014-15 Standard*	*Prior Year Actual FY 2014-15*	*Requested FY 2015-16 Standard*	*Requested FY 2016-17 Standard*
Cost Effectiveness	$281.80	$295.94	$285.16	$296.46

[1]*The Agency will submit a budget amendment requesting title change for FY 2015-16.*

[2]*The Agency will submit a budget amendment requesting new measure for FY 2015-16.*

[3]*The Agency will submit a budget amendment requesting standard change for FY 2015-16.*

[4]*The Agency will submit a budget amendment requesting measure deletion for FY 2015-16.*

737100000 PROGRAM: INFORMATION SERVICES PROGRAM

Approved Performance Measures	Approved FY 2014-15 Standard	Prior Year Actual FY 2014-15	Requested FY 2015-16 Standard	Requested FY 2016-17 Standard
Information technology costs as a percent of total agency costs	5.06%	3.82%	3.81%	4.28%
Information technology positions as a percent of total agency positions	3.31%	3.31%	3.35%	3.31%

ASSESSMENT OF PERFORMANCE FOR APPROVED PERFORMANCE MEASURES

EXHIBIT III

FLORIDA DEPARTMENT OF REVENUE

Department:	Department of Revenue
Program:	Child Support Program
Measure:	Total number of newly established and modified orders

Action:

☐ Performance Assessment of <u>Outcome</u> Measure   ☐ Revision of Measure

☒ Performance Assessment of <u>Output</u> Measure   ☐ Deletion of Measure

☐ Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
39,000	24,918	-14,082	-36.1%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

☐ Personnel Factors   ☐ Staff Capacity

☐ Competing Priorities   ☐ Level of Training

☒ Previous Estimate Incorrect   ☒ Other (Identify)

Explanation:

The current standard of 39,000 orders was based on a forecasting methodology that used historical data to estimate order establishment volumes. The Program changed the workflows of both the administrative and judicial order establishment processes to require cooperation from the customer prior to engaging the other parent or our Legal Service Provider. The cooperation required from the customer may include providing financial information or genetic testing samples. By requesting input first from this parent, we can find out whether he or she wants to proceed before we dedicate additional resources on mailings, service of process, and legal referrals. The result of this work change is identifying cases where services are no longer needed, which reduces the number of orders established.

External Factors (check all that apply):

☐ Resources Unavailable   ☐ Technological Problems

☐ Legal/Legislative Change   ☐ Natural Disaster

☒ Target Population Change   ☐ Other (Identify)

☐ This Program/Service Cannot Fix the Problem

☐ Current Laws Are Working Against the Agency Mission

Explanation:

Recent process changes require parents to cooperate earlier in the process when establishing paternity and/or a support order. Additionally, a new customer contact activity was implemented that increases the interaction with customers in seeking their input to assist moving the case forward and providing them an opportunity to advise when child support services are no longer needed. Both of these efforts have reduced the unobligated caseload and the number of cases that need support order establishment services.

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

☐ Training   ☐ Technology

☐ Personnel   ☒ Other (Identify)

Recommendations:

The Program did not anticipate the impact these changes would have on the total number of new order target. The forecasting methodology for this output measure will be adjusted in the future to account for the new trends in our caseload.

FLORIDA DEPARTMENT OF REVENUE
CHILD SUPPORT PROGRAM
PERFORMANCE MEASURES ASSESSMENT FORMS
EXHIBIT III

Department: Department of Revenue
Program: Child Support Program
Service/Budget Entity: Compliance
Measure: Total Collections Received (FFY)

Action:

☐ Performance Assessment of <u>Outcome</u> Measure   ☐ Revision of Measure

☒ Performance Assessment of <u>Output</u> Measure   ☐ Deletion of Measure

☐ Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
$1.594 billion	$1.571 billion	-$22,662,870	-1.42%

Factors Accounting for the Difference:
Internal Factors (check all that apply):

☐ Personnel Factors   ☐ Staff Capacity

☐ Competing Priorities   ☐ Level of Training

☒ Previous Estimate Incorrect ☒ Other (Identify)

Explanation:
The estimate for this output measure is dependent on the number of cases ordered to pay child support. The Program reduced the number of cases with orders enforced by 11.54 percent from June 2014 to June 2015. This reduction resulted from outreach to customers to determine if they still needed our services and to request additional information to assist with collection efforts. Many customers indicated that services were no longer needed, resulting in the decline in cases with support orders.

External Factors (check all that apply):

☐ Resources Unavailable   ☐ Technological Problems

☐ Legal/Legislative Change   ☐ Natural Disaster

☐ Target Population Change   ☒ Other (Identify)

☐ This Program/Service Cannot Fix The Problem

☐ Current Laws Are Working Against The Agency Mission

Explanation:

The Program experienced a reduction in unemployment compensation collections in two consecutive federal fiscal years. Unemployment collections reduced by 53.5 percent in FFY 2013-14 and 52.2 percent in FFY 14-15.

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

☐ Training   ☒ Technology

☐ Personnel   ☒ Other (Identify)

Recommendations:

The Program implemented changes in the Child Support Automated Management System to contact parents more quickly and more often. These changes reduced timeframes between actions and increasing enforcement tools initiated against intermittent, partial paying, and nonpaying parents.

Department: Department of Revenue
Program: Child Support Program
Service/Budget Entity: Payment Process and Funds Distribution
Measure: Total Collections Distributions (FFY)

Action:

☐ Performance Assessment of <u>Outcome</u> Measure   ☐ Revision of Measure

☒ Performance Assessment of <u>Output</u> Measure   ☐ Deletion of Measure

☐ Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
$1.594 billion	$1.562 billion	-$32,253,207	-2.02%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

☐ Personnel Factors   ☐ Staff Capacity

☐ Competing Priorities   ☐ Level of Training

☒ Previous Estimate Incorrect   ☒ Other (Identify)

Explanation:

The estimate for this output measure was dependent on the number of cases obligated to pay current support. This reduction resulted from outreach to customers to determine if they still needed our services and to request additional information to assist with collection efforts. Many customers indicated that services were no longer needed, resulting in the decline in cases with support orders.

External Factors (check all that apply):

☐ Resources Unavailable   ☐ Technological Problems

☐ Legal/Legislative Change   ☐ Natural Disaster

☐ Target Population Change   ☒ Other (Identify)

☐ This Program/Service Cannot Fix The Problem

☐ Current Laws Are Working Against The Agency Mission

Explanation:

The Program experienced a reduction in unemployment compensation collections in two consecutive federal fiscal years. Unemployment collections reduced by 53.5 percent in FFY 13-14 and 52.2 percent in FFY 14-15.

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

☐ Training   ☐ Technology

☐ Personnel   ☐ Other (Identify)

Recommendations:

The program will continue to monitor total collections received which in turn will increase the total collections distributed.

CHILD SUPPORT PROGRAM
PERFORMANCE MEASURES ASSESSMENT FORMS
EXHIBIT III

Department:	Department of Revenue
Program:	Child Support Program
Service/Budget Entity:	Resource Management
Measure:	Cost Effectiveness

Action:

☒ Performance Assessment of <u>Outcome</u> Measure   ☐ Revision of Measure

☐ Performance Assessment of <u>Output</u> Measure   ☐ Deletion of Measure

☐ Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
$5.97	$5.69 (Est)	-$0.28	-4.7%

Factors Accounting for the Difference:
Internal Factors (check all that apply):

☐ Personnel Factors   ☐ Staff Capacity

☐ Competing Priorities   ☐ Level of Training

☒ Previous Estimate Incorrect   ☐ Other (Identify)

Explanation:

Based on the numbers available in 2013, the $5.97 cost effectiveness should have been obtainable. During this year our collections distributed were $28 million lower than projected. Another component to this measure is the amount of expenditures which was $8 million higher than projected. The increase in expenditures was due to legislatively mandated pay increases and employer contribution rate increases for salaries and benefits for state employees.

External Factors (check all that apply):

☐ Resources Unavailable   ☐ Technological Problems

☐ Legal/Legislative Change   ☐ Natural Disaster

☐ Target Population Change   ☐ Other (Identify)

☐ This Program/Service Cannot Fix The Problem

☐ Current Laws Are Working Against The Agency Mission

Explanation: N/A

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

☐ Training ☐ Technology

☐ Personnel ☒ Other (Identify)

Recommendations:

The program is using an improved model to forecast this measure in the future.

