



Rick Scott, Governor

Chad Poppell, Secretary

## LONG-RANGE PROGRAM PLAN

Department of Management Services  
Tallahassee, Florida

September 30, 2016

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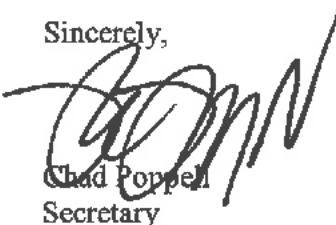
Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long-Range Program Plan (LRPP) for the Department of Management Services is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our mission, goals, objectives and measures for the fiscal year 2017-18 through fiscal year 2021-22. The internet website address that provides the link to the LRPP located on the Florida Fiscal Portal is

[http://www.dms.myflorida.com/about\\_us/open\\_government](http://www.dms.myflorida.com/about_us/open_government)

This submission has been approved by Chad Poppell, Secretary of Department of Management Services.

Sincerely,



Chad Poppell  
Secretary

# Long-Range Program Plan

Fiscal Years 2017-18 through 2021-22



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

The Department of Management Services (DMS) remains committed to making state government more effective and efficient through impactful initiatives and goals that challenge the status quo, reduce costs and create innovations. The diversity of our agency allows DMS to influence many areas of government by providing workforce and business operation support to state government and its employees. As the business arm of government, we help Florida state agencies focus on their core missions and the ultimate goal of making Florida the best place to live, work and play. In the future, DMS will continue to embark on projects, solutions and services that demonstrate our pledge to bettering Florida and achieving the priorities of Governor Rick Scott.

The Department of Management Services is a customer-oriented agency responsible for managing various workforce and business-related functions throughout state government. Under the direction of Governor Scott and the Executive Leadership Team at DMS, the agency oversees the real estate, procurement, human resources, state group insurance, retirement, telecommunications, private prisons and fleet management programs utilized throughout Florida state government. The Department of Management Services is relied upon to establish, maintain and improve the business processes that state employees use to serve our residents. The department’s staff facilitate the delivery of these programs and services and provide tools and training to bolster the efficiency and effectiveness of the state’s workforce. It is amidst this backdrop that DMS strives to achieve its motto: “We serve those who serve Florida.”

The Department of Management Services embraces four pillars when fulfilling its mission to serve all state agencies and the citizens of Florida. The Department of Management Services’ four pillars include the following: having a process-oriented mindset, challenging the status quo, creating efficiencies and respecting state employees. Further, DMS employees are expected to adopt values of integrity, communication, respect, excellence, accountability, teamwork and empowerment. Through these values, each DMS employee can truly say “I CREATE” DMS.



Secretary Poppell has set forth four priorities to achieve: setting, measuring, and improving upon DMS’s Key Performance Indicators (KPIs); establishing a cohesive project management process to ensure that all of DMS utilizes best practice project management templates and that all projects stay on schedule and within budget; ensuring that vendor contracts provide the best value possible and include aggressive service level agreements and are managed to ensure compliance; and making certain that the culture of DMS promotes a positive, respectful mindset.

To implement the agency’s four pillars and to meet Secretary Poppell’s four priorities, DMS has developed 103 KPIs for the agency and its divisions. These KPIs are incorporated into a Balanced Scorecard (BSC) format that includes four perspectives: learning and growth, financial, customer and internal business processes. For example, three of DMS customer KPIs state that employees should delight customers with world class customer service with regard to innovation, reliability, and cost reduction. Providing world class customer service is a goal that DMS endeavors to meet every day. These KPIs will be measured and reported on a quarterly basis using a “stop light” dashboard of green (meeting or exceeding the KPI goal), yellow (within two percentage points of the KPI goal), and red (three or more percentage points from the KPI goal). Any KPI in the “yellow” for three quarters or in the “red” for one quarter is subject to a process improvement to help move the KPI back into the “green.”

This process improvement initiative is led by our DMS in-house Lean Six Sigma Team. Lean Six Sigma is accepted industry-wide as an effective process improvement methodology which saves organizations time and money. In 2016, our in-house Lean Six Sigma Master Black Belt trained and certified 28 Lean Six Sigma Green Belts throughout the agency to integrate process improvement activities as part of the DMS culture. These change agents will also engage in agency-wide mapping of all key processes, create desk guides for all major program functions, and facilitate cross-training of all DMS employees.

It is the intention of the agency to continue to grow its Lean Six Sigma Team by offering annual Green Belt and Black Belt Training to enhance process improvement strategies throughout the agency.

The Department of Management Services' commitment to process improvement, combined with the agency's four pillars and Secretary Poppell's priorities, will continue to allow the agency to excel in servicing state government and its employees.

### Organization Culture:

The organizational culture of DMS is reflective of Florida's state workforce which is known for its professionalism, commitment to transparency, adaptability and its focus on customer service.

Strategic Attribute	Purpose	Result
<b>Our Motto</b>	Who We Are	DMS Serves Those Who Serve Florida
<b>Our Vision</b>	What We Aspire To Become	DMS will empower Florida's state government to be the most effective and efficient in the nation.
<b>Our Mission</b>	What We Focus on Each Day To bring Us Closer to Our Vision	DMS delivers high-quality support services to government agencies, state employees, and the public that are reliable, innovative, and cost reductive.
<b>Our Guiding Principles</b>	How We Interact with One Another and with Our Customers	<p>The Four Pillars:</p> <p>Embrace and push a process-oriented mindset so that our work is transparent and fair;</p> <p>Challenge the status quo, and find ways to increase our level of services to state agencies and Florida families. Be intellectually curious!;</p> <p>Create operational efficiencies, and support the Governor's commitment to a better, not bigger, government so that we can continue to create jobs for our workers, a world-class education for our students and an excellent quality of life for Florida families; and</p> <p>Do our jobs with the utmost respect for each individual government employee and our statewide government enterprise as a whole.</p>

Our Stakeholders and Customers	
• The Governor	• Florida Taxpayers
• Elected Members of the Legislature	• Vendors for the State of Florida
• State Employees	• State Agencies
• Retired Employees	• State University Employees
• Judicial Members	• Media
• Non-Profit Organization Employees	• County and City Officials
• Cabinet Officers	• Political Stakeholders

The Department of Management Services affirms its role in providing the infrastructure and the foundational support to promote and administer Governor Scott's priorities. Through programs and processes, DMS provides support functions to state and local governments leaving these entities to focus solely on their core missions and the Governor's priorities. The department is advancing the Governor's agenda of reducing the size and fiscal burden of government through initiatives to make government more efficient and cost effective.

# Governor Scott's Priorities

## Improving Education

- World-Class Education

## Economic Development and Job Creation

- Focus on Job Growth and Retention
- Reduce Taxes
- Regulatory Reform
- Phase Out Florida's Corporate Income Tax

## Public Safety

- Protect our communities by ensuring the health, welfare, and safety of our citizens

## Goals of DMS

### GOAL #1:

Provide world-class human resource services based on sound human resource policies, practices and strategies.

### GOAL #2:

Provide user-friendly, reliable human resource services through People First in the most cost-effective manner.

### GOAL #3:

Offer a portfolio of employee benefit products and services that are cost-effective while allowing members the option to choose benefit plans that best suit their individual needs.

### GOAL #4:

Administer efficient state retirement programs by utilizing the best technology.

### GOAL #5:

Increase the efficiency of minority certification process time (in days).

### GOAL #6:

Provide best value in purchasing to provide a high-level of services to the public while reducing costs for taxpayers.

### GOAL #7:

Enhance purchasing processes using MyFloridaMarketPlace (MFMP).

### GOAL #8:

Provide federal excess property to affected organizations efficiently.

### GOAL #9:

Provide timely fleet management of motor vehicles and watercraft.

### GOAL #10:

Provide effective management and oversight of private prisons.

### GOAL #11:

Provide cost-effective, efficient real estate development and management services to our customers in the DMS pool facilities.

### GOAL #12:

Deliver and promote the development of high-quality, innovative, cost-effective technology services.

### Independent Entities:

### GOAL #13:

Ensure fair treatment of both complainants and respondents in instances of alleged discrimination and promote mutual respect and greater harmony among diverse groups.

### GOAL #14:

Protect labor and employment rights, as well as the public, by preventing work stoppages.

## Agency Objectives

- Division of Human Resource Management: Develop human resource policies, practices and strategies that reflect current trends and best practices; address the needs of our customers; and attain a 96 percent customer satisfaction rating.
- People First: Monitor the People First vendor contract performance metrics to ensure that 100 percent of the metrics are met in accordance with the contract.
- Division of State Group Insurance: Achieve a three percent annual decrease in operational costs.
- Division of Retirement: Achieve 100 percent timely processing of retired payrolls.
- Office of Supplier Diversity: Increase overall efficiency of the certification process and implement ways to decrease lag time.
- Division of State Purchasing: Use the combined purchasing power of the State of Florida to deliver the best total value in goods and services purchased by the state and eligible users, attaining at least a 28 percent savings over retail or other reference prices.
- Division of State Purchasing/MyFloridaMarketPlace (MFMP): Achieve an 80 percent customer satisfaction rating among MFMP purchasers.
- Federal Property Assistance: Attain a 75 percent property distribution rate in order to provide the maximum amount of federal excess/surplus property to eligible recipients without burdening state resources.
- Motor Vehicle and Watercraft Management: A total of 95 percent of the time, process within 48 hours approval requests for agencies to procure and dispose of motor vehicles and watercraft.
- Private Prison Monitoring: Provide effective management and oversight of the operational contracts between the Florida DMS's Bureau of Private Prison Monitoring, and the vendors who operate the private prisons, ensuring that the vendors meet the contractual requirements for inmate participation in behavioral, vocational, academic and substance-abuse programs.
- Real Estate Development and Management: Maintain a competitive rental rate in DMS Florida Facilities Pool.
- Division of Telecommunications: Leverage technology to gain efficiencies across the enterprise, simplify citizens' electronic access, improve customer service and attain a 30 percent aggregated discount from commercially available rates for voice and data services.
- Commission on Human Relations: Encourage fair treatment, equal access and mutual respect.
- Public Employees Relations Commission: Resolve disputes about the composition of bargaining units and alleged unfair labor practices and administer the Career Service System appeals process with regard to discipline, veteran's preference, a drug-free workplace, age discrimination and the Whistleblower Protection Act.

# Agency Service Outcomes and Performance Projection Tables

## Workforce Operations

**GOAL #1:** Provide world-class human resource services on sound human resource policies, practices and strategies.

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

**OUTCOME:** Overall customer satisfaction rating.

	Baseline/Year	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Division of Human Resource Management	96% 2000/01	96%	96%	96%	96%	96%

**GOAL #2:** Provide user-friendly, reliable human resource services through People First in the most efficient and cost-effective manner.

**OBJECTIVE:** Monitor People First vendor contract performance metrics to ensure that 100 percent of the metrics are met in accordance with the contract.

**OUTCOME:** Percent of all contract performance standards met.

	Baseline/Year	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
People First	92.65% 2005/06	100%	100%	100%	100%	100%

**GOAL #3:** Offer a portfolio of employee benefit products and services that are cost-effective while allowing members the option to choose benefit plans that best suit their individual needs.

**OBJECTIVE:** Achieve a three percent annual decrease in operational costs.

**OUTCOME:** DMS administrative cost per insurance enrollee.

	Baseline/Year	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Division of State Group Insurance	\$10.27 (2005-06 Standard)	\$9.96	\$9.66	\$9.37	\$9.09	\$8.82

**GOAL #4:** Administer efficient state retirement programs by utilizing appropriate technology.

**OBJECTIVE:** Achieve 100 percent timely processing of retired payrolls.

**OUTCOME:** Percent of retired payrolls processed in a timely manner.

	Baseline/Year	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Division of Retirement	100% (2000-01)	100%	100%	100%	100%	100%



## Business Operations

**GOAL #5:** Increase the efficiency of minority certification process time (in days).

**OBJECTIVE:** Increase overall efficiency of the certification process and implement ways to decrease lag time.

**OUTCOME:** Average minority certification process time (in days).

	Baseline/Year	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Office of Supplier Diversity	45 days (2000-01)	15 days	15 days	15 days	15 days	15 days

**GOAL #6:** Provide the best value in purchasing to provide a high-level of services to the public while reducing costs for taxpayers.

**OBJECTIVE:** Use the combined purchasing power of the State of Florida to deliver the best total value in goods and services purchased by the state and eligible users, attaining at least a 28 percent savings over retail or other reference prices.

**OUTCOME:** Percent of state term contract savings.

	Baseline/Year	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Division of State Purchasing	23% (1996/97)	28%	28%	28%	28%	28%

**GOAL #7:** Enhance purchasing processes using MyFloridaMarketPlace (MFMP).

**OBJECTIVE:** Achieve an 80 percent customer satisfaction rating among MFMP purchasers.

**OUTCOME:** Percent of customers satisfied with purchasing functionality.

	Baseline/Year	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Division of State Purchasing MyFloridaMarketPlace	49% (2005-06)	85%	85%	85%	85%	85%

**GOAL #8:** Provide federal excess property to affected organizations efficiently.

**OBJECTIVE:** Attain a 75 percent property distribution rate in order to provide the maximum amount of federal excess/surplus property to eligible recipients without burdening state resources.

**OUTCOME:** Federal property distribution rate.

	Baseline/Year	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Federal Property Assistance	61% (2006-07)	97%	75%	75%	75%	75%

**GOAL #9:** Provide timely fleet management of motor vehicles and watercraft.

**OBJECTIVE:** A total of 95 percent of the time, process within 48 hours approval requests for agencies to procure and dispose of motor vehicles and watercraft.

**OUTCOME:** Percent of requests for approval processed within 48 hours for the acquisition and disposal of vehicles.

	Baseline/Year	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Motor Vehicle and Watercraft Management	84% (2006-07)	100%	95%	95%	95%	95%

**GOAL #10:** Provide effective management and oversight of private prisons.

**OBJECTIVE:** Provide effective management and oversight of the operational contracts between the Florida DMS, Bureau of Private Prison Monitoring, and the vendors who operate the private prisons, ensuring that the vendors meet the contractual requirements for inmate participation in behavioral, vocational, academic and substance-abuse programs.

**OUTCOME:** Percentage of inmates participating in behavioral, vocational, academic and substance-abuse programs.

	Baseline/Year	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Private Prison Monitoring	100% (2005-06)	100%	100%	100%	100%	100%

## Real Estate Development and Management Services

**GOAL #11:** Provide cost-effective, efficient real estate development and management services to our customers in the DMS pool facilities.

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

**OUTCOME:** Average DMS full-service rent--composite cost per net square foot (actual)—compared to average private sector full-service rent --composite cost per net square foot in markets in which the department manages office facilities.

	Baseline/Year	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Real Estate Development and Management	\$15.39/\$16.51 (2000-01)	\$17.18/\$20.79	\$17.18/\$21.63	\$17.18/\$22.06	\$17.18/\$22.50	\$17.18/\$22.50

## Division of Telecommunications

**GOAL #12:** Deliver and promote the development of high-quality, innovative, cost-efficient communication technology services.

**OBJECTIVE:** Leverage technology to gain efficiencies across the enterprise, simplify citizens' electronic access, improve customer service and attain a 30 percent aggregated discount from commercially available rates for voice and data services.

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

	Baseline/Year	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Division of Telecommunications	50% (2004-05)	30%	25%	25%	25%	25%

## Independent Entities

### Florida Commission on Human Relations

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

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

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

	Baseline/Year	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Commission on Human Relations	59% 2001-02	75%	75%	75%	75%	75%

### Public Employees Relations Commission

**GOAL #14:** Protect labor and employment rights, as well as the public, by preventing work stoppages.

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

**OUTCOME:** Percent of timely labor and employment dispositions.

	Baseline/Year	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Public Employees Relations Commission	92% 2001-02	94%	94%	94%	94%	94%

# Trends and Conditions Statement

## Retirement Benefits Administration

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

In accordance with Chapters 121, 175, and 185, Florida Statutes, as well as sections 112.05, 112.363 and 250.22, Florida Statutes, the Division of Retirement (division) administers the state retirement plans, including the Florida Retirement System (FRS). FRS is the fourth largest public state retirement system in the nation, one that is comprised of more than one million active and retired employees of more than 1,000 agencies to include state, county, district school board, university, community college, city, metropolitan planning organization, charter school and special districts. The division also administers the State University System Optional Retirement Program, the Senior Management Service Optional Annuity Program, the Retiree Health Insurance Subsidy Program and the Municipal Police and Firefighters' Premium Tax Program. Additionally, the division provides supplemental retirement benefit payments of more than \$14 million to 786 Florida National Guard retirees and maintains oversight of the actuarially sound funding of 490 local government retirement systems, pursuant to Part VII, Chapter 112, Florida Statutes.

The Division of Retirement's core function is to administer statewide retirement programs, the largest of which is the FRS Pension Plan. The division's key priority is to meet its statutory obligations in the most efficient and effective manner possible while continuing its commitment to quality customer service as reflected in the recurrent high satisfaction ratings reported by its customers. Having completed fiscal year 2014-15 with a 96.4 percent retirement services satisfaction rate, the division consistently maintains a high customer satisfaction while sustaining the lowest administrative costs among all large public pension plans in the nation, according to a national benchmarking report.

Although the FRS Investment Plan (IP) is administered by the State Board of Administration, the division provides many support services, including the receipt of payroll data and contributions, maintenance of member demographics, transfer of member opening account balances to the IP and management of second elections when members exercises the option to transfer back to the Pension Plan.

The disability retirement program for FRS members (both Pension Plan and IP) is administered by the division, which determines eligibility, processes applications for eligible members and pays monthly disability benefits.

The division administers the Retiree Health Insurance Subsidy (HIS) Program for eligible FRS Pension Plan and IP members and determines eligibility, processes applications and pays monthly benefits.

The division's current business application platform consists of the line-of-business application known as the Integrated Retirement Information System (IRIS), enterprise content management (imaging and work flow), business rules management, correspondence and forms management, an integration approach with other state IT platforms, member and employer self-service and internal and external security design. The Division of Retirement relies on this business application platform to handle all essential business functions for the division including; enrollment, contribution, retirement calculation and benefit payment services as well as to facilitate communication with more than 1,000 employing agencies, more than one million active and retired members of the FRS, and business partners. The application's functionality allows FRS members to go seamlessly from the preliminary stages of employment to the end of employment, including retirement.

Operations and maintenance (O&M) services for IRIS are provided through a contract which currently expires on June 30, 2017. Procurement of a new O&M service provider is currently underway and the division expects to award a contract effective July 2017.

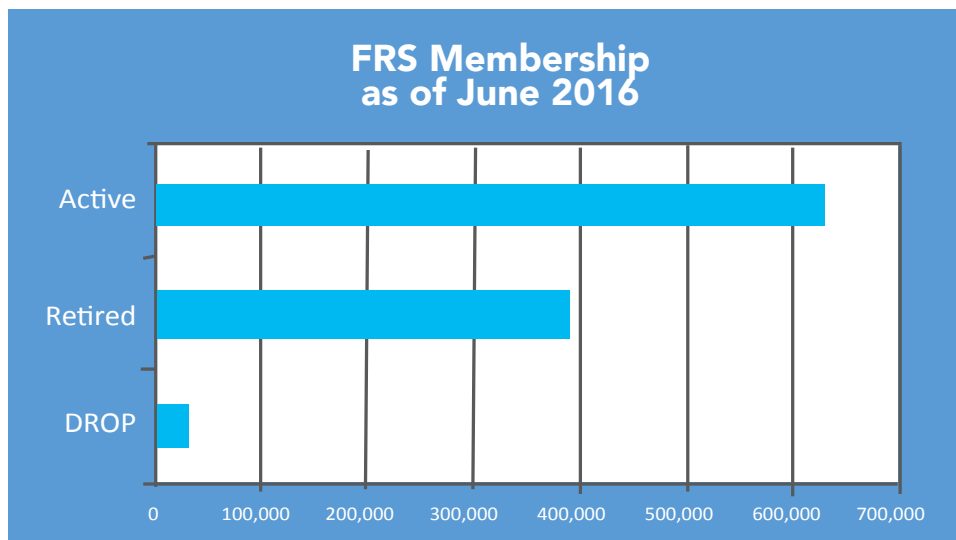
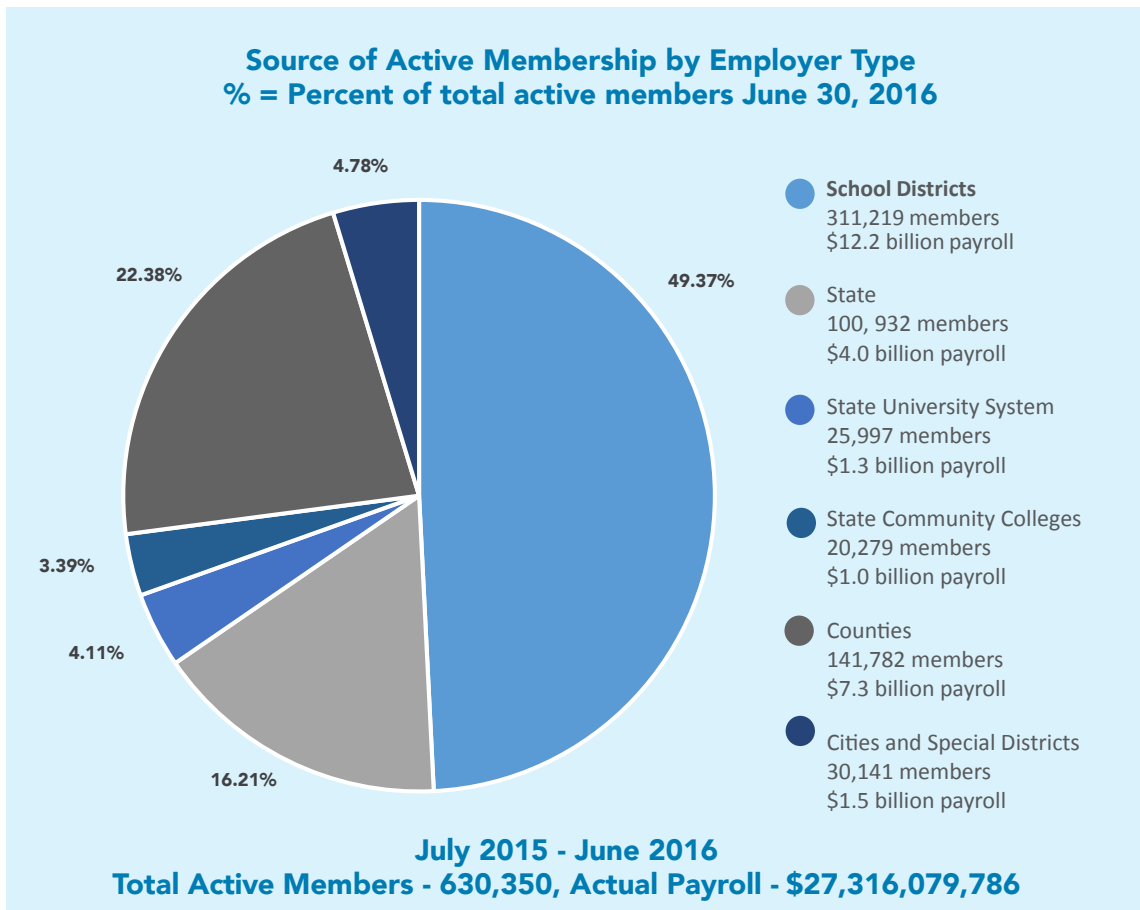
In September 2014, the division centralized its call functions establishing a contact center by using existing funds and employees. This centralized process has allowed the division to better manage all customer calls and other forms of electronic contact, with consolidated resources, to support the retirement needs of its more than one million members and stakeholders. Contact center employees have a broad knowledge base of retirement information which allows the division to provide quality information and services to active and retired members and employers. The division completed implementation within industry standards (18 to 24 months), which includes staffing, training and achieving peer retirement systems benchmarking metrics for contact centers.