Department: Revenue
Program: General Tax Administration
Service/Budget Entity: Compliance Determination
Measure: Percent of tax compliance examinations resulting in an adjustment
                         to a taxpayer's account

Action:

☐ Performance Assessment of <u>Outcome</u> Measure   ☐ Revision of Measure

☐ Performance Assessment of <u>Output</u> Measure   ☒ Deletion of Measure

☐ Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
72.0%	74.9%	2.9%	4.0%

Factors Accounting for the Difference:
Internal Factors (check all that apply):

☐ Personnel Factors   ☐ Staff Capacity

☐ Competing Priorities   ☐ Level of Training

☐ Previous Estimate Incorrect   ☐ Other (Identify)

Explanation: N/A

External Factors (check all that apply):

☐ Resources Unavailable   ☐ Technological Problems

☐ Legal/Legislative Change   ☐ Natural Disaster

☐ Target Population Change   ☒ Other (Identify)

☐ This Program/Service Cannot Fix the Problem

☐ Current Laws Are Working Against the Agency Mission

Explanation: See Below

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

☐ Training   ☐ Technology

☐ Personnel   ☒ Other (Identify)

Recommendations:
The Department has proposed deletion of this measure for Fiscal Year 2015-16. This change will ensure that measures and standards are consistent with metrics approved by the Governor and Cabinet during Fiscal Year 2014-15, and align with the agency's current processes and methodologies.

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES ASSESSMENT FORMS
EXHIBIT III

Department:	Revenue
Program:	General Tax Administration
Service/Budget Entity:	Compliance Determination
Measure:	Number of taxpayers selected for tax compliance

Action:

☐ Performance Assessment of <u>Outcome</u> Measure   ☐ Revision of Measure

☐ Performance Assessment of <u>Output</u> Measure   ☒ Deletion of Measure

☐ Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
22,236	28,274	6,038	27.15%

Factors Accounting for the Difference:
Internal Factors (check all that apply):

☐ Personnel Factors   ☐ Staff Capacity

☐ Competing Priorities   ☐ Level of Training

☐ Previous Estimate Incorrect   ☐ Other (Identify)

Explanation:

External Factors (check all that apply):

☐ Resources Unavailable   ☐ Technological Problems

☐ Legal/Legislative Change   ☐ Natural Disaster

☐ Target Population Change   ☐ Other (Identify)

☐ This Program/Service Cannot Fix the Problem

☐ Current Laws Are Working Against the Agency Mission

Explanation:

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

☐ Training   ☐ Technology

☐ Personnel   ☒ Other (Identify)

Recommendations:

The Department has proposed deletion of this measure for Fiscal Year 2015-16. This change will ensure that measures and standards are consistent with metrics approved by the Governor and Cabinet during Fiscal Year 2014-15, and align with the agency's current processes and methodologies.

FLORIDA DEPARTMENT OF REVENUE

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES ASSESSMENT FORMS
EXHIBIT III

Department: Revenue
Program: General Tax Administration
Service/Budget Entity: Receivables Management
Measure: Percent of delinquent accounts reaching mature status

Action:

☐ Performance Assessment of <u>Outcome</u> Measure   ☐ Revision of Measure

☐ Performance Assessment of <u>Output</u> Measure   ☒ Deletion of Measure

☐ Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
7.0%	1.4%	5.6%	80.0%

Factors Accounting for the Difference:
Internal Factors (check all that apply):

☐ Personnel Factors   ☐ Staff Capacity

☐ Competing Priorities   ☐ Level of Training

☐ Previous Estimate Incorrect   ☐ Other (Identify)

Explanation:

External Factors (check all that apply):

☐ Resources Unavailable   ☐ Technological Problems

☐ Legal/Legislative Change   ☐ Natural Disaster

☐ Target Population Change   ☐ Other (Identify)

☐ This Program/Service Cannot Fix the Problem

☐ Current Laws Are Working Against the Agency Mission

Explanation:

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

☐ Training   ☐ Technology

☐ Personnel   ☒ Other (Identify)

Recommendations:

The Department has proposed deletion of this measure for Fiscal Year 2015-16. This change will ensure that measures and standards are consistent with metrics approved by the Governor and Cabinet during Fiscal Year 2014-15, and align with the agency's current processes and methodologies.

FLORIDA DEPARTMENT OF REVENUE
GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES ASSESSMENT FORMS
EXHIBIT III

Department: Revenue
Program: General Tax Administration
Service/Budget Entity: Receivables Management
Measure: Number of delinquent accounts created

Action:

☐ Performance Assessment of <u>Outcome</u> Measure   ☐ Revision of Measure

☐ Performance Assessment of <u>Output</u> Measure   ☒ Deletion of Measure

☐ Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,000,000	1,084,871	84,871	8.49%

Factors Accounting for the Difference:
Internal Factors (check all that apply):

☐ Personnel Factors   ☐ Staff Capacity

☐ Competing Priorities   ☐ Level of Training

☐ Previous Estimate Incorrect   ☐ Other (Identify)

Explanation:

External Factors (check all that apply):

☐ Resources Unavailable   ☐ Technological Problems

☐ Legal/Legislative Change   ☐ Natural Disaster

☐ Target Population Change   ☐ Other (Identify)

☐ This Program/Service Cannot Fix the Problem

☐ Current Laws Are Working Against the Agency Mission

Explanation:

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

☐ Training   ☐ Technology

☐ Personnel   ☒ Other (Identify)

Recommendations:
The Department has proposed deletion of this measure for Fiscal Year 2015-16. This change will ensure that measures and standards are consistent with metrics approved by the Governor and Cabinet during Fiscal Year 2014-15, and align with the agency's current processes and methodologies.

PERFORMANCE MEASURE VALIDITY AND RELIABILITY

EXHIBIT IV

FLORIDA DEPARTMENT OF REVENUE

FLORIDA DEPARTMENT OF REVENUE

CHILD SUPPORT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Department:	Revenue
Program:	Child Support Program
Service/Budget Entity:	Case Maintenance
Measure:	Percent of IV-D cases available for next appropriate action (FFY)

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 source of the data is the Child Support Automated Management System (CAMS) Business Intelligence (BI), a data warehouse used to transform data into usable information to support the business processes in decision-making.

Methodology:

This measure defines the percentage of child support cases having the necessary data elements for business processes to take the next appropriate action. The computation of this measure is monthly. The summed monthly numerators and denominators generate the end-of-year percentage.

Numerator:

The numerator is the sum of unique cases that are open at the end of the month and unique closed cases with undistributed collections that have all the critical data elements from the following categories:

> Case Level Data
> Business Partner Level Data
> Financial Level Data

If a case is missing one or more critical data elements, it is not included in the numerator.

Denominator:

The denominator is the sum of unique cases that are in an open status at the end of the month and unique cases closed at the end of the month that have undistributed collections.

Business Terms

Case Level Data
- A case missing one or more business partners
- A case with cash on hand
- A case with no depository number

Business Partner Level Data
- Business partner with no business partner address
- Business partner with no valid social security number for the business partner who owes support or who is due support
- Business partner who is due support with no grant information
- Business partner who needs paternity established if born outside of Florida and there is no paternity declaration on record
- Business partner who need paternity established if born outside of Florida and there is no copy of the birth certificate on record

Financial Level Data
A payment that cannot be assigned to a case or business partner

- Undistributed collections on a case
- Undistributed collections in a support account with a clearing lock for the business partner who is due support
- Undistributed collections in a business partner contract account with a clearing lock associated with the payment waiting to be refunded to the business partner who owes support
- Undistributed collections associated with a case where there is a balance error between the unreimbursed public assistance and the child support payment

Business Partner: A business partner is a person who is due support or the person who owes support.

Clearing Lock: A lock placed on an account to show whether payments should complete revenue distribution or wait for additional information.

Depository Number: A unique number designated by the clerk of court for payment processing.

Disbursable: A payment that meets all criteria for full or partial revenue distribution as child support.

Grant: The cash amount a family receives from temporary cash assistance.

No Grant: During a month the business partner who is due current child support is on temporary cash assistance and the TANF grant information is missing, which will stop the child support payment from completing revenue distribution.

Obligated Case: An open case with a support order.

Undistributed Collection: A payment that does not meet all criteria for full or partial revenue distribution.

Undistributed Payment: Cash on hand associated with a case where a hold is placed on an account, stopping revenue distribution for a specific reason.

Unidentified Payment: Payments made through the State Disbursement Unit where adequate information is not available at the State Disbursement Unit to post the payment to the proper case or business partner.

Unobligated Case: An open case that does and never has had a support order.

Unreimbursed Public Assistance: The cumulative amount of temporary cash assistance paid to a family during a specific period that has not been repaid by assigned support payments.

Validity:
This measure is a reflection of the work performed by the Case Maintenance process in identifying and populating critical data elements. Identifying and populating these data elements enables CAMS to take the next appropriate action and helps ensure the case actions are completed timely.

Reliability:
Continuous monitoring of the measure, at both the reporting and the business process levels, ensures the reliability. The Child Support Program has procedures in place that provide for an internal annual review of the documentation for all legislatively reported measures to ensure the reported data are reliable and correct. The Office of the Inspector General performs periodic reviews of performance measures. The scope of these reviews will vary, depending on an annual risk assessment.

Department: Revenue

Program: Child Support Program

Service/Budget Entity: Case Maintenance

Measure: Total Number of Cases Maintained During the Year

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 source of the data for this measure is the Child Support Automated Management System (CAMS) Business Intelligence (BI), a data warehouse used to transform data into usable information to support the business processes in decision-making.