## Outcome Measures

The outcome measures of the Division of Retirement reflect its mission to deliver a high-quality, innovative and cost-effective retirement system. The services leading to these outcomes require a focus on quality customer service, cost containment and efficient operations. All of the services provided including: enrolling and providing refunds to members, managing and auditing

employer and employee contributions, safeguarding member records, calculating estimates and final retirement benefits, analyzing and supporting legislation, publishing materials, maintaining a sophisticated and fully automated electronic retirement system, and effectively educating and communicating through a centralized contact center, culminate in successfully providing monthly retirement benefits in excess of \$8.5 billion annually to approximately 400,000 retired members or their beneficiaries.

## Program Statistics



## Insurance Benefits Administration

In accordance with section 110.123, Florida Statutes, the Division of State Group Insurance (DSGI) offers and manages a package of insurance benefits for state employees, which includes a variety of health insurance options, flexible spending and health savings accounts, life insurance, vision insurance, dental insurance, and other supplemental insurance options. Under a Cafeteria Plan, state employees choose benefits on a pretax basis, and retired state employees and surviving spouses choose from the available post-tax benefit plans. Specific administrative functions include, but are not limited to, client relations, enrollment education, program governance, benefit plan analysis, product development and procurement, contract management, compliance, fiscal control and management, and information technology support.

The priorities of DSGI are based upon the initiatives set forth by the Executive Office of the Governor, the Secretary of DMS, legislative mandates and the division, the availability of budgetary authority and product development and procurements.

The primary goal of DSGI is to develop and offer a portfolio of sustainable employee benefit products in a cost-efficient and prudent manner, and to enable eligible members to choose benefit plans that best suit their individual needs. Other initiatives include strategic contracting, improved enrollment and eligibility oversight, and providing tools and resources that help plan participants understand and maximize their benefit options.

In meeting the needs of those retired from the workforce, the department continues to offer health care coverage to retirees at competitive premiums. For those Medicare-eligible, the state offered prescription drug coverage is, on average, expected to pay as much as the standard Medicare prescription drug coverage will pay and is considered creditable coverage.

To achieve the ongoing objective of quality, choice and affordability, while increasing customer satisfaction, DSGI has established performance measures to evaluate its progress. The division measures its satisfaction of various contracted vendors through a self-reporting method to determine the vendors' compliance with contractually required performance standards. For fiscal year 2015-16, the aggregated results equated to a 96 percent compliance rating with a standard of 95 percent. To ensure resources are appropriately allocated in a manner that will produce cost effectiveness and efficiencies in services, the division has a performance standard that measures its administrative cost per insurance enrollee. The approved standard is \$10.27 per insurance enrollee; however, the division provided services for approximately \$7.81 per insurance enrollee for fiscal year 2015-16.

The division plans to continue to operate under current state and federal policies in effect.

DSGI's current Health Maintenance Organization (HMO) contracts expire December 31, 2017 and the division is in the process of procuring HMO benefits and Third Party Administrative (TPA) services effective January 1, 2018.

The current Employee Assistant Program (EAP) services are provided through a new contract with E4 Health effective August 21, 2016.

DSGI contracted with Ernst & Young to provide consulting support services to assist the division with compliance of the reporting requirements of section 6055 and section 6056 of the Internal Revenue Code.

With the implementation of certain aspects of the Patient Protection and Affordable Care Act (PPACA), DSGI has and will continue to work with employee benefit consultants and legal experts to ensure potential impacts of the federal regulations to the State Group Insurance Program are fully vetted and planned for in accordance with applicable state statutes, guidance and directives. The mandates established under PPACA are being implemented in phases between 2011 and 2019. An excise tax known as the "Cadillac Tax" is the next, potentially high-impact PPACA provision slated for 2020.

## DSGI Subscribers Average Enrollment Fiscal Year 2015-16

<b>State Agencies</b>	<b>74,982</b>
Universities	37,514
Benefits Only - Retirees, COBRA, Others	32,978
Central Florida Expressway Authority	55
Florida Board of Bar Examiners	42
Florida Inland Navigation District	5
Florida Legislature	1,399
Justice Administration	8,100
Miami-Dade Expressway Authority	41
State Board of Administration	204
State Courts	3,527
Tri-Rail	102
Volunteer Florida	14
West Coast Inland Navigation District	3
<b>Total</b>	<b>158,966</b>

## Human Resource Management

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

In accordance with paragraphs 20.04(7)(b) and (c) and 20.22(3), Florida Statutes; Chapter 110 (excluding sections 110.1227, 110.1228, 110.123-110.1239, and 110.161), Florida Statutes; sections 112.011-112.046 (excluding section 112.042) and 112.24, Florida Statutes; section 145.19, Florida Statutes; paragraphs 216.251(2)-(3) and 216.262, Florida Statutes; and certain sections within Chapter 447, Florida Statutes, HRM develops and supports a human resource infrastructure for state agencies based on sound human resource policies, practices and strategies. The SPS is the system of personnel administration for authorized Career Service, Selected Exempt Service, and Senior Management Service positions as well as Other Personal Services employment within 31 executive branch agencies, totaling more than 106,000 positions. It is one of the largest primary employment systems in Florida's state government. In addition, as required by Article III, section 14, Florida Constitution, HRM administers the Career Service System within the SPS and represents the Governor as the Chief Labor Negotiator for the SPS. The division negotiates wages, hours and terms and conditions of employment with six labor unions representing 13 collective bargaining units covered by 10 contracts.

The SPS agencies operate under a single set of employment laws, policies and practices and are viewed by the U.S. Department of Labor as a single employer.

### Responsibilities

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

- The division works in partnership with the Chief Labor Negotiator representing the Governor in all SPS collective bargaining activities.
- Provides technical assistance and consultative services on federal laws, Chapter 110, Florida Statutes, human resource rules and other state laws to guide agencies in the proper administration of their human resource programs.
- Establishes and maintains human resource programs addressing position classification, agency reorganizations, salary administration, benefits, attendance and leave, training and career development, discipline, employee performance evaluations, affirmative action, dismissals, layoffs and other related activities to ensure the consistent and efficient administration of human resource services within the SPS agencies.
- Reviews and approves changes to agency human resource programs for legal compliance.
- Develops personnel rules, manuals, guidelines and templates for agency human resource professionals, managers and employees.
- Provides technical assistance and consultative services to the Governor's Office, the Legislature and other state employers on human resource issues.
- Develops and approves business requirements for use in programming the human resource information system (HRIS) and People First in order to process human resource transactions accurately and properly.
- Researches, compiles and analyzes workforce statistical information for use by the Governor's Office, the Legislature, human resource professionals, agency staff, other states and the public.
- Fulfills federal and state mandatory reporting requirements.
- Monitors and analyzes legislative proposals for impact on the SPS.
- Researches and implements best practices, streamlines human resource processes and eliminates inefficiencies in the delivery of services.
- Evaluates, recommends and maintains compensation offerings to sustain the competitiveness of the SPS.
- Provides training and professional development opportunities to agency human resource professionals through workshops.
- Administers other statutory human resource programs, such as the following, that aid in employee retention through support of work/life balance:
  - Employee Telework Program (coordinates offsite work arrangements for state employees);
  - Family Supportive Work Program (establishes personnel policies affecting employees' ability to both work and devote care and attention to their families, i.e., flexible work schedules, job sharing, paid and unpaid family leave, etc.); and
  - State Employee Child Care Program (approves agency plans to provide workplace child care services for state employees).



- Administers the Florida State Employees' Charitable Campaign (FSECC), which serves as the only authorized workplace charitable fundraising drive directed toward state employees, and manages the fiscal agent contract.

## Priorities

Technological changes, shifts in workforce demographics, and economic and global market changes have created and will continue to create evolutions in the workplace. The division must address these changing human resource trends, recognize future workforce needs and be responsive to these challenges by continually assessing and modifying the SPS. The division must also position itself as a leader in implementing strategies that assist agencies in streamlining processes and providing access to current information that allows them to make effective, efficient and lawful human resource-related decisions. The division will research and analyze industry trends, innovations and best practices to support policy initiatives that provide solutions to these challenges and enhance the human resource infrastructure. In addition, to remain competitive, the SPS must increase its efforts to provide employees with processes and information to enhance their effectiveness in providing services to customers and to the people of Florida. To this end, HRM will continue to build a strong human resource system; provide clear policy directives for lawful, efficient, and equitable administration; provide policy guidance for programming the HRIS (currently the People First system); and provide assistance to the Governor's Office, the Legislature, agencies and all other customers.

To determine key priorities and program needs, HRM also receives input from its primary customers, agency human resource officers and practitioners, the Governor's Office and legislative staff. The division conducts an annual customer satisfaction survey for agency human resource officers to provide feedback on HRM's services and to address concerns and make suggestions for improvements. In addition, the division holds monthly meetings with agency human resource officers to discuss issues and policy initiatives. To address identified concerns and other factors impacting human resources, HRM identified the following priorities for the next five years (subject to the availability of sufficient resources):

1. Enterprise-wide Performance and Talent Management Improvement Initiative Phase II – Phase I of the Performance and Talent Management Initiative was completed with the roll-out of the performance management platform and the SMART (specific, measurable, achievable, relevant, and time-bound) methodology. Effective January 1, 2014, state agencies moved from administering employee performance evaluations using different practices, procedures, forms and methodologies to adopting a standard performance evaluation. Additionally, because the annual evaluation period begins on July 1, all SPS agency evaluation periods now correlate with the state fiscal year (from July 1 to June 30). Each employee is now assigned clear objectives based on identifiable metrics upon which progress can be tracked. These expectations directly align with the mission of each agency and further align with the priorities of the Governor. The first full 12-month cycle of the performance management platform and methodology was completed on June 30, 2015.

In October 2015, HRM conducted a survey of all SPS supervisors and 16,000 randomly selected employees, with the intent of determining the effectiveness of the SMART methodology and the implementation of the new process. HRM and the Performance and Talent Management Advisory Group analyzed survey results and held a workshop to discuss the findings and performance management going forward.

Several potential steps were identified that would serve to enhance the current Performance Management process and the SMART expectation methodology. An initial effort involved utilizing the Performance and Talent Management Community of Interest in crafting sample performance expectations that include soft skills such as customer service, teamwork and work quality into existing job essential expectations. In addition, HRM provided three informational documents that were prepared as tools to assist supervisors in completing performance evaluations and developing or revising performance expectations for next year's ratings. The documents were prepared based upon input received from the 2015 SMART Expectations Survey, from the Performance Management Advisory Group, and from the Performance Management Community of Interest.

The information obtained from these efforts support the need for Phase II of this initiative which will focus on further improvements to performance management. Phase II will look at the sustainability of the Performance and Talent Management Improvement Initiative by focusing on some of the more comprehensive areas of talent management. Several topics that are keystones to a successful talent management process include the following:

- Recruitment and selection: associating the correct knowledge, skills and abilities needed for positions to effectively recruit and select candidates who will be successful in their positions.
- On-boarding: briefing employees on hiring, compliance, and other benefits information and providing information on the agency's culture, values and beliefs.
- Career development: preparing employees to move into critical positions or areas of more responsibility.
- Workforce planning: identifying key positions within the agency that are critical for agency success and preparing employees to fill such positions.

2. Employment of Individuals with Disabilities Initiative - Passage of the Americans with Disabilities Act enabled more individuals with disabilities to join the workforce than ever before. Nevertheless, a United States Bureau of Labor Statistics report<sup>1</sup> released June 16, 2015, reflects that in 2014, 17.1 percent of persons with a disability were employed. In contrast, the employment population ratio for those without a disability was 64.6 percent.

The Employer Assistance and Resource Network (EARN) reports that employment is not just a source of income, for many Americans it is what they do and who they are as individuals. For individuals with disabilities, employment can be an avenue for engaging in meaningful social relations, for expressing skills, and serves as a critical component of community integration.

With the enactment of Chapter 2016-3, Laws of Florida, Florida now joins the federal government and a number of state governments and municipalities to launch initiatives in recent years aimed at improving the quality of life, and integration of people with disabilities in the workforce. Section 4 of the law expands the state's equal employment opportunity policy to include individuals with disabilities.

Specifically, section 110.112, Florida Statutes, is amended to require each executive agency to establish annual goals in its affirmative action plan for individuals with disabilities in addition to goals for women and minorities. Agencies must develop a specific plan that addresses how to promote employment opportunities for individuals with disabilities by January 1, 2017. Each agency is also required to annually report to DMS their progress toward increasing employment among the three identified groups.

Additionally, the law provides opportunities for DMS to work with sister agencies to do the following:

- Development and implementation of certain programs geared toward individuals with disabilities;
  - Assisting agencies with the implementation of agency-specific plans;
  - Identification and implementation of strategies for retaining employees who have a disability;
  - Development of training programs for human resource professionals and hiring managers;
  - Development of a rule relating to forms that provide for the voluntary self-identification of individuals with disabilities; and
  - Collecting and reporting of data relating to executive agencies' hiring practices for individuals with disabilities.
3. Chapter 60L Rule Revisions to the Florida Administrative Code (F.A.C.) — The division recommends a rewrite of the below referenced chapters in an effort to bring increased efficiencies, clarity and uniformity in the administration of human resources within the SPS.
    - Chapter 60L-29, F.A.C., Definitions:
      - Clarify definitions for the Fair Labor Standards Act "FLSA" and Family and Medical Leave Act "FMLA"
      - Identify agencies included in the SPS
    - Chapter 60L-31, F.A.C., Sexual Harassment Classification Plan; Chapter 60L-32, F.A.C., Compensation and Benefits; and Chapter 60L-33, F.A.C., Appointments and Status:
      - Clarify application of rule to career service
      - Memorialize calculation for hourly rate of pay
      - Provide flexibility in applying pay additives
      - Clarify provisions related to Other Personal Services (OPS)
    - Chapter 60L-40, F.A.C., Equal Employment Opportunity, Harassment and Affirmative Action:
      - Clarify definitions of "harassment"
      - Explain the equal employment opportunity policy and protections
      - Incorporate language regarding employment of "people with disabilities"
      - Explain agency responsibilities
      - Modify components of Affirmative Action (AA) plans

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<sup>1</sup>The United States Department of Labor, Bureau of Labor Statistics, Economic News Release, issued June 16, 2015, "Persons with a Disability: Labor Force Characteristics Summary -- 2014," <http://www.bls.gov/news.release/disabl.nr0.htm>.

**4. People First Contract Implementation** – Section 110.116, Florida Statutes, requires DMS to establish and maintain an HRIS. This system, known as People First, also includes an enterprise suite of human resource services for all authorized and established positions in state service. The department is permitted to contract with a vendor, and a new People First contract was signed with NGA, Inc. effective August 21, 2016. HRM participated in the evaluation of the responses to the Invitation to Negotiate and participated in the negotiation phase of selecting the contract vendor. As part of the new contract, the talent management suite of software services, which includes recruitment and performance management modules, including onboarding and a learning management system, are being added to the system as part of the new contract. HRM will work on the transition and implementation of the new modules included in the People First contract by providing subject matter expertise to the People First team.

**Outcome Measure – Customer Satisfaction**

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

**HRM ANNUAL CUSTOMER SATISFACTION SURVEY RESULTS**

	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16
<b>Overall Customer Satisfaction *</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Clear Communication</b>	100%	100%	100%	100%	100%
<b>Courteousness</b>	100%	100%	100%	100%	100%
<b>Helpfulness</b>	100%	100%	100%	100%	100%
<b>Listening Skills</b>	100%	100%	100%	100%	100%
<b>Staff Availability</b>	97%	100%	100%	100%	100%
<b>Accuracy</b>	97%	97%	100%	97%	100%
<b>Consistency</b>	97%	94%	100%	93%	93%
<b>Easy to Understand</b>	100%	97%	100%	97%	97%
<b>Timeliness</b>	100%	100%	100%	100%	100%
<b>Usefulness</b>	97%	97%	100%	93%	93%

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

## People First

People First is the State of Florida's self-service, secure, web-based Human Resource Information System (HRIS) that includes a suite of human resource services. The objectives of this human resource system are to provide the state with an employee and manager self-service online tool, to more effectively and efficiently provide services by streamlining and standardizing human resource transactional processes, and to reduce the cost of government. The system streamlines and automates many of the state's human resource functions and promotes paperless work processes (e.g. timesheet submission, benefits transactions, performance evaluations and direct deposit).

Prior to the implementation of People First, the state's HRIS was built on a 20-year old legacy system called COPES (Cooperative Personnel Employment System). The system was used by state human resource professionals only and did not allow for employee or manager self-service or 24 hour web access. Today, People First is used not only by human resource professionals, but also by employees, managers, job applicants, retirees and benefits participants, all of whom have access to their own personnel information at any time through employee or manager self-service or by calling the service center. The following table shows users' capabilities with the system:

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

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

The People First system is comprised of appointments and status, attendance and leave, benefits administration, classification and organizational management, payroll preparation, performance management, recruitment, reporting, and includes an external data warehouse component. In July 2010, the system was successfully upgraded to SAP version ECC 6.0 HCM on Net Weaver 7.0. The system utilizes three-tiered architecture (web, application, and database), and 3.85 terabytes of data are maintained in an Oracle 11.2.0.3.0 database, which extracts data to an Oracle data warehouse nightly. The system has an integrated recruiting and performance management solution—a Success Factor's Talent Management product. The recruitment module enables state agencies to post job advertisements online and allows job applicants to search and apply for positions and maintain their applications online. The performance management module enables managers to set expectations, track employee progress and evaluate employees, all online.

In addition, the service provider subcontracts with other companies to supplement the SAP platform and Oracle database that make up the foundation of the People First system: Chard Snyder manages flexible spending account processing; and Xerox Corporation provides mail room, printing, forms, imaging and document management services.

The service provider is also required to maintain service centers to effectively meet customer needs. Human resource specialists or service center employees at the People First Service Center provide navigational and transactional assistance, and issue resolution and perform other specific duties that state agency human resource offices and DMS used to handle the following: benefits enrollment, refunds, reinstatements, job postings and performance evaluation assistance. See the depiction below for the various stakeholders that make up the People First initiative.

# State of Florida Human Resource System and Services



The People First system has been built to support six different personnel systems (Justice Administrative Commission, Legislature, Florida Lottery, State Courts System, SPS and the State University System of Florida), and each personnel system has its own set of business rules that have been coded in the system. The system supports four pay cycles, seventeen collective bargaining units, and eight work schedule variations. To date, the service provider has performed a significant number of customizations to the system platform (back-end solution) and web application servers (front-end solution), and more than 600 special interfaces have been built to exchange data between the People First system and external systems (e.g., Department of Financial Services, university personnel systems, insurance carriers).

## Whom We Serve

People First supports more than 224,000 users. The group includes all 33 state agencies, all 12 state universities, all State of Florida retirees who have elected to continue with pretax health insurance benefits, and other users. It is important to point out that these customers use the People First system differently, so the system has incorporated additional customization and special interfaces in order to capture and exchange data between various systems. Other People First system customers include job applicants who search and apply for state positions and maintain their applications online. Job applicants do not have to be state employees, and they are not required to log in to the People First system to view or apply for a job. Since May 2003, more than 194,000 State of Florida positions have been posted in People First, and more than 13 million employment applications have been submitted (see below).

## Recruitment Center Metrics

	2003 – June 2010	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Total
Jobs Posted	102,525	12,371	13,057	15,007	15,259	17,299	19,446	194,964
Total Views	79,127,165	13,281,279	14,207,407	17,447,331	18,906,513	18,903,108	20,940,490	182,813,293
Application Submissions	7,212,215	916,322	1,068,365	1,099,385	1,193,153	1,133,588	1,042,688	13,665,716

## Our Role

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

- Contract Management** – Monitors the service provider’s compliance with state and federal policies, procedures, statutes and rules and with compliance with contract performance requirements. Additional contract management responsibilities include monitoring the service provider’s subcontractors’ compliance with the contract, all aspects of adequately securing State of Florida production data, the day-to-day functionality of the system, and the operations of the service centers. The team researches best practices, analyzes trends, defines strengths and weaknesses of the current contract and proactively plans for the future procurement process, which includes solicitation development, vendor selection, and contract negotiations.
- Project Management** – Oversees the State of Florida’s HRIS by identifying customer needs, developing requirements for system and data warehouse development, coordinating user acceptance testing, delivering communication documents and training materials and monitoring production implementation. The team serves as the liaison between the vendor and the state and communicates the state’s system design needs in order to accomplish the following:
  - Prepare accurate and timely payroll to more than 115,000 employees.
  - Administer state-approved benefits to more than 224,000 participants.
  - Oversee the annual open enrollment process.
  - Provide accurate and timely data warehouse information to 33 state agencies.
  - Correct People First system and data warehouse deficiencies.
  - Change system functionality based on state policy revisions and union agreements.
  - Implement legislatively mandated system changes.
  - Deliver contractually required enhancements to the system and data warehouse.
- Agency Support** – Provides customer support and delivers services in a prompt, friendly manner. Agency support responsibilities include coordinating public records requests, handling recurring report requests for various customers, coordinating mass data loads into the system, managing agency reorganizations and providing support to agency report writers and technical assistance on web portal reports. Since July 2006, the team coordinated 1,500 mass loads for state agencies, and since January 2009, the unit has produced 5,189 reports and responded to 691 public records requests.

## Measuring Customer Satisfaction

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

The annual DMS People First Customer Satisfaction Survey is administrated in March and provides valuable information on customers’ overall experiences with People First. The results are analyzed and subsequently discussed with the service provider to formulate an action plan that addresses issues and implements improvements. Results from the March 2016 survey demonstrates that 78 percent of respondents are satisfied with the overall performance of People First.

## Trends

The customer satisfaction survey tool provides an excellent way to monitor positive progress, but the department also uses another barometer to gauge progress and improvements in a maturing system: customer calls to the service center. A customer will call to receive assistance in such areas as resetting a password, navigating the People First system and enrolling in benefits. The number of calls to the service center in fiscal year 2015-16 was 59 percent less than the number of calls in 2005 (see the following chart), a result of the many system enhancements and service center improvements over the past few years.