Methodology:

This measure is a count of the total number of cases or service requests open at any point within the state fiscal year. The total number includes cases that need paternity established for a child and/or a new support order, enforcement of an existing support order and service requests for location. Each case or service request is counted only once regardless of the number of times the case or request was closed and re-opened during the reporting period.

Validity:

This measure is an indicator of overall workload for the Child Support Program. It measures and reports the total number of cases or requests requiring monitoring and processing throughout the reporting period.

Reliability:

The Child Support Program has procedures in place that provide for an internal annual review of the documentation for all legislatively reported measures to ensure the reported data are reliable and correct. The Office of the Inspector General performs periodic reviews of performance measures. The scope of the review will vary, depending on an annual risk assessment.

Department:	Revenue
Program:	Child Support Program
Service/Budget Entity:	Establishment
Measure:	**Percent of IV-D cases with an order for support (Federal Definition) (Service Outcome)**

Action (check one):

☐ Requesting revision to approved performance measure.

☐ Change in data sources or measurement methodologies.

☐ Requesting new measure.

☒ Backup for performance measure.

Data Sources and Methodology:

The data for this measure is compiled for the Federal Child Support Enforcement Annual Data Report (OCSE-157 Report). The source of the data is the Child Support Automated Management System (CAMS) Business Intelligence (BI), a data warehouse used to transform data into usable information to support the business processes in decision-making.

Methodology:

This measure is calculated by dividing the total number of IV-D cases with an order for support (OCSE 157 line 2) by the total number of open IV-D cases at the end of the Federal Fiscal Year (OCSE 157 line 1). Non-jurisdictional cases are excluded from the count.

The Numerator: Total number of IV-D cases with an order for support, including zero support and medical support only orders.

The Denominator: Total number of open IV-D cases at the end of the year.

Federal Definitions

Business Partner: A business partner is a person, organization, or group. The business partners mentioned in this measure apply to a person who is due support or a person who owes child support.

Open Case: A case with a status other than "closed."

IV-D Case: A case consisting of a child or children who are receiving services under the IV-D program and a business partner (mother, father, or alleged father) who is now or may become obligated under law for the support of the child or children.

Non-jurisdictional Case: A case that involves an individual over whom the Child Support Program has no civil jurisdiction available to pursue or effect any support actions.

Validity:

This measure assesses the program's capability towards achieving the desired outcome of increasing the percentage of IV-D cases with a support order. The order is a determination of the support that the business partner is obligated to provide. Support may be monetary payments or an obligation to provide medical support. An order establishing the obligation must exist before the Child Support Program can begin receiving payments or enforcing the order. This serves as both a federal and GAA measure.

Reliability:

The Federal Office of Child Support Enforcement audits this data annually to ensure the reliability of the data. The auditors' review is based upon a sample of the total population reported for both the numerator and denominator. In addition, the Office of the Inspector General performs periodic reviews of performance measures. The scope of the review will vary, depending on an annual risk assessment. The Child Support Program has procedures in place that provide for an internal annual review of the documentation for all legislatively reported measures to ensure the reported data are reliable and correct.

Department:	Revenue
Program:	Child Support Program
Service/Budget Entity:	Establishment
Measure:	Total Number of Cases with Newly Established and Modified Orders

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 source of the data is the Child Support Automated Management System (CAMS) Business Intelligence (BI), a data warehouse used to transform data into usable information to support the business processes in decision-making.

Methodology:

This measure counts the number of original support orders established by the Child Support Program during the federal fiscal year and the number of modified support orders during the federal fiscal year, including orders where a child or children not previously covered by the original support order. A given case could have one or more orders established during the year depending on the families' change of circumstances.

Validity:

One of the goals of the Child Support Program is to establish and modify support orders to ensure the support order reflects the current circumstances of the family. This measure reflects the program's ability to meet this goal and is therefore a valid measure of the order establishment process.

Reliability:

The Child Support Program has procedures in place that provide for an internal annual review of the documentation for all legislatively reported measures to ensure the reported data are reliable and correct. In addition, the Office of the Inspector General performs periodic reviews of performance measures. The scope of these reviews will vary, depending on an annual risk assessment.

Department:	Revenue
Program:	Child Support Program
Service/Budget Entity:	Compliance Resolution
Measure:	Percent of Support Collected and Distributed during the Year that was due within the year (FFY)

Action (check one):

☐ Requesting revision to approved performance measure.

☐ Change in data sources or measurement methodologies.

☐ Requesting new measure.

☒ Backup for performance measure.

Data Sources and Methodology:

The data for this measure is compiled for the Federal Child Support Enforcement Annual Data Report (OCSE-157 Report). The source of the data is the Child Support Enforcement Automated Management System (CAMS) Business Intelligence (BI), a data warehouse used to transform data into usable information to support the business processes in decision-making.

Methodology:

This measure is defined as the ratio of the amount payments collected and distributed during the federal fiscal year to the total amount of support due during the federal fiscal year.

The numerator: The total amount of current support and past-due support collected and distributed during the federal fiscal year.

The denominator (OCSE 157 line 24): The total amount of current support obligations and repayment obligations on past due support due during the federal fiscal year.

Validity:

This measure assesses the program's ability to collect the support owed within the year it is due. Timely child support payments help families plan and budget for family expenses.

Reliability:

The Child Support Program has procedures in place that provide for an internal annual review of the documentation for all legislatively reported measures to ensure the reported data are reliable and correct. In addition, the Office of the Inspector General performs periodic reviews of performance measures. The scope of the review will vary, depending on an annual risk assessment.

Department:	Revenue
Program:	Child Support Program
Service/Budget Entity:	Compliance Resolution
Measure:	Total Amount of IV-D Collections Received during the Federal Fiscal Year

Action (check one):

☐ Requesting revision to approved performance measure.

☐ Change in data sources or measurement methodologies.

☐ Requesting new measure.

☒ Backup for performance measure.

Data Sources and Methodology:

The data for this measure is from the Federal Office of Child Support Enforcement (OCSE) 34A Part 1: Child Support Enforcement Program Collection Report. The source of the data is the Child Support Automated Management System (CAMS) Business Intelligence (BI), a data warehouse used to transform data into usable information to support the business processes in decision-making.

Methodology:

The data is from the information collected in the OCSE 34A Part 1: Quarterly Report of Collections. It is calculated by subtracting line 2e1 (Total collections received during the quarter from income withholding Non IV-D SDU) from line 2 (Total collections received during the quarter).

Validity:

This measure assesses the program's success towards achieving the desired outcome of increasing the amount of money received in child support payments to the families. The total amount of IV-D collections received is reflective of the work done by the Compliance Process.

Reliability:

The Federal Office of Child Support Enforcement audits this data annually to ensure the reliability of the data. The basis of the auditors' review is a sample of the total population reported for both the numerator and denominator. The Child Support Program has procedures in place that provide for an internal annual review of the documentation for all legislatively reported measures to ensure the reported data are reliable and correct. In addition, the Office of the Inspector General performs periodic reviews of performance measures. The scope of the review will vary, depending on an annual risk assessment.

FLORIDA DEPARTMENT OF REVENUE

CHILD SUPPORT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Department:	Revenue
Program:	Child Support Program
Service/Budget Entity:	Compliance Resolution
Measure:	Percent of Current Support Collected (Federal Definition) (Service Outcome)

Action (check one):

☐ Requesting revision to approved performance measure.

☐ Change in data sources or measurement methodologies.

☐ Requesting new measure.

☒ Backup for performance measure.

Data Sources and Methodology:

The data for this measure is compiled for the Federal Child Support Enforcement Annual Data Report (OCSE-157 Report). The source of the data is the Child Support Enforcement Automated Management System (CAMS) Business Intelligence (BI), a data warehouse used to transform data into usable information to support the business processes in decision-making.

Methodology:

This measure is defined as the ratio of the payments collected and distributed as current support during the federal fiscal year to the total amount of current support due during the federal fiscal year.

The numerator (OCSE 157 line 25): the total amount collected and distributed as current support during the federal fiscal year.

The denominator (OCSE 157 line 24): the total amount of current support due during the federal fiscal year.

Business Terms

Current Support: Amount a parent is ordered to pay in the support order as current support.

Validity:

This measure assesses the program's success towards achieving the desired outcome of increasing the amount of support that is paid when it is due. This serves as both a federal and GAA measure.

Reliability:

The Federal Office of Child Support Enforcement audits this data annually to ensure the reliability of the data. The basis of the auditors' review is a sample of the total population reported for both the numerator and denominator. The Child Support Program has procedures in place that provide for an internal annual review of the documentation for all legislatively reported measures to ensure the reported data are reliable and correct. In addition, the Office of the Inspector General performs periodic reviews of performance measures. The scope of the review will vary, depending on an annual risk assessment.

FLORIDA DEPARTMENT OF REVENUE
CHILD SUPPORT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Department:	Revenue
Program:	Child Support Program
Service/Budget Entity:	Fund Distribution
Measure:	Percent of State Disbursement Unit Collections Disbursed within Two Business Days of Receipt

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:

Two components comprise this measure: IV-D payments and non-IV-D payments. The data source for the IV-D component is the Child Support Automated Management System (CAMS) Business Intelligence (BI), a data warehouse used to transform data into usable information to support the business processes in decision-making. The data source for the non-IV-D component is the payment processing system operated by the Department's State Disbursement Unit vendor.

The numerator for the measure is the sum of both the identifiable IV-D and non-IV-D payments disbursed within two business days of receipt during the state fiscal year. The denominator for the measure is the sum of the total number of identifiable, disbursable IV-D and non-IV-D payments.

Business Terms

Identifiable: A payment received by the State Disbursement Unit matching to a case. For a payment to be identifiable, it must provide enough information to associate the payment with the appropriate case.

Disbursable: Payments eligible for disbursement at the time of processing. Some payments may not be deemed as disbursable for computing this measure.

Validity:

The disbursement of all identifiable payments within two business days of receipt is a federal requirement placed on each State. It assesses the program's ability to reach the desired outcome of disbursing collections to recipients in a timely manner. It measures the efficiency of the entire disbursement process, encompassing the State Disbursement Unit, the Florida Court Clerks and Comptroller, the Clerks of Court, and the Child Support Program.

Reliability:

Internal performance monitoring at the reporting level ensures timely disbursement of child support payments as required by federal and state legislation. The Child Support Program has procedures in place that provide for an internal annual review of the documentation for all legislatively reported measures to ensure the reported data are reliable and correct. The Office of the Inspector General performs periodic reviews of performance measures. The scope of the review will vary, depending on an annual risk assessment.

FLORIDA DEPARTMENT OF REVENUE
CHILD SUPPORT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Department: Revenue
Program: Child Support Program
Service/Budget Entity: Fund Distribution
Measure: Total Amount of IV-D Collections Distributed During the Federal Fiscal
                       Year

Action (check one):

☐ Requesting revision to approved performance measure.

☐ Change in data sources or measurement methodologies.

☐ Requesting new measure.

☒ Backup for performance measure.

Data Sources and Methodology:

The data for this measure is from the Federal Office of Child Support Enforcement (OCSE) 34A Part 1: Child Support Enforcement Program Collection Report. The source of the data is the Child Support Automated Management System (CAMS), Business Intelligence (BI), a data warehouse used to transform data into usable information to support the business processes in decision-making.

Methodology:

The data is from the information collected in the OCSE 34A Part 1: Quarterly Report of Collections. The result is calculated by adding line 4b (collections sent to other states) plus line 4c (collections sent to other countries) plus line 8 (total distributed).

Validity:

This measure assesses the program's ability to distribute child support payments. It captures the total dollar amount of IV-D child support payments distributed by the State Disbursement Unit. The total amount of IV-D collections distributed is a reflection of the work done by the Payment Processing and Fund Distribution process.

Reliability:

The Child Support Program has procedures in place that provide for an internal annual review of the documentation for all legislatively reported measures to ensure the reported data are reliable and correct. In addition, the Office of the Inspector General performs periodic reviews of performance measures. The scope of the review will vary, depending on an annual risk assessment.

FLORIDA DEPARTMENT OF REVENUE
CHILD SUPPORT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Department: Revenue
Program: Child Support Program
Service/Budget Entity: Child Support Program
Measure: Cost Effectiveness

Action (check one):

☐ Requesting revision to approved performance measure.

☐ Change in data sources or measurement methodologies.

☐ Requesting new measure.

☒ Backup for performance measure.

Data Sources and Methodology:
The data for this measure is from the Federal Office of Child Support Enforcement (OCSE)-34 Part 1: Child Support Enforcement Program Quarterly Collection Report and the Federal OCSE-396 Part 1: Child Support Enforcement Quarterly Report of Expenditures and Estimates. The data source for the OCSE-34 is the Child Support Automated Management System (CAMS) Business Intelligence (BI), a data warehouse used to transform data into usable information to support the business processes in decision-making. The OCSE-396A gets most of its data from the Florida on-Line Accounting Information Resource (FLAIR), the state's accounting system. Certain revenue information for the OCSE-396 is supplied by CAMS and other external sources.

Methodology:
The numerator is the total IV-D dollars distributed from the OCSE 34 and the denominator is the total IV-D dollars expended from the OCSE 396.

Numerator: This line is from the OCSE 34A Part 1: Quarterly Report of Collections. This is calculated by adding line 4b (collections sent to other states) plus line 4c (collections sent to other countries) plus line 8 (total distributed) plus line 11 (fees retained by other states).

Denominator: This line is from the OCSE 396A Part 1: Quarterly Report of Expenditures and Estimates. This is calculated by subtracting line 1c, columns A & C (Administrative cost: Non IV-D Cost) from line 7, columns A&C (total costs claimed).

The cost effectiveness is a federal fiscal year to date calculation.

Validity:
The total child support dollars distributed per $1 of total expenditures measures how efficiently the Program is collecting and disbursing child support payments.

Reliability:

The Federal OCSE audits this data annually to ensure reliability. The basis of the auditors' review is a sample of the total population reported for both the numerator and denominator. The Child Support Program has procedures in place that provide for an internal annual review of the documentation for all legislatively reported measures to ensure the reported data are reliable and correct. In addition, the Office of the Inspector General performs periodic reviews of performance measures. The scope of the review will vary, depending on an annual risk assessment.

Department: Revenue
Program: **General Tax Administration**
Service/Budget Entity: **Tax Processing**
Measure: **Average number of days from receipt of payment to deposit**

Action (check one):

☒ Requesting Revision to Approved Measure

☐ Change in Data Sources or Measurement Methodologies

☐ Requesting New Measure

☒ Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source is the daily deposit record extracted from System for Unified Receivables (SUNRISE), an imaging management system.

The number of days for each deposit is weighted by multiplying the dollar value of each deposit by the number of days, including weekend days, it took to complete the deposit. The sum of all weighted deposits is then divided by the total value of the deposits to get the average. Generally, banking transactions take one day or less. Therefore, this measure is reported in days even though the quotient is displayed in decimal. That is, if the decimal is less than 1.00 the measure will equal one day.

Validity:

This measure is dollar-weighted to provide an indicator of the benefit of timely depositing money into the state treasury. Every deposit made is included in the measure. The measure is also used to estimate the amount of interest earned by the state as a result of timely deposits.

Reliability:

Data is drawn directly from the daily deposit record which is reconciled daily to the state accounting system, thereby creating and maintaining an "audit trail" allowing for an ongoing review of accuracy and data integrity. The measure is monitored continuously at both the reporting and program level to ensure reliability and to analyze fluctuations in the measure.

Department: Revenue
Program: **General Tax Administration**
Service/Budget Entity: **General Tax Administration**
Measure: **Total Collections Received**

Action (check one):

☐ Requesting Revision to Approved Measure

☐ Change in Data Sources or Measurement Methodologies

☐ Requesting New Measure

☒ Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source for this measure is the Monthly Collection Report produced by the Fund Reconciliation and Distribution Process.

This measure consists of all collections (receipts) received by the Program including those collected on behalf of other state agencies or local governments. This measure is the total amount received regardless of whether some portion is later refunded or distributed to other agencies or local governments.

Validity:

This measure represents the workload of the Program and the extent to which the Program's efforts are applied in the collection of taxes, fees, and other funds owed to the State of Florida or local governments. Therefore, it properly considers the end result of the activities associated with the collections (receipts) process.

Reliability:

The data for this measure is obtained from the monthly collection report produced by the Program's Fund Reconciliation and Distribution Process and is verified for accuracy by the Resource Management Process. The measure is monitored continuously at both the reporting and program level to ensure reliability and to analyze fluctuations in the measure.

Department: Revenue

Program: **General Tax Administration**

Service/Budget Entity: **Tax Processing**

Measure: **Percent of sales tax returns filed timely and accurately**
                            (Primary Outcome)

Action (check one):

☐ Requesting Revision to Approved Measure

☐ Change in Data Sources or Measurement Methodologies

☐ Requesting New Measure

☒ Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source for sales tax returns filed are monthly downloads from SUNTAX.

For purposes of this measure the following terms are defined:

Delinquent: Taxpayer has not filed an expected return for the applied period (monthly, quarterly, etc.).

Deficient: Taxpayer's return for the applied period was filed late or contained errors including late payment.

The numerator is determined by counting sales tax returns filed timely and accurately within a specified applied period. The denominator is the total number of all sales tax returns filed and the count of those accounts obligated to file, but did not submit a return. This measure is calculated by dividing the number of timely (not delinquent and filed by the due date) and accurately (not deficient) filed tax returns by the total number of tax returns received plus any obligated returns that were not receives (delinquent). This measure is calculated monthly excluding amended returns and credit memos.

Note: There is a timing difference between the filing of sales tax returns and the reporting period for this measure. This timing difference provides time for return reconciliation and deficiencies to be determined; and corrections, reversals and other account status changes to be processed and stabilized prior to reporting. Also, it allows time for processing paper returns postmarked on the 20th but received after the postmark date. If the return is deemed accurate, then, it is deemed a timely filed return and will be included in the numerator for this measure. Thus the download from SUNTAX for this measure will be generated and reported in the fourth month following the specific applied period. For example, the submissions for the July applied period will be reported in November.