## Service Center Calls

	*FY 05/06-12/13	FY 13/14	FY 14/15	FY 15/16	% change from FY 05/06 –FY 15/16	FY 05/06–FY 15/16
Benefits	1,909,257	296,334	294,246	298,853	-5%	2,798,690
HR**	2,031,899	27,187	25,713	25,756	-95%	2,110,555
Payroll	607,125	35,740	39,520	40,125	-63%	722,510
Recruitment	589,911	60,401	59,161	54,265	-43%	763,738
Total	5,138,192	419,662	418,640	418,999	-59%	6,395,493

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

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

## Our Priorities

The DMS People First Team determined that effective planning, contract management, project management and business requirements development are the primary drivers for continual improvement, increased customer satisfaction and proper preparations for the next contract cycle. The priorities for the next five years are as follows:

- 1. Oversee next generation People First** — Monitor contract to ensure all deliverables are received and service center improvements are implemented. This includes 29 deliverables (23 existing and 6 new). Under this new contract if the vendor does not deliver by the due date, the state will receive a credit between \$10,000-\$25,000. Service center improvements include the following: Spanish speaking HR specialist during Open Enrollment, quality assurance director and rigorous quality assurance program, specialized HR specialist teams for retirees, state university HR staff, and others, redesigned and more efficient Interactive Voice Response (IVR) system, email inquiry box to supplement IVR calls, web-chat, and online document submission to supplement faxes.
- 2. Manage the Implementation of Major System Projects** — Over the next five years, the service provider will provide the following new system enhancements: new applicant and recruitment site, new performance management module, portal upgrade, new business objects reporting tool, new onboarding functionality, and new comprehensive learning management system.

## Division of Telecommunications

The Department of Management Services' Division of Telecommunications (DivTel) provides telecommunications services to support state agencies and other public entities serving the citizens of Florida. Chapter 282, Florida Statutes, provides a framework of the primary responsibilities of DivTel as a state telecommunications service provider. Such responsibilities focus on the following aspects:

- Identifying and facilitating interdepartmental networking and integration of network services for its customers.
- Assisting customers in testing and evaluating new and emerging technologies used to meet the needs of the state.
- Contracting with customers to provide any combination of services necessary for agencies to fulfill their responsibilities and serve their clients.
- Designing and implementing advanced, bundled telecommunications services to meet and support the needs of state agencies.
- Adopting technical standards for the state telecommunications network to ensure the interconnectivity of computer networks and information systems of state agencies.
- Maintaining oversight of the Florida E911 Board, the administration of the E911 fee and the creation and maintenance of the E911 State Plan for Florida.
- Managing the Statewide Law Enforcement Radio System (SLERS).
- Managing the interoperability network, including the Florida Interoperability Network (FIN) and mutual aid channels.
- Creating and maintaining the Florida 700 MHz Public Safety State Channel Plan, the Florida 700 MHz Public Safety Interoperability Channel Plan, the Law Enforcement Communications Plan, the Emergency Medical Services (EMS) Communications Plan and the Region 9 (800 MHz) Plan for Public Safety Radio Communications.
- Cooperating with federal, state and local emergency management agencies to provide emergency communications services.
- Establishing technical standards to physically interface with the SUNCOM Network and establishing standards, policies and procedures to access the SUNCOM Network.
- Providing better customer service by supplying tools that allow customers greater flexibility and faster access in rapidly adapting to changing requirements.

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

Section 282.709, Florida Statutes, establishes DivTel's responsibilities for planning, designing and managing SLERS and establishing an interoperability network.

Section 282.7101, Florida Statutes, authorizes and directs the agency to develop and maintain a statewide system of regional law enforcement communications.

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

The division implements and continually updates a reliable statewide emergency E911 number plan for enhanced statewide E911 services. E911 provides citizens with fast, direct access to public safety agencies when they dial 911. This plan reduces the response time to situations requiring law enforcement, fire, medical, rescue and other emergency services under the Florida Emergency Communications Number E911 State Plan Act (section 365.171, Florida Statutes). The division also provides oversight and administration for the E911 Board under section 365.172, Florida Statutes.

The Division of Telecommunication's strategic planning adapts to constantly changing technologies and the needs of its customers. The division's planning also ensures that public safety communications systems adequately protect Florida's citizens. As a telecommunications service provider for its customers, DivTel's priorities ensure access to the most efficient, cost-effective and secure telecommunications systems and services available to State of Florida entities. The DivTel mission focuses on providing technical expertise for the telecommunications management services by

- Coordinating volume purchasing and establishing contracts with vendors at reduced rates for its customers;
- Continually analyzing systems, equipment and technological trends to leverage appropriate implementation of changing industry offerings to meet customer requirements;



- Adopting standards and policies for enterprise-wide interconnectivity and shared use among all customers; and
- Establishing enterprise wide service contracts with standardized ordering and billing.

In the area of public safety, DivTel's responsibilities include responding to state, federal, and local agency requirements to coordinate public safety radio frequencies; providing interoperable radio communications; and supporting emergency 911 communications. The division provides assistance in the preparation of radio frequency coordination forms, Federal Communications Commission license applications and Federal Aviation Administration registration for tower clearance. The division, in accordance with section 282.7101 and 401.024, Florida Statutes, ensures that no law enforcement communications system or emergency medical services communications system respectively is established or expanded without appropriate departmental oversight. Section 401.015, Florida Statutes, assigns DivTel the responsibility of developing and overseeing the statewide system of regional emergency medical communications services.

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

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

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

An ITN was released in June 2014 to procure MyFloridaNet2 (MFN-2), the next generation of the network. Pending the outcome of litigation of the bid protest, migration to MFN-2 should begin in early 2017. MFN-2 will continue to provide the same telecommunication services but with additional security features, increased bandwidths, and stricter performance requirements.

**Public Safety and Radio Interoperability** – The Division of Telecommunications successfully joined in a unique public-private partnership to complete the Statewide Law Enforcement Radio System (SLERS), a shared 800 MHz radio communications system used by public safety agencies at both the state and local levels. The Statewide Law Enforcement Radio System provides an enterprise solution for communications to more than 7,500 law enforcement officers across 21 state agencies and 41 federal and local jurisdictions with more than 20,500 mobile and handheld radios that provide communications for officers on the ground and in patrol cars, boats, motorcycles and aircraft. Under the provision of SLERS, the state achieves effective interagency communications and coordinated communications with local public safety entities without frequency congestion. The division will continue to maintain SLERS to meet the public safety communications requirements of state and local governments. The division is planning for the next generation of SLERS to migrate to P25, Phase II technology. This upgrade will transform SLERS to a standards-based technology, which creates greater opportunities for interoperable communications with other agencies at national, state and local levels.

In addition, as delegated manager of the Florida Interoperability Network and Mutual Aid Build-out projects, DivTel will continue to manage projects that enable communication among emergency personnel on disparate radio systems and frequencies. Through administration of federal domestic security grants, DivTel facilitated the implementation of network connections between Florida dispatch centers and an interoperability tool used to connect users on any given radio system to any other radio system. Access to the interoperability tool was enhanced by the build-out of eight mutual aid channels throughout the state. The mutual aid build-out substantially increased coverage areas for emergency situations, ensuring that Florida's emergency responders will have radio communications capabilities regardless of their location.

This capability is in addition to the two 800 MHz mutual aid channels already provided by SLERS.

The Division of Telecommunications is responsible for managing the 700 MHz interoperability channels and fulfilling the Federal Communications Commission's expectation for administering these channels. These channels are recognized nationwide and enable communications for mutual aid response using 700 MHz radio equipment.

Planning and preparations are underway to build a national mobile broadband public safety network to provide national interoperability and next generation public safety communications. The Division of Telecommunications is participating, in conjunction with federal, state and local government stakeholders, in the planning and development of this public safety telecommunications requirements.

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

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

- **Joint Task Force on State Agency Law Enforcement Communications** – The Joint Task Force, established in section 282.709, Florida Statutes, advises DivTel on member-agency needs for planning, designing and establishing a statewide radio communications system. This system serves law enforcement units of state agencies and local public safety agencies through a mutual aid channel or as third-party subscribers.
- **Intergovernmental Radio Communications Program Policy** – In accordance with subsection 318.21(9), Florida Statutes, the division has oversight and administration of this policy for each county in Florida.
- **Florida Law Enforcement Communications Plan** – The Division of Telecommunications maintains this plan in conjunction with its responsibility to provide a statewide system of regional law enforcement communications under section 282.7101, Florida Statutes.
- **Florida Region-9 Plan for Public Safety Radio Communications (800MHz)** – The Division of Telecommunications coordinates and maintains this plan based on the frequency allocation responsibility delegated in paragraph 282.7101(2)(c), Florida Statutes.
- **700 MHz Public Safety Interoperability Channel Plan** – In accordance with Chapters 252, 282, 318, 395 and 401, Florida Statutes, DivTel has oversight of the administration, technical standards and operational policies for the 700MHz “interoperable-use” spectrum within Florida.
- **700 MHz Public Safety State Channel Plan** – In accordance with Chapters 252, 282, 395 and 401 Florida Statutes, DivTel has oversight of the administration, technical standards and operational policies for the 700MHz “state-use” spectrum within Florida.
- **E911 Board** – The Division of Telecommunications oversees the E911 Board, which was established under subsections 365.172(5) to administer with oversight by the office. Florida Statutes 365.172(8) and (9) imposes administration of the E911 fee (wireless, non-wireless and wireless prepaid). This board distributes funds to counties and wireless service providers to improve public health, safety and welfare through the development of county E911 systems that provide emergency telephone assistance and rapid emergency response. The board submits an annual report to the Governor and the Legislature.
- **Communications Number E911 State Plan Act** – In conjunction with its responsibility for the coordination of E911 systems statewide as delegated in section 365.171, Florida Statutes, DivTel maintains responsibility for implementing and continually updating this cohesive statewide emergency number E911 plan for the State of Florida.
- **Emergency Support Functions 2 – Communications Emergency Recovery Plan** – The Division of Telecommunications annually reviews and updates this communications plan prior to hurricane season to provide emergency preparedness support for state and local agencies.
- **Emergency Medical Services (EMS) Communications Plan** – Under section 401.015, Florida Statutes, DivTel maintains this plan to establish and regulate EMS radio communications for licensed EMS agencies and hospital emergency departments.
- **SUNCOM Portfolio of Services** – As mandated in subsection 282.702(1), Florida Statutes, DivTel electronically publishes a description of available services, policies and procedures that is available through DMS' website.

## Division of Real Estate Development and Management (REDM)

Department of Management Services' Division of Real Estate Development and Management (REDM) is authorized in section 20.22, Florida Statutes, to oversee the construction of public buildings and the operation and maintenance of the Florida Facilities Pool (FFP) and other facilities and the administration of public and private leasing which includes parking services.

The applicable statutes which establishes and outlines the responsibilities of the Facilities Program are found in Chapters 215, 216, 255, 272, 281, 288 and 489, Florida Statutes. These statutes provide administrative rule responsibilities related to state workspace development and management.

Under Chapter 215, Florida Statutes, the Architects Incidental Trust Fund is established to provide funding for the operation of facility development activities by DMS. The department is authorized to levy and assess funds to cover cost of administrative services accrued by DMS while managing and overseeing the state's fixed capital outlay projects.