Validity:

This measure quantifies taxpayer errors, providing feedback to taxpayer processing. As a result, programming changes can be made to improve pre-filing edits which can reduce downstream workload.

This is a valid measure because it assists management in tracking the effectiveness of activities performed

- to verify the accuracy and intent of taxpayer filed sales tax return data
- to ensure an accurate distribution and taxpayer filing history
- to accurately identify and timely notify registered taxpayers of their failure to file a return, and
- to accurately inform them of corrective action required (additional liabilities owed including penalties and interest if applicable, taxes overpaid, or instructions to file a required return).

The feedback on both taxpayer errors and delinquency (late tax returns) is used by Tax Processing to improve the instant feedback provided to e-filers and assist them in correcting their returns. The feedback also provides information to develop additional taxpayer education and assist taxpayers in complying with tax law.

Reliability:

Data is drawn directly from SUNTAX transaction detail, creating a continuous "audit trail" allowing for an ongoing review of accuracy and data integrity. Selected data fields and tables are uploaded monthly to the Resource Management Database which provides for detailed access to each record stored. The measure is monitored continuously at both the reporting and program level to ensure reliability and to monitor fluctuations in the measure.

Department: Revenue

Program: **General Tax Administration**

Service/Budget Entity: **Tax Processing**

Measure: **Percent of all tax returns filed timely and accurately**
                        (Primary Outcome)

Action (check one):

☐ Requesting Revision to Approved Measure

☐ Change in Data Sources or Measurement Methodologies

☒ Requesting New Measure

☐ Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source for all tax returns filed are monthly downloads from SUNTAX.

For purposes of this measure the following terms are defined:

Delinquent: Taxpayer has not filed an expected return for the applied period or due date (monthly, quarterly, annual, etc.).

Deficient: Taxpayer's return for the applied period/due date was filed late or contained errors including late payment.

The numerator is determined by counting all tax returns filed timely and accurately within a specified applied period except for Corporate Income Tax (CIT) where the due date is used for pulling the data.

The denominator is the total number of all tax returns filed plus the count of those accounts obligated to file, but did not submit a return. This measure is calculated by dividing the number of timely (not delinquent and filed by the due date) and accurately (not deficient) filed tax returns by the total number of tax returns received plus any obligated returns that were not received(delinquent) This measure is calculated monthly excluding amended returns, refund applications – (DR 26) and credit memos.

Note: There is a timing difference between the filing of all tax returns and reporting period for this measure. This timing difference provides time for return reconciliation and deficiencies to be determined; and corrections, reversals and other account status changes to be processed and stabilized prior to reporting. Also, it allows time for processing paper returns postmarked on the 20th but received after the postmark date. If the return is deemed accurate, then, it is deemed a

timely filed return and will be included in the numerator for this measure. Thus the download from SUNTAX for this measure will be generated and reported in the fourth month following the specific applied period and due date. For example, the submissions for the July applied period will be reported in November.

Validity:

This measure quantifies taxpayer errors, providing feedback to taxpayer processing. As a result, programming changes can be made to improve pre-filing edits which can reduce downstream workload.

This is a valid measure because it assists management in tracking the effectiveness of activities performed:

- to verify the accuracy and intent of taxpayer filed return data
- to ensure an accurate distribution and taxpayer filing history
- to accurately identify and timely notify registered taxpayers of their failure to file a return, and
- to accurately inform them of corrective action required (additional liabilities owed including penalties and interest if applicable, taxes overpaid, or instructions to file a required return)

The feedback on both taxpayer errors and delinquency (late tax returns) is used by Tax Processing to improve the instant feedback provided to e-filers and assist them in correcting their returns. The feedback also provides information to develop additional taxpayer education and assist taxpayers in complying with tax law.

Reliability:

Data is drawn directly from SUNTAX transaction detail, creating a continuous "audit trail" allowing for an ongoing review of accuracy and data integrity. Selected data fields and tables are uploaded monthly to the Resource Management Database which provides for detailed access to each record stored. The measure is monitored continuously at both the reporting and program level to ensure reliability and to monitor fluctuations in the measure.

Department:	**Revenue**
Program:	**General Tax Administration**
Service/Budget Entity:	**Tax Processing**
Measure:	**Percent of taxpayer-claimed refunds processed within 90 days**

Action (check one):

☐ Requesting Revision to Approved Measure

☐ Change in Data Sources or Measurement Methodologies

☐ Requesting New Measure

☒ Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source for this output measure is the Refund Case Management System's transaction detail in SUNTAX which tracks all refunds claimed by taxpayers.

The numerator for this outcome measure is the number of refunds claimed on the Application for Refund – (form DR-26) and tax returns with refund claim provisions pursuant to s. 213.255, Florida Statutes, that are processed within 90 days after complete refund application has been received by the agency. The denominator is the total number of refunds "processed". A "processed" refund claim is defined as one that was withdrawn, approved or denied.

Validity:

Section 213.255, Florida Statutes, requires the agency to pay interest on any refund not paid within 90 days from the date a refund application is deemed by the agency to be complete. This measure is a direct indicator of the ability to issue claimed refunds within the prescribed time period. The measure includes every refund claim subject to the payment of interest.

Reliability:

The Refund Case Management System provides direct access to information associated with all refunds claimed by taxpayers and all pertinent data (e.g., receipt date, amount of claim, issue date, etc.). This system ensures that a constant audit trail is maintained and the data is reported accurately. The measure is monitored continuously at both the reporting and program level to ensure reliability and to analyze fluctuations in the measure.

FLORIDA DEPARTMENT OF REVENUE
GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Department: Revenue
Program: **General Tax Administration**
Service/Budget Entity: **Tax Processing**
Measure: **Percent of revenue distributions made timely**

Action (check one):

☐ Requesting Revision to Approved Measure

☐ Change in Data Sources or Measurement Methodologies

☐ Requesting New Measure

☒ Backup for Performance Outcome and Output Measure

Data Sources and Methodology:
The data source is a monthly file provided by the Florida Department of Financial Services that shows the revenue distributions made in a month and the dates of each distribution.

This outcome measure is the total number of distributions made by the 25th day of the month following the month in which a receipt is validated divided by the total number of distributions made for receipts validated during a given month.

Validity:
The agency is statutorily required to timely distribute revenue to the appropriate jurisdiction to fund state and local governmental operations and programs. This measure directly reflects that ability and is therefore a valid measure of the distribution process. Every distribution made is included in the measure.

Reliability:
Data is drawn directly from Florida Department of Financial Services transaction detail. This provides a continuous "audit trail" allowing for an ongoing review of accuracy and data integrity. The measure is monitored continuously at both the reporting and program level to ensure reliability and to analyze fluctuations in the measure.

Department:	**Revenue**
Program:	**General Tax Administration**
Service/Budget Entity:	**Tax Processing**
Measure:	**Number of tax returns processed**

Action (check one):

☐ Requesting Revision to Approved Measure

☐ Change in Data Sources or Measurement Methodologies

☐ Requesting New Measure

☒ Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source for this output measure is the Resource Management Database where selected data are downloaded monthly from the SUNTAX transaction system and the revenue processing databases.

This output measure is a count of all tax returns received and processed. A tax return is defined as the filing of certain information in a prescribed format to report the tax due for a specific period and tax type. A tax return may be in the form of a paper document or may be received through various electronic methods. The data in the return is captured and posted to the appropriate taxpayer account in SUNTAX. For purposes of this measure, a return is included when it is initially posted into SUNTAX.

Validity:

This measure describes the primary output of the returns processing activity. It includes all taxes administered by the agency.

Reliability:

The data underlying this measure is drawn directly from the databases used for all tax return activities. Selected data fields and tables are uploaded monthly to the Resource Management Database which provides for detailed access to each record stored. The measure is monitored continuously at both the reporting and program level to ensure reliability and to analyze fluctuations in the measure. Reemployment tax data is subject to an annual review by the Florida Department of Economic Opportunity for accuracy, security, and completeness.

Department: Revenue

Program: **General Tax Administration**

Service/Budget Entity: **Tax Processing**

Measure: **Number of distributions made**

Action (check one):

☐ Requesting Revision to Approved Measure

☐ Change in Data Sources or Measurement Methodologies

☐ Requesting New Measure

☒ Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source is a monthly file provided by the Florida Department of Financial Services that shows the unique Treasury disbursements (journal transfers and checks) conducted and reported by distribution staff made in a month and the dates of each distribution.

This output measure is the manual count of individual fund distributions made during the fiscal year. A distribution of funds is accomplished by bank transfer or the issuance of a check. Funds are distributed to counties, municipalities, and state trust funds from a variety of tax sources on a monthly or quarterly basis.

Validity:

This measure fully describes the output of all activity associated with fund accounting and distribution.   The measure counts every distribution of the taxes as required by Florida statute.