Chapter 216, Florida Statutes, defines requirements for DMS to maintain an inventory of state facilities, including their usage, condition and maintenance needs. The annual submission of the State Facilities Inventory Report to the Legislature and Governor identifies the state's building needs and, in conjunction with the Department of Environmental Protection, includes a list of state-owned real property and facilities recommended for disposition. The department advises with state agencies, the Executive Office of the Governor and the Florida Legislature on the planning and budgeting of fixed capital outlay projects, as well as the costs of occupied facilities maintained by state agencies and the judicial branch. Often, DMS staff is requested to provide recommendations on matters related to new construction and the associated costs of maintaining the public's real estate assets.

Chapter 255, Florida Statutes, defines requirements for how publicly owned buildings are developed, operated and maintained, including statewide rule-related authority for DMS. Sections 255.501 through 255.525, Florida Statutes, comprise the Building and Facilities Act, which relates specifically to the creation and management of the Florida Facilities Pool. The Building and Facilities Act establishes authority for DMS to manage the allocation of construction appropriations, project management oversight, building maintenance and leasing and long-range strategic planning to address the state's future workspace needs. Chapter 255, Florida Statutes, also authorizes DMS as the entity responsible for the operation and maintenance of state-owned structures, it defines energy conservation and building sustainability implementation and directs DMS to develop and maintain a state energy management plan. Under Chapter 255, DMS develops and implements a master leasing report to forecast space needs for all state agencies and identifies opportunities for cost reduction through consolidation, relocation, and reconfiguration making recommendations for the construction or acquisition of state-owned buildings.

Chapter 272, Florida Statutes, authorizes DMS to manage the Capitol Center, which includes the Capitol Complex and requires the development of a long-range plan by assessing the workspace needs of the various agencies. It requires that the Capitol Center be well-maintained and efficiently operated in order to serve the needs of the public, the bond requirements and the tenant agencies. DMS is also required to maintain the Governor's Mansion and grounds.

Chapter 281, Florida Statutes, requires maintaining fire safety and security services at DMS managed buildings. This includes training employees and enforcing traffic and parking regulations through an annual transfer of funds from the Supervision Trust Fund managed by Florida Department of Law Enforcement, Capitol Police.

Chapter 288, Florida Statutes, authorizes DMS to request interest-bearing revenue certificates for the construction of state buildings and is permitted to promote state building projects, financed as provided by law, in communities where state buildings are needed.

Chapter 489, Florida Statutes, requires DMS to provide technical assistance to state agencies in the development of energy-related performance contracts. This includes reviewing agencies' investment grade audits and ongoing measurement and verification reports.

## Primary Responsibilities

### Building Construction

- Oversee the repair and renovation of state-owned facilities.
- Manage fixed capital outlay funds appropriated by the Florida Legislature.
- Act as construction managers for agencies through client-agency agreements.

### Operations and Maintenance

- Manage the FFP and other building systems, equipment and services, including the grounds.
- Oversee energy management and performance contracting.
- Perform electrical repairs, fire and life safety monitoring, and control and environmental services.
- Ensure compliance with Americans with Disabilities Act (ADA).

### Lease Administration

- Maximize occupancy in the FFP.
- Ensure private and government leases are in the best interest of the state.
- Manage tenant improvement funds appropriated by the Florida Legislature.
- Administer the tenant broker contract, which provides expert real estate transaction, portfolio management and strategic planning services to individual agencies.
- Manage parking services for the FFP.

### Strategic Planning

- Initiate and monitor data collection and integrity for the division.
- Administer the Florida State-Owned Lands and Records Information System (FL-SOLARIS).
- Submit DMS FFP facility data annually to the facilities portion of FL-SOLARIS.
- Provide viable recommendations for strategies to maximize the utilization of state-owned and state-leased space.
- Compile data and draft annual and legislatively required reports.
- Work to document and improve business processes.

### Business Support

- Administration of the fixed capital outlay and operating budget.
- Contract administration and management.
- Purchasing and procurement services.
- Develop, monitor and report the division's Key Performance Indicators.

### Funding

The Facilities Program's primary funding is the Supervision Trust Fund and the Architects Incidental Trust Fund. Some of the FFP buildings are bond financed. Agency rental fees paid into the Supervision Trust Fund support all revenue-producing buildings. These funds are obligated to the debt service of the bonds and, as required by the respective bond resolutions, to maintain the public's real estate property investments. To support the cost of managing fixed capital outlay and appropriated projects, agencies pay a service fee into the Architects Incidental Trust Fund. As directed by statute, these two trust funds enable DMS to manage the public's real property assets efficiently.

For fiscal year 2016-17, the Facilities Program received funding from several sources. Those sources and the percentage of funding are as follows:

- Supervision Trust Fund (53.76 percent)
- Architects Incidental Trust Fund (0.78 percent)
- Operating Trust Fund (0.28 percent)
- FFP Clearing Trust Fund (22.95 percent)
- General Revenue (22.23 percent)

## Responsibilities

The division's responsibilities include directives set forth by the Governor, the DMS Secretary and the Florida Legislature. On an ongoing basis, REDM staff solicit input from state agency customers about their needs and priorities for services and facilities.

Legislative directives from the 2016 session that influence the Facilities Program's responsibilities include the following:

- **Reducing the cost of private leased space by renegotiating or re-procuring all private leases expiring before June 2019.** As directed by 2016-62, Laws of Florida, DMS will work with the state's tenant brokers and partner agencies to seek to renegotiate or re-procure all private leases expiring between July 1, 2017, and June 30, 2019, in order to achieve a reduction in costs. DMS will incorporate this initiative into its 2016 Master Leasing Report and will provide a report on November 1, 2016, to the Executive Office of the Governor, the President of the Senate and the Speaker of the House of Representatives listing each lease contract for private office or storage space, the status of renegotiations and the savings achieved. This directive is a continuation of the ongoing effort to re-procure and renegotiate private leases with the goal of achieving a reduction in future year lease costs.

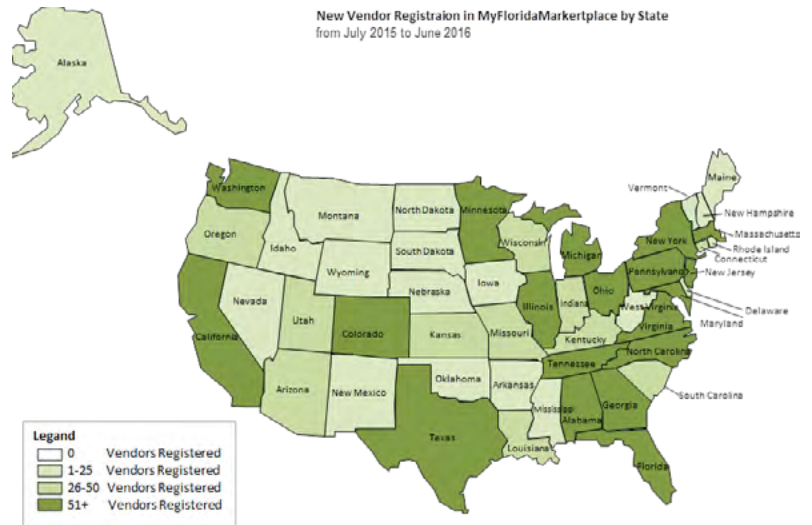
The REDM will continue to address its ongoing responsibilities by fulfilling the requirements of the FFP bond covenants and resolutions and by focusing on providing cost-effective, accessible, clean and safe work environments for our customers. In addition, the Facilities Program has identified the following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

- **Aging Infrastructure Study**  
The Department of Management Services is partnering with a tenant broker to perform a study of state buildings in Leon County in order to make recommendations on the current and future utilizations of these buildings. Recommendations of the study will include future capital expenses; current private-lease costs; future private-lease needs and estimated costs; and construction, tenant improvements, move and swing space costs. The study will also identify any portfolio-wide asset or management strategies that will lower overall costs from the state's perspective, specifically with respect to real estate portfolio management. The study will be submitted to the Governor, President of the Senate and Speaker of the House of Representatives by February 1, 2017.
- **Managing backlog of deferred maintenance.** In fiscal year 2015-16, approximately \$294 million in inventory was identified as deficiency correction projects after a survey of FFP facilities and after the ratification of new federal ADA standards in fiscal year 2012-13. In fiscal year 2015-16, \$26.5 million was appropriated to address these building deficiencies: general projects \$22.8 million; priority ADA projects \$2.7 million; and life-safety projects \$971,300. With the fiscal year 2016-17 appropriation of \$43.3 million, DMS will continue to address and reduce deficiencies: general projects \$36.9 million; priority ADA projects \$4.7 million; and life-safety projects \$1.6 million. The division will continue to address building deficiencies and ADA compliance projects to provide safe and accessible work environments.
- **Overseeing and efficiently managing the day-to-day operations of the FFP.** DMS manages daily operations of the FFP to fulfill bond covenants and sustain building service and efficiency. Maintaining building performance requires both short- and long-range planning, including continual efforts to improve sustainability and energy efficiency.
- **Managing energy consumption.** The division's focus on energy conservation through commissioning information to make data-driven energy decisions has reduced utility expenditures and has allowed the department to reduce its annual energy budget by more than \$4 million since fiscal year 2013-14. While DMS identified a slight up-tick in energy costs in fiscal year 2015-16, the department was able to achieve an overall reduction in energy consumption and will continue to identify additional opportunities to reduce consumption going forward.
- **Increasing FFP occupancy.** In an effort to increase FFP occupancy, DMS continually reassesses portfolio opportunities and identifies FFP space for reconfiguration based on the amount of vacant space, the opportunity for revenue generation and potential private lease cost savings. Such reconfiguration allows DMS to better utilize owned space and to backfill vacant space with state agencies that are relocating from more expensive private leased office space. This results in reduced office space expenditures for the tenant agencies, increased rentable space and income to the division through the occupancy of otherwise vacant space. As of June 30, 2016, the FFP has a 96.58 percent occupancy rate.

## Division of State Purchasing

Florida’s purchasing power allows the Division of State Purchasing to deliver the best value in goods and services for state agencies and local governments. The division strives to develop and implement sound procurement practices throughout the state and is dedicated to building strong relationships with all state agencies, local governments and vendors. Applicable statutes related to State Purchasing are found in Chapters 112, 283, and 287, as well as Sections 119.07, 120.57, 413.031, 413.036, 413.037, 812.081, and 946.515, Florida Statutes. The division promotes fair and open competition in the state’s procurement process and provides professional leadership and guidance in understanding and using the best resources available. It solicits supply sources and pricing schedules and implements contracts for the acquisition of commodities and services. In addition, State Purchasing promotes efficiency, economy, and conservation of energy through vehicles, natural gas, fuel oil, virgin paper, recycled products and other climate friendly contracting efforts. Aggregating spending on products and services allows the state to better negotiate contracts with suppliers based on economies of scale. As a result, buyers benefit from increased competition among the state’s vendors. To assist the Governor in the achievement of building economic opportunity, State Purchasing will continue to provide outreach and registration for vendors to broaden contracting opportunities to a more diverse vendor population. State Purchasing will continue to encourage vendor participation with other state agencies, universities, cities and counties.

In pursuit of these goals, the division currently manages 68 contracts, 42 state term contracts (STC), 26 alternate contract source (ACS) agreements, and 20 insurance policies, representing an estimated \$1.5 billion dollars in annual sales.



## Public Procurement Professional Development and Certification

State Purchasing works to develop and implement sound procurement practices in accordance with executive policy and legislative mandates. It provides professional leadership and guidance in establishing and using purchasing and contracting best practices. To support this leadership and guidance, State Purchasing manages a Public Procurement Professional Development and Certification Program for state purchasing professionals.

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

- **Florida Certified Contract Manager (FCCM)** – Effective Dec. 1, 2014, Subsection 287.057(14), Florida Statutes, requires any contract or grant managers handling contracts in excess of \$100,000 annually to complete professional development courses to become a Florida Certified Contract Manager (FCCM).

<b>State Agency Employees Certified as FCCM</b>	<b>2,586</b>
<b>State Agency Employees Requiring Certification as FCCM</b>	<b>3,187</b>

- **Florida Certified Contract Negotiator (FCCN)** – Subsection 287.057(16), Florida Statutes, requires that when the value of a contract is in excess of \$1 million in any fiscal year, at least one of the persons conducting negotiations must be certified as a contract negotiator.

<b>State Agency Employees Certified as FCCN</b>	<b>174</b>
<b>State Agency Employees Requesting Certification as FCCN</b>	<b>288</b>

- **Project Management Professional® (PMP®)** – Subsection 287.057(16), Florida Statutes, requires that if the value of a

contract is in excess of \$10 million in any fiscal year, at least one of the persons conducting negotiations must be a Project Management Professional® as certified by the Project Management Institute®. The current number of agency employees who require this certification is pending a review of administrative rule changes proposed by the Agency for State Technology. A revised needs assessment survey will be conducted during fiscal year 2016-17; as of August 2016, the current needs assessment is 208 agency employees.

<b>State Agency Employees Certified as PMP</b>	<b>194</b>
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Over the course of fiscal years 2015-18, the division is scheduled to offer the following:

COURSE OFFERINGS			FY 2016-17		FY 2017-18 (Estimated)		FY 2018-19 (Estimated)		FY 2019-20 (Estimated)	
	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total
	Sessions	Seats	Sessions	Seats	Sessions	Seats	Sessions	Seats	Sessions	Seats
	Offered	Offered	Offered	Offered	Offered	Offered	Offered	Offered	Offered	Offered
Florida Certified Contract Manager INITIAL	30	1,280	18	720	12	480	12	480	12	480
Florida Certified Contract Manager RENEWAL	5	200	10	450	35	1400	35	1400	20	900
Florida Certified Contract Negotiator INITIAL	6	96	12	192	6	96	6	96	6	96
Florida Certified Contract Negotiator RENEWAL	4	80	4	80	4	80	4	80	8	160

The division is in the early planning stages of developing additional courses in the procurement field and will work to develop and deliver a succession-based series of courses for procurement professionals. Below are descriptions of the programs that are being considered.

- **Procurement Operations Preparation** – A new program will be developed that consists of a 4-day instructor-led class designed to educate new state agency purchasing professionals on the roles and responsibilities of the purchasing agent. The curriculum will provide procurement professionals with the knowledge and skills necessary to conduct successful competitive solicitations and evaluations and ultimately to write effective contracts. The curriculum is based on the Seven Stages of Public Procurement strategies and covers all aspects from needs assessment through contract initiation.
- **Procurement Professional Resource Center** - Developed as an on-demand resource, the Procurement Professional Resource Center will be an innovative, new centralized information webpage that will provide professional resources such as job aids and checklists and short, highly focused learning opportunities (online modules, videos and “how-to” materials) in an interactive framework. These tools will become “just in time” aids to mitigate job-specific skill and knowledge deficits.

## MyFloridaMarketPlace (MFMP)

### MyFloridaMarketPlace Utilization Initiative

- From 2012 to 2014, the State of Florida was engaged in an enterprise initiative known as the Procurement Transformation Initiative (PTI). A goal of the initiative was for agencies to fully utilize MyFloridaMarketPlace (MFMP), a goal that was achieved in November 2014. The quarterly MFMP Utilization Scorecard measures utilization in five key eProcurement functions: purchase orders and contracts, invoicing, catalog requisitions, receiving and e-Quote. Agencies receive ongoing support through operation activities such as training sessions and process reviews.
- Through this support, state agencies have maintained average statewide utilization of more than 80 percent in metrics one through four. Metric five represents utilization of the e-Quote component of the MFMP Sourcing application, which allows agency customers to collect informal quotes and allows vendors to respond electronically. This tool is relatively new and requires a different support approach. The State Purchasing MFMP team is focused on supporting agencies in achieving full utilization of metric five through monthly office hours, focus groups, updated training materials and engagement efforts with vendors. As of June 30, 2016, agencies continue to progress towards full e-Quote utilization (50 percent), with current utilization at 49 percent.

## MFMP Agency Utilization

07/15/2016 Scorecard for data through 06/30/2016

Group	Agency	Overall Monthly Trend	MFMP Purchase Order and Contract Utilization	Monthly Trend	MFMP Invoice Utilization	Monthly Trend	MFMP Catalog Utilization	Monthly Trend	Receiving Goods in MFMP Utilization	Monthly Trend	Agency eQuote Utilization*	Monthly Trend
		Goal >= 80%	Goal >= 80%	Goal >= 80%	Goal >= 80%	Goal >= 50%						
Phase 3 (Target Enablement Date: 12/31/2013)	Department of Education	+	70.72%	-	50.13%	+	94.12%	+	94.35%	+	66.91%	+
	Department of Financial Services	•	100% +	•	65.76%	-	69%	•	74.69%	+	22.86%	-
	Department of Revenue	•	100% +	•	100% +	•	98.69%	+	74.39%	+	22.86%	-
	Department of State	+	100% +	•	100% +	•	94.22%	+	90.48%	+	69.05%	+
Phase 2 (Target Enablement Date: 10/31/2013)	Department of Transportation	•	100% +	•	100% +	•	16.34%	+	76.09%	+	3.52%	-
	Department of Economic Opportunity (DEO)	•	100% +	•	100% +	•	87.60%	+	90.85%	-	53.09%	+
	Department of Health	+	100% +	•	100% +	•	84.96%	+	88.36%	+	90.01%	+
	Department of Law Enforcement	•	100% +	•	81.63%	-	85.45%	+	93.44%	+	0.45%	-
Phase 1 (Target Enablement Date: 7/1/2013)	Department of Military Affairs	•	100% +	•	89.21%	-	95.82%	+	90.66%	+	-	•
	Department of the Lottery	-	11.04%	-	10.30%	-	82.14%	-	71.95%	-	-	•
	Agency for Health Care Administration	+	100% +	•	100% +	•	97.21%	+	94.93%	+	95.56%	+
	Department of Children and Families	•	100% +	•	100% +	•	92.23%	+	93.78%	+	100% +	•
On-Going Training Support	Department of Citrus	•	100% +	•	100% +	•	56.25%	+	43.33%	-	23.88%	•
	Department of Corrections	•	100% +	•	100% +	•	91.79%	-	93.64%	+	58.77%	-
	Agency for Persons with Disabilities	+	100% +	•	86.72%	-	88.61%	+	94.95%	+	68.43%	+
	Department of Business and Professional Regulation	•	100% +	•	91.35%	-	83.52%	+	78.14%	-	100% +	•
	Department of Elder Affairs	•	100% +	•	100% +	•	97.54%	+	82.88%	-	100% +	•
	Division of Emergency Management	-	97.86%	-	78.72%	-	87.35%	-	90.53%	+	69.36%	-
	Department of Environmental Protection	•	100% +	•	100% +	•	84.00%	-	97.07%	+	90.87%	-
	Department of Highway Safety and Motor Vehicles	•	100% +	•	100% +	•	81.26%	+	90.92%	+	57.32%	-
	Department of Juvenile Justice	•	100% +	•	63.54%	-	91.31%	+	95.07%	+	100% +	•
	Department of Management Services	•	100% +	•	100% +	•	97.09%	+	89.23%	-	100% +	•
	Department of Veterans Affairs	•	100% +	•	100% +	•	94.08%	+	95.50%	+	100% +	•
	Executive Office of the Governor	•	100% +	•	100% +	•	97.28%	+	95.28%	-	-	•
	Fish and Wildlife Conservation Commission	•	100% +	•	100% +	•	65.94%	+	90.88%	+	0.22%	-
Florida School for the Deaf and Blind	+	100% +	•	90.30%	+	89.99%	+	91.37%	+	-	•	
Florida Commission on Offender Review (FCOR)	•	100% +	•	80.83%	+	92.98%	-	95.76%	+	-	•	
Agency for State Technology (AST)	•	100% +	•	91.40%	-	82.09%	+	68.85%	+	-	•	

Average Utilization All Agencies	95.70%	88.57%	82.50%	86.69%	48.94%
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<b>Legend</b>
+ Improvement in the metrics in the previous month
- Decrease in the metrics from the previous month
• No change in the metrics from the previous month
Utilization metric is between 80%-100%*
Utilization metric is between 60%-79%*
Utilization metric is <60%*

- Ongoing training opportunities are offered to help buyers and vendors efficiently utilize MFMP systems. Training channels include office hours, seminars, webinars, online recordings and reference documents. The MFMP team offers more than 100 training sessions annually, providing customers with many opportunities to receive hands-on instruction for common system functionality. As MFMP utilization increases, customers have requested instruction on more advanced topics. In fiscal year 2016-17, the MFMP team will continue to develop and deliver a new series of advanced courses to support a growing user base.

COURSE OFFERINGS 2015-2016 FISCAL YEAR	Total Trainings Offered	Total Number of Participants
Agency Customer Trainings Offered	78	1,320
Vendor Customer Trainings Offered	23	411

- The MFMP team also provides statewide training to offer in-person training opportunities to agency customers and vendors located outside of Tallahassee. The goal of statewide training is to increase MFMP system functionality knowledge, to foster customer relationships and communication between the MFMP team and customers and to learn about any issues that agency customers and vendors may be facing.
- When determining where to offer statewide training, the team developed a map of agency user presence using the MFMP users and groups report located on secure reports (as of May 15, 2016). The map shows the number of agency users per county, and the numbers correspond to shades of red, which darken as the number of users increase.
- The MFMP team identified three regions in which target training should be offered during fiscal year 2016-17. The MFMP team will also survey local agency customers and vendors to ascertain which training courses are desired and will use this information to determine course offerings and schedules per location.

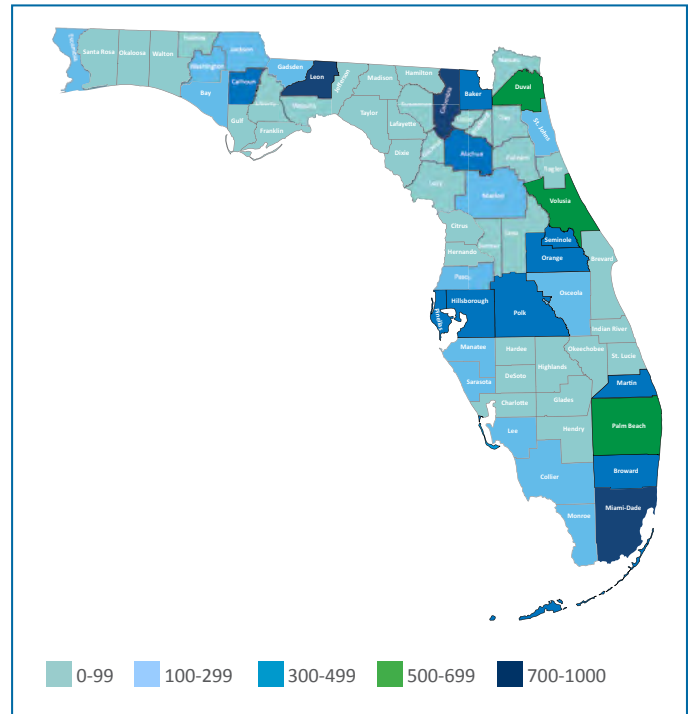


## MyFloridaMarketPlace Standardization

- The MFMP team successfully implemented an update on July 1-3, 2014, of the commodity code set used by vendors and state agency customers in all MFMP applications, including the Buyer, Sourcing, Analysis, and the Vendor Information portals. The new code set is a subset of the United Nations Standard Products and Services Code® (UNSPSC®), a nationally recognized commodity code system already in use by many vendors and several large states.
- Last fiscal year, State Purchasing's MFMP team developed and executed an annual UNSPSC Commodity Code Governance plan. The governance plan established a UNSPSC working group to review and approve the enablement of new codes in MFMP.
- The MFMP team successfully assisted the Department of Financial Services with its initiative to standardize object codes on an enterprise level.