Reliability:

The data underlying this measure is recorded by staff performing distribution activities. Since all distributions occur on a predictable and routine basis, the reliability of reported data is virtually self-ensuring. The measure is monitored continuously at both the reporting and program level to ensure reliability and to analyze fluctuations in the measure.

Department: **Revenue**

Program: **General Tax Administration**

Service/Budget Entity: **Tax Processing**

Measure: **Number of refund claims processed**

Action (check one):

☐ Requesting Revision to Approved Measure

☐ Change in Data Sources or Measurement Methodologies

☐ Requesting New Measure

☒ Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source for this output measure is the Refund Case Management System's transaction detail in SUNTAX which tracks all refunds claimed by taxpayers.

This output measure is a count of all refund claims processed in the period. A "processed" refund claim is defined as one that was withdrawn, approved, or denied. The measure is a count of the number of individual refunds claims processed. It includes refunds generated when overpayments are identified by the agency.

Validity:

This measure describes the primary output of the entire refund process. The results of every refund claim filed or overpayment discovered are included in the measure, even if a refund claim is wholly or partially denied. It includes all tax types and all activities associated with the refund process.

Reliability:

Data is drawn directly from the Refund Case Management System's transaction detail, thus creating a continuous "audit trail" allowing for an ongoing review of accuracy and data integrity. The measure is monitored continuously at both the reporting and program level to ensure reliability and to analyze fluctuations in the measure.

Department: Revenue

Program: **General Tax Administration**

Service/Budget Entity: **Tax Processing**

Measure: **Median number of days to process a refund**

Action (check one):

☐ Requesting Revision to Approved Measure

☐ Change in Data Sources or Measurement Methodologies

☒ Requesting New Measure

☐ Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source for computing this measure is the SUNTAX Customer Relationship Management (CRM) - Refund Case Management System (RCMS). For the purposes of this measure, the following terms are defined:

Processed Refund Claim: A "processed" refund claim is defined as one that was designated withdrawn, approved, or denied following case review/examination.

Application Based Refunds: Any refund claim generated from a request submitted via a refund application is included in this measure, namely: DR-26, DR-26S, DR-138, DR-160, DR-189, DR-190, DR-191, DR-660, DR-309639, DR-309640, and Estate Tax Refund Worksheet.

Completion Date: The date a refund claim is designated as - approved, denied, or withdrawn in RCMS.

Aging date: This is the date the refund claim request is deeded complete for processing, thus, commences the date for interest determination purposes. In other words, this is date we start counting how long it takes to process a refund claim. This is the date a complete refund application has been filed per s. 213.255 Florida Statutes.

Days to Process: The difference between the completion and aging date in RCMS.

Median: According to Webster's Dictionary, median is a value in an ordered set of values below and above which there is an equal number of values or which is the arithmetic mean of the two middle values if there is no one middle number.

Median Days to Process: The Median Days to Process application-based refund claims is calculated using the following steps:

- extract all application based completed cases for a reporting period from RCMS
- subtract the Aging Date from Completion Date to calculate the Days to Process
- sort the "Days to Process" in ascending order
- calculate the Median using Excel function (=median (data:array))

Validity:

The measure includes all application based refund claims subject to the payment of interest and is a direct indicator of the Department's ability to process application based claimed refunds in less than 90 days, thus, minimizing the State's interest exposure and ensures timely service to refund claimants.

Reliability:

Data is drawn directly from the Refund Case Management System's transaction detail, thus creating a continuous "audit trail" allowing for an ongoing review of accuracy and data integrity. The measure is monitored continuously at both the reporting and program level to ensure reliability and to analyze fluctuations in the measure.

Department: Revenue

Program: **General Tax Administration**

Service/Budget Entity: **Compliance Determination**

Measure: **Percent of audits completed within 305 days from commencement**

Action (check one):

☐ Requesting Revision to Approved Measure

☐ Change in Data Sources or Measurement Methodologies

☐ Requesting New Measure

☒ Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

Audit data are captured and maintained in the Integrated Case Management System (also known as the Audit Case Management System) in SUNTAX.

The calculation for this measure is based on the number of tax compliance audits completed. For this measure the following are defined:

Audit:

The examination process entails the inspection of a registered filer's books and records in order to determine compliance with tax laws. The issuance of the Notice of Intent to Audit (NOI) marks the commencement date. An audit ends with the issuance of the Notice of Proposed Assessment (NOPA), which shows the amount of additional liability owed by the business.

The measure is a percentage, where the denominator is the total number of audits reaching NOPA, and the numerator is the case subset reaching NOPA within 305 days of audit commencement.

Validity:

This measure tracks the efficiency of the audit process for evaluating compliance with tax filing requirements. This measure is a sound indicator of audit cycle time within the compliance determination process.

Reliability:

Counts for this measure are drawn from the Integrated Case Management System in SUNTAX and can be traced back to the individual records giving rise to reported totals. The measure is monitored continuously at both the reporting and program level to ensure reliability and to analyze fluctuations in the measure.

Department: Revenue

Program: **General Tax Administration**

Service/Budget Entity: **Compliance Determination**

Measure: **Number of audits completed**

Action (check one):

☐ Requesting Revision to Approved Measure

☐ Change in Data Sources or Measurement Methodologies

☐ Requesting New Measure

☒ Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

Data describing proposed assessments issued are captured and maintained in the Audit Case Management System in SUNTAX.

This output measure is a count of the number of Notices of Proposed Assessments or Audit Results (reemployment tax) issued to taxpayers after the completion of an audit, refund verification audits, plus the number of self-audits completed by taxpayers and returned to the agency. This count includes notices sent for audits that resulted in additional liability as well as those notices mailed where no additional liability was found.

Validity:

The registered filer tax compliance examination process includes all audits, and ends with the issuance of a notice of assessment or notice of a completed audit with no liability found. Since the entire population of notices issued is included in the measure, it is the only valid representation of this process.

Reliability:

Counts for this measure are drawn from Audit Case Management System in SUNTAX and can be traced back to the individual records giving rise to reported totals. The measure is monitored continuously at both the reporting and program level to ensure reliability and to analyze fluctuations in the measure.

Department: **Revenue**

Program: **General Tax Administration**

Service/Budget Entity: **Receivables Management**

Measure: **Percent of billings resolved with payment (Primary Outcome)**

Action (check one):

☐ Requesting Revision to Approved Measure

☐ Change in Data Sources or Measurement Methodologies

☐ Requesting New Measure

☒ Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source is the SUNTAX (SAP) business warehouse in conjunction with the Resource Management Database. Billings are tracked in the SUNTAX financials and all database tables are uploaded monthly to the Resource Management Database for analysis and the application of measurement queries.

The calculation of this measure is based on a count of the number of billings resolved within the reporting period.

For purposes of this measure the following terms are defined:

Deficient: Taxpayer's return for the applied period was filed late or contained errors including late payment.

Billings: Notices issued for any deficient return. Specific document types include: Notice of Amount Due (NOAD), Notice of Final Assessment, Notice of Proposed Assessment on an audit (NOPA), Notice of Assessment on a compliance campaign, and Letter of Inquiry.

Resolved: Any billing (as defined above) with zero balance that has been cleared by payment, credit offset, refund offsets, reversals (corrections) or write-off (waiver) during the current reporting period.

Unit of Measure: The count of billings resolved (See document types referenced above).

The numerator of this measure is the number of billings resolved by payment including credit or refund offset.

The denominator will be the population of billings resolved as defined above. Additional interest and fee documents posted separate from the original document will not be included.

Validity:

This measure is a compilation of all billings resolved and therefore tracks the entire process. This measure is valid in that it measures the efficiency and effectiveness of the collection analytics process. Analysis of the data from this measure will allow the Receivables Management Process management to determine if the process is effective and efficient and make adjustments to the process if necessary.

Reliability:

Data is drawn directly from SUNTAX transaction detail, and all tables are uploaded monthly to the Resource Management Database that provides a stand-alone source with direct access to detail records and data underlying the measure to ensure reliability, accuracy, and completeness. The measure is monitored continuously at both the reporting and program level to ensure reliability and to analyze fluctuations in the measure.

Department: Revenue

Program: General Tax Administration

Service/Budget Entity: Receivables Management

Measure: Number of Billings Resolved

Action (check one):

☐ Requesting Revision to Approved Measure

☐ Change in Data Sources or Measurement Methodologies

☐ Requesting New Measure

☒ Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source is the SUNTAX (SAP) business warehouse in conjunction with the Resource Management Database. This measure is a count of the number of billings resolved. For purposes of this measure the following terms are defined:

Deficient: Taxpayer's return for the applied period was filed late or contained errors including late payment.

Billings: Notices issued for any deficient return. Specific document types include: Notice of Amount Due (NOAD), Notice of Final Assessment, Notice of Proposed Assessment on an audit (NOPA), Notice of Assessment on a compliance campaign, and Letter of Inquiry.

Resolved: Any billing (as defined above) with zero balance that has been cleared by payment, credit offset, refund offset, reversals (corrections) or write-off (waiver) during the current reporting period.

Unit of Measure: The count of billings resolved (See document types referenced above).

Validity:

This measure describes the primary output of the collection activities, the number of billings resolved. It encompasses the Department's efforts to collect all of the taxes due to the state and resolve findings of noncompliance.

Reliability:

Data is drawn directly from SUNTAX transaction detail, and all tables are uploaded monthly to the Resource Management Database that provides a stand-alone source with direct access to detail records and data underlying the measure to insure reliability, accuracy, and completeness. The measure is monitored continuously at both the reporting and program level to ensure reliability and to analyze fluctuations in the measure.

FLORIDA DEPARTMENT OF REVENUE
GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Department: Revenue
Program: **General Tax Administration**
Service/Budget Entity: **Tax Processing**
Measure: **Cost Effectiveness**

Action (check one):

☐ Requesting Revision to Approved Measure

☐ Change in Data Sources or Measurement Methodologies

☐ Requesting New Measure

☒ Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source for this measure is the Monthly Collection Report produced by the Fund Reconciliation and Distribution Process.

This measure is derived by dividing the amount collected by the Program to the amount expended by the Program. The numerator for this measure is the total dollar amount collected by the Program during the fiscal year. The denominator for this measure is the total operating dollar amount expended by the Program during the fiscal year. The denominator does not include non-recurring funding that is appropriated in special categories (e.g. reward payments, vehicles).

Validity:

This measure represents the cost effectiveness of the General Tax Administration in carrying out its duties and responsibilities. This measure represents dollar for dollar the amount expended in order to collect money owed to the State of Florida. Therefore it properly considers the end result of the activities associated with the program.

Reliability:

The data for this measure is obtained directly from the Monthly Collection Report produced by the Program's Fund Reconciliation and Distribution Process and is verified for accuracy by the Resource Management Process. Expense data is obtained from the Florida Accounting Information Resource (FLAIR) system. The measure is monitored continuously at both the reporting and program level to ensure reliability and to analyze fluctuations in the measure.

FLORIDA DEPARTMENT OF REVENUE
PROPERTY TAX OVERSIGHT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Department:	**Revenue**
Program:	**Property Tax Oversight**
Service:	**Property Tax Compliance Determination**
Measure:	**Number of parcels studied to establish in-depth level of assessment**

Action (check one):

☐ Requesting Revision to Approved Measure

☐ Change in Data Sources or Measurement Methodologies

☐ Requesting New Measure

☒ Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source for number of parcels studied is the real property assessment rolls.

Methodology:

The number of parcels studied for the in-depth level of assessment is calculated using the sum of parcels within a current year appraisal or qualified sale used to develop the county level of assessment.

A qualified sale is defined as a transaction where neither the buyer nor the seller faces any undue burden and the transaction is considered "arms-length" (i.e. neither party is related and the price settled upon is reflective of market value; not influenced by any familial or other personal ties).

Validity:

This measure only reports the output of the in-depth roll approval process, and focuses on the Department's statutory requirements (Chapter 195.096, Florida Statutes.).

Reliability:

The Property Tax Oversight Program has procedures in place that provide for an internal analysis at both the reporting level and the program level to ensure reliability of the data and to monitor performance of this measure. The Program has procedures that provide for an internal annual review of the documentation for all legislatively reported measures to ensure that the reported data are reliable and correct.

Department:	**Revenue**
Program:	**Property Tax Oversight**
Service :	**Property Tax Compliance Determination**
Measure:	**Statewide level of assessment of real property (Primary Outcome)**

Action (check one):

☒ Requesting Revision to Approved Measure

☐ Change in Data Sources or Measurement Methodologies

☐ Requesting New Measure

☒ Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source for number of parcels studied is the real property assessment rolls.

Methodology:

This is an outcome for the Compliance Determination Core Process. This measure provides an indication of the program's performance in meeting the needs of its stakeholders, including taxpayers and local governments. This measure provides an indication of compliance by the property appraisers with the fair market value standard of property and assessment uniformity of property in all counties submitting tax rolls. This measure is calculated by taking the weighted average (according to value) of overall level of assessment for each county.

Each county's real property level of assessment is calculated by taking the property appraiser's value for their entire county as the numerator and dividing it by the calculated estimate of the value for the entire county as the denominator. Each county's value is determined by using qualified sales and appraisals.

All of the data necessary to calculate this measure are available through the real property tax rolls submitted by the property appraisers on or about July 1 of each year, qualified sales information received from the Clerk of Courts filings and MLS sales listings, and field or contract appraisal work conducted throughout the year.

Validity:

This measure represents the overall performance of the property appraisers. Given sufficient sales and/or appraisal information, the Department can be confident in the accuracy and reliability of its determination of a level of assessment, i.e., the county property appraiser's value divided by the Department's determination of value.

County real property tax rolls are currently evaluated using the International Association of Assessing Officers Standard on Ratio Studies recommended appraisal level standards. Each stratum studied contains at least 5 percent of the county's assessed value. There are two methodologies used: in-depth and non-in-depth. The non-in-depth analysis and evaluation requires the tax roll to have an overall level of assessment of at least 90 percent. The in-depth analysis requires each stratum studied to have an estimated level of assessment of at least 90 percent.

Reliability:

The Property Tax Oversight Program has procedures in place that provide for an internal analysis at both the reporting level and the program level to ensure reliability of the data and to monitor performance of this measure. The Program has procedures that provide for an internal annual review of the documentation for all legislatively reported measures to ensure that the reported data are reliable and correct.

FLORIDA DEPARTMENT OF REVENUE

PROPERTY TAX OVERSIGHT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Department:	**Revenue**
Program:	**Property Tax Oversight**
Service:	**Property Tax Compliance Determination**
Measure:	**Percent of property value studied with a statistically reliable sample**

Action (check one):

☐ Requesting Revision to Approved Measure

☐ Change in Data Sources or Measurement Methodologies

☐ Requesting New Measure

☒ Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source for number of parcels studied is the real property assessment rolls.

Methodology:

This measure is calculated by dividing the value of the sample studied (numerator) over the value of all Florida property required by statute to study (denominator). Florida Statute 195.096(3)(a) states that only strata or class groupings comprising at least five percent of the county's total assessed value are subject to the in-depth study methodology.

The data required to calculate this measure is comes from the property tax roll submitted by each county to the Department. Reports are generated from the rolls by extracting statistically determined numbers of parcels for inclusion in a statically valid sample of properties contained within a county's property tax roll.

Validity:

The Department calculates a statistically valid number of sample parcels when studying each class or grouping of property reaching the five percent threshold, as this requirement provides a 95% level of confidence in the statistical indicators (LOA, PRD, and COD) derived from such study.

The sample size (i.e., number of sample parcels drawn and studied within the class of property) for each class studied as part of the in-depth study is initially determined by computing the Coefficient of Variation (COV) for the assessment ratio of the respective class during the prior in-depth study year (in Oracle 8.2.8).   The determination of the statistical validity of the sample drawn prior to initiating the study is subsequently made upon completion of the in-depth study through comparison of the post-study COV with the pre-study COV. For example, if the post-study COV is higher than the pre-study COV, the required sample size is higher than the sample size that was

obtained from the smaller pre-study COV, and the sample size might be considered statistically invalid or too small to have the required 95 percent confidence in the statistical indicators.

Reliability:

The Property Tax Oversight Program has procedures in place that provide for an internal analysis at both the reporting level and the program level to ensure reliability of the data and to monitor performance of this measure. The Program has procedures that provide for an internal annual review of the documentation for all legislatively reported measures to ensure that the reported data are reliable and correct.

Department: Revenue

Program: Property Tax Oversight

Service: Property Tax Compliance Assistance

Measure: **Percent of training participants satisfied with services provided (Primary Outcome)**

Action (check one):

☒ Requesting Revision to Approved Measure

☐ Change in Data Sources or Measurement Methodologies

☐ Requesting New Measure

☒ Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

Data Sources:

The program derives the source data for this measure from unbiased training evaluation provided by training participants to the program, related to property appraisal, tax collections, taxing authorities, county mapping professionals, and value adjustment boards, at the conclusion of training courses.

Methodology:

This measure indicates the program's performance in meeting participants' professional and instructional needs.

The percentage of participants who are satisfied with services they receive in each training course during the fiscal year comprises this measure. At the end of each training course, participants submit evaluations according to a five-point satisfaction grading scale (i.e., Strongly Agree-5, Agree-4, Neutral-3, Disagree-2, and Strongly Disagree-1).

The program sorts the scores by participant group (e.g., property appraisers, tax collectors, TRIM, GIS, and value adjustment boards), then totals them at the end of the month to determine the level of overall satisfaction with the training services.

Finally, the average (weighted, if appropriate) of the cumulative averages of each group's overall satisfaction level determines the annual satisfaction level for the program.

Validity:

Participants' level of satisfaction indicates each group's perception of the training courses. Property Tax Oversight uses this feedback to improve the design and delivery of the program's assistance training services with the goal of improving compliance. Currently the program systematically surveys training, certification, and Value Adjustment Board participants for customer satisfaction.

Reliability:

The Property Tax Oversight Program has procedures in place for an internal analysis at both the reporting level and the program level to ensure the data's reliability and to monitor this measure's performance. The program also has procedures for an internal annual review of the documentation for all legislatively reported measures to ensure that the reported data are reliable.

Department:	Revenue
Program:	Property Tax Oversight
Service:	Property Tax Compliance Assistance
Activity:	Certification and Training
Measure:	Number of student training hours provided

Action (check one):

☐ Requesting Revision to Approved Measure

☐ Change in Data Sources or Measurement Methodologies

☐ Requesting New Measure

☒ Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

This is an output measure of compliance assistance services. These services include offering training to county property appraisers, tax collectors, and their staff, taxing authorities, county mapping professionals and Value Adjustment Board members to advance their skills. The process begins with a course needs assessment and subsequent gap analysis. The program offers online and classroom based training for certification, recertification and technical purposes.

The number of student training hours at the completion of each month is the number of enrolled students multiplied by the number of hours. At the end of the fiscal year, the program sums the totals for all the training the program offered to yield the total student training hours for the fiscal year.

Validity:

This measure primarily provides an activity indicator of the compliance assistance services that section 195.002, Florida Statutes, authorizes. The statute requires the Department to conduct training to advance both state and local assessment personnel's assessment skills. Therefore, this activity output directly reports the Department of Revenue's efforts to provide services to maintain and improve the assessment skills of all the State's public property tax assessment personnel. This activity output also measures the department's efforts to maintain and improve the collection skills of the State's local tax collection personnel.

Reliability:

Program personnel record the number of student training hours as reflected on training rosters and enter this information in the program's learning management system (LMS) for the classroom based training. Completed online training is recorded automatically in the LMS. A report run monthly extracts this information. This system LMS maintains individual participant and training course summary data and information. Furthermore, the Office of Inspector General periodically reviews performance measures. The scope of these reviews will vary, depending on an annual risk assessment.

ASSOCIATED ACTIVITIES CONTRIBUTING TO PERFORMANCE MEASURES

EXHIBIT V

FLORIDA DEPARTMENT OF REVENUE

CHILD SUPPORT PROGRAM

Measure Number	Approved Performance Measures for FY 2016-17	Associated Activities Title
1	Percent of cases without missing critical data elements which prevent next appropriate action (FFY)	MAINTAIN CHILD SUPPORT CASES
2	Total number of cases maintained during the year (SFY)	
3	Percent of IV-D cases with an order for support (federal definition) FFY	ESTABLISH AND MODIFY SUPPORT ORDERS
4	Total number of newly established and modified orders (FFY)	
5	Percent of support collected and distributed during the year that was due within the year (FFY)	PROCESS SUPPORT PAYMENTS
6	Total amount of IV-D collections received during the federal fiscal year (FFY)	
7	Percent of State Disbursement Unit collections disbursed within 2 business days of receipt (SFY)	DISTRIBUTE SUPPORT PAYMENTS
8	Total amount of IV-D collections distributed during the federal fiscal year (FFY)	

GENERAL TAX ADMINISTRATION		
Measure Number	*Approved Performance Measures for FY 2016-17*	*Associated Activities Title*
9	Percent of all tax returns filed timely and accurately	PROCESS RETURNS AND REVENUE
10	Number of tax returns processed	
11	Percent of revenue distributions made timely	ACCOUNT FOR REMITTANCES
12	Number of distributions made	
13	Percent of taxpayer-claimed refunds processed within 90 days	REFUND TAX OVERPAYMENTS
14	Number of refund claims processed	
15	Percent of audits completed within 305 days from commencement	PERFORM AUDITS
16	Number of audits completed	
17	Percent of billings resolved with payment	RECEIVABLES MANAGEMENT
18	Number of billings resolved	

PROPERTY TAX OVERSIGHT PROGRAM

Measure Number	Approved Performance Measures for FY 2015-16	Associated Activities Title
19	Percent of property value studied with a statistically reliable sample	DETERMINE REAL PROPERTY ROLL COMPLIANCE
20	Number of parcels studied to establish in-depth level of Assessment	
21	Percent of training participants satisfied with services provided	PROVIDE INFORMATION
22	Number of student training hours provided	

LONG RANGE PROGRAM PLAN

UNIT COST
SUMMARY

EXHIBIT VI

FLORIDA

DEPARTMENT OF REVENUE

REVENUE, DEPARTMENT OF		FISCAL YEAR 2014-15		
SECTION I: BUDGET		**OPERATING**		**FIXED CAPITAL OUTLAY**
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT			559,378,217	0
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)			8,025,107	0
FINAL BUDGET FOR AGENCY			567,403,324	0

SECTION II: ACTIVITIES * MEASURES	Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)				0
Determine Real Property Roll Compliance * Number of parcels studied to establish in-depth level of assessment	120,150	86.52	10,395,585	
Provide Information * Number of student training hours provided	22,652	1,119.61	25,361,468	
Maintain Child Support Cases * Total Number of cases maintained during the year	1,144,271	88.78	101,585,524	
Process Support Payments * Total number of collections processed	10,246,297	4.16	42,587,550	
Distribute Support Payments * Total number of collections distributed	10,076,046	0.78	7,869,074	
Establish And Modify Support Orders * Total number of newly established and modified orders	29,914	4,058.40	121,403,118	
Process Returns And Revenue * Number of tax returns processed	8,845,046	3.81	33,687,283	
Account For Remittances * Number of distributions made	41,456	56.87	2,357,522	
Perform Audits * Number of audits completed	17,473	3,781.03	66,065,912	
Discover Unregistered Taxpayers * Number of discovery examinations completed	28,274	436.25	12,334,595	
Investigate Criminal Tax Avoidance * Number of criminal investigations completed	1,084,871	5.00	5,429,003	
Collect Identified Liabilities * Number of collection cases resolved	1,454,779	33.14	48,212,530	
Refund Tax Overpayments * Number of refund claims processed	160,224	32.81	5,257,540	
TOTAL			482,546,704	

SECTION III: RECONCILIATION TO BUDGET			
PASS THROUGHS			
TRANSFER - STATE AGENCIES			
AID TO LOCAL GOVERNMENTS		59,852,302	
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS			
OTHER			
REVERSIONS		25,004,376	
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)		567,403,382	

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: ACT3350 ACT4200 ACT4370

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

    *** NO ACTIVITIES FOUND ***

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

    *** NO OPERATING CATEGORIES FOUND ***

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

    *** NO ACTIVITIES FOUND ***

TOTALS FROM SECTION I AND SECTIONS II + III:

  DEPARTMENT: 73   EXPENDITURES   FCO
  FINAL BUDGET FOR AGENCY (SECTION I):   567,403,324
  TOTAL BUDGET FOR AGENCY (SECTION III):   567,403,382
                                        --------------- ---------------
  DIFFERENCE: 58-
  (MAY NOT EQUAL DUE TO ROUNDING)   =============== ===============

Business Process

A set of activities that transforms inputs into value-added products and services (outputs) for an internal or external customer.

CAMS – Child Support Automated Management System

The Florida Department of Revenue's computer system for managing child support case information and carrying out automated case actions.

Core Business Process (Core Process)

A sequence of integrated business processes that contribute directly to the product or service that will be delivered to the external customer.

FIDM – Financial Institution Data Match

The process of matching a list of account holders at a bank or other financial institution with a list of individuals owing money to a government agency, so that agency can take the appropriate actions to collect the amount owed.

FY – State Fiscal Year (also SFY)

Florida government's accounting year, which begins on July 1 and ends on June 30

FFY – Federal Fiscal Year

The federal government's accounting year, which begins on October 1 and ends on September 30

ITIL – Information Technology Infrastructure Library

A comprehensive library of best practices for delivering information technology services that align with and support the business goals of an organization. It is a holistic approach that links all phases of the service lifecycle, from strategy and design through operation and continual improvement. Developed by the British government beginning in the late 1980s, ITIL is the most widely adopted approach for IT Service Management in the world.

Legal Services Provider

An attorney or law firm providing contracted legal services to the Department of Revenue.

Remote Deposit

The process of making a bank deposit by creating electronic images of checks using a special check scanner and scanning software and then transmitting the images to the bank.

SUNTAX

The Florida Department of Revenue's unified tax administration system, providing centralized access and recordkeeping for the 32 taxes and fees administered by the Department. (The acronym is derived from "System for Unified Taxation.")

TANF – Temporary Assistance for Needy Families

A federal government program administered by the U.S. Department of Health and Human Services. Each state designs and implements its program, funded by a federal block grant, for assisting families with dependent children.

Tax Roll

A list of all taxable property within a given jurisdiction.

TRIM – Truth in Millage

An act passed by the Florida Legislature in 1980 establishing requirements for taxing authorities that levy a tax on property, including informing property owners of the components of their property tax liability. The Notice of Proposed Property Taxes, which is known as the "TRIM notice," lists the governmental entities responsible for the proposed taxes and the amount of tax liability that will be owed to each taxing entity.