## Transaction Fee Reduction

- The transaction fees imposed for the use of the State of Florida eProcurement systems were 1 percent of the payment issued. Effective November 1, 2015, through July 1, 2017, the transaction fees imposed will be seven-tenths of 1 percent (0.7%) of the payment issued. The transaction fees imposed shall be based upon the date of issuance of the payment to the vendor.
- In fiscal year 2015-16, the MFMP team updated the Terms of Use and Purchase Order Terms of Conditions and implemented changes to MFMP applications to accommodate the reduction of transaction fees and effectively communicated this change to all enterprise customers.



## Office of Supplier Diversity (OSD)

The Office of Supplier Diversity (OSD), in accordance with Chapter 287, Florida Statutes, provides leadership and guidance on state certification for woman-, veteran- and minority-owned small businesses that provide goods and services to state agencies. The Legislature extended the certification period to two years for women-, veteran- and minority-owned business enterprises.

OSD is responsible for measuring the amount of spending by state agencies and conducting compliance audits with the aforementioned certified business enterprises. OSD also provides outreach to state agencies, community organizations and vendors in all matters relating to state contracting opportunities. The office is responsible for implementing the Loan Mobilization Program and the Mentor Protégé Program. The office serves as a liaison between state agencies and small businesses by reviewing 90-day spending plans and informing vendors about contracting opportunities. The office reviews state procurement documents to ensure that the language is not prohibitive to small business participation and that certified business enterprises have fair opportunities to compete in the state procurement process. The office's priorities are guided by the mission of providing quality customer service and to ensure equity in obtaining procurement opportunities in Florida.

The Office of Supplier Diversity established the following priorities for the next five years:

- Increase state agencies' spending with certified woman-, veteran-, and minority-owned business enterprises each fiscal year and increase the number of certified and registered woman-, veteran- and minority-owned business enterprises in MyFloridaMarketPlace.
- In order to achieve the goal of optimum woman-, veteran- and minority-owned business enterprise participation in state purchasing, OSD needs to create new opportunities for the inclusion of all state agencies in the state's diversity initiatives through educational outreach opportunities.

The following council exists under OSD: Florida Advisory Council on Small and Minority Business Development. The purpose of the council is to advise and assist the DMS Secretary in enhancing purchasing, economic and business development opportunities for minority businesses. The powers and duties of the council include, but are not limited to, the following: researching and reviewing the role of small and minority businesses in the state's economy; reviewing issues and emerging topics related to small- and minority-business economic development; studying the ability of financial markets and institutions to meet small-business credit needs and determining the impact of government demands on credit for small businesses; assessing the implementation of subsection 187.201(21), Florida Statutes, which requires a comprehensive state economic development plan as it relates to small and minority businesses; assessing the reasonableness and effectiveness of efforts by any state agency or by all state agencies collectively to assist veteran-, women- and minority-business enterprises; and advising the Governor, the DMS Secretary, and the Legislature on matters relating to small- and minority-business development, which is of importance to Florida's international strategic planning and activities.

## Bureau of Private Prison Monitoring (PPM)

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

The bureau manages seven correctional facilities operated by three private contractors: Corrections Corporation of America, The GEO Group, Inc., and Management and Training Corporation. This program area is governed by Chapter 957, Florida Statutes, which requires that private prisons save at least 7 percent over the public provision of a similar state facility.

At the direction of the Legislature, the operations of all original and expansion construction for the private facilities were intended to lower the state's cost of incarcerated inmates. All facilities were financed using tax-exempt bond financing for a term of 20 years. The Legislature then appropriates and authorizes debt service payments twice each fiscal year. The funding to pay the debt service and operations per diem for the private facilities is appropriated in the Department of Corrections' (DOC) annual budget. Operation payments to the private prison contractors are also appropriated to DOC; however, the bureau is mandated by statute to certify these pay applications and invoices.

The Criminal Justice Estimating Conference projects the number of beds needed each year, looking forward five years at a time. Between 2005 and 2009, as a result of additional bed needs and at the direction of the Legislature, five existing facilities underwent expansions, and two new privatized facilities were constructed. The total contract bed capacity is now 10,239 inmates. At this time, there are no plans for additional public or privately operated secure beds to be built.

### Facilities

Facility	Mission/Custody Levels	Contract Beds
Bay	Adult Male, Minimum/Medium	985
Blackwater River	Adult Male, Medium/Close	2,000
Gadsden	Adult Female, Community/Minimum/Medium	1,544
Graceville	Adult Male, Community/Minimum/Medium/Close	1,884
Lake City	Youthful Male, Community/Minimum/Medium/Close	893
Moore Haven	Adult Male, Community/Minimum/Medium	985
South Bay	Adult Male, Community/Minimum/Medium/Close	1,948
<b>Total</b>		<b>10,239</b>

### Additional Funding

**Privately Operated Institutions Inmate Welfare Trust Fund.** The fund collects revenues from facilities' canteen and commissary sales and telephone commissions. In fiscal year 2015-16, the facilities generated a total of \$3.6 million in revenue. The Legislature appropriates \$2 million annually for unique and innovative programming that benefits the inmate population, including canines, welding, and commercial driving.

**Major Maintenance and Repair Reserve Fund.** The bureau deducts monies from contractors' per diem payments for deposit into this fund to reimburse the contractors for major maintenance and repairs to the physical plant of the facility. The Legislature appropriates spending authority of \$1.5 million annually to be distributed as needed for reimbursement to the contractors. The value at the end of fiscal year 2015-16 was \$8.3 million.

## Bureau of Fleet Management and Federal Property Assistance

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

In accordance with Chapter 287, Part II, Florida Statutes, Fleet Management manages the acquisition, operation, maintenance and disposal of the state's fleet of motor vehicles and watercraft. The state's fleet includes approximately 25,000 pieces of equipment: automobiles, light trucks, medium and heavy trucks, construction and industrial equipment, tractors, mowers, small utility vehicles, motorcycles and all-terrain vehicles. In addition, Fleet Management determines the motor vehicles and watercraft to be included on state contracts, develops technical bid specifications and helps evaluate contracts. Fleet Management reviews and approves state agency purchase requisitions for selected mobile equipment commodity codes to ensure that fleet purchases are cost effective, fuel efficient and appropriate for their stated purposes.

Fleet Management maintains the Florida Equipment Electronic Tracking (FLEET) system, which is a management and reporting system that includes more than 25,000 pieces of equipment (valued at more than \$600 million dollars) of which approximately 17,500 are cars and light trucks.

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

- Age
- Mileage
- Condition (poor, wrecked, burned)
- Reliability (days down)
- Ratio of maintenance cost to acquisition cost
- Recent repair activity and cost (decrement)
- Operating costs per mile
- Totaled vehicle

Using these criteria, state agencies are better able to identify and prioritize vehicles for replacement, reducing both the number of vehicles eligible for replacement and fleet operating costs each year.

### Special Projects and Initiatives

**Fleet Management Information System (FMIS)** – In 2013, Mercury Associates, Inc. (Mercury) conducted a comprehensive study of the state's fleet management business functions. The focus of the Mercury study was to identify ways to improve the management of fleet assets in order to move employees around the state in the most efficient manner possible, to enhance the quality of fleet services by leveraging economies of scale, to reduce redundancies and to save money. The results of the study revealed that the current FLEET system is functionally deficient in supporting Florida's fleet operations and providing the detailed data needed to support efficient policy and decision-making are unavailable and/or unreliable. A Legislative Budget Request (LBR) was submitted for fiscal year 2016-17 and approved. Fleet Management was appropriated \$1,761,243 of General Revenue.

From the funds appropriated, the Department of Management Services shall procure a commercially available solution to support a centralized Fleet Management Information System with the capacity to manage all state-owned and leased equipment pursuant to section 287.16, Florida Statutes. The solution shall replace the existing fleet management application with a solution that, at a minimum, shall have the capability to a) manage the state-owned and leased fleet, including all equipment currently required to be tracked and the ability to track optional equipment such as heavy trucks, tractors, trailers, forklifts, heavy equipment, marine engines, and other mobile equipment; b) provide the ability to monitor and report utilization of the fleet; c) provide centralized motor vehicle replacement planning and budgeting; d) facilitate an optimized fleet acquisition process; e) manage and maintain records of the maintenance and repair of the fleet; f) monitor and manage the disposal of fleet assets and g) provide a standard methodology for reporting fuel data. All agencies utilizing the existing fleet management application or assessed service charges for required assets will be required to transition to the new Fleet Management Information System. Additionally, the Department of Management Services shall contract with a third party consulting firm with experience in conducting independent verification and validation assessments to provide independent verification and validation for the Fleet Management Information System replacement. The contract for independent verification and validation assessment shall not exceed \$100,000.

The Department of Management Services shall provide written, quarterly project status reports with the first report due September 30, 2016, to the chair of the Senate Committee on Appropriations, the chair of the House of Representatives Appropriations Committee and the Executive Office of the Governor's Office of Policy and Budget.

## **Federal Property Assistance**

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

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

Federal Property Assistance is also designated as the state's Law Enforcement Support Office (LESO), which acquires and distributes U.S. Department of Defense-owned tangible personal property (e.g., weapons, tactical vehicles, aircraft, etc.) declared excess to meet the needs of the military and approved state and local law enforcement agencies. The program created state and local government partnerships to review available assets physically at military holding depots. The program helps law enforcement agencies access equipment that they might not otherwise be able to purchase.

# Independent Entities

## Public Employees Relations Commission

The Public Employees Relations Commission (PERC) is an independent, quasi-judicial entity created in 1974 as part of the Public Employees Relations Act, Chapter 447, Part II, Florida Statutes, which implements the constitutional mandate of public-sector collective bargaining in Florida. The Public Employee's Relations Commission's goals and priorities are to resolve public-sector labor and employment disputes in a fair, impartial and efficient manner and to otherwise effectuate the state's labor policy of promoting harmonious and cooperative relationships between government and its employees, both collectively and individually and protecting the public by assuring the orderly and uninterrupted operations and functions of government.

**Essential Functions and Authority** – The Public Employees Relations Commission's (PERC) authority and responsibilities are derived from Article I, Section 6, and Article III, Section 14, Florida Constitution, sections 110.124, 110.227, 112.044, 112.0455, 112.31895, 295.11, and principally, Chapter 447, Part II, Florida Statutes. PERC includes three commissioners appointed by the Governor, subject to Senate confirmation, for overlapping four-year terms; a small cadre of legally-trained hearing officers with expertise in public-sector labor and employment law; and a small administrative staff to support elections, the clerk's office, and administration. The commission is located, for administrative purposes only, within the Department of Management Services (DMS), but it is not subject to control, supervision or direction by DMS. The commission's core functions and responsibilities can be set forth in three categories:

The commission's core functions and responsibilities can be set forth in three categories:

- 1. Labor** - By way of background, the Legislature created PERC in 1974 to adjudicate public-sector labor disputes between state and local government employees and employers. This is a constitutionally required function under Article I, section 6, Florida Constitution, which guarantees public employees the right to form and join unions and to collectively bargain, but prohibits strikes. In carrying out these mandates, PERC conducts formal evidentiary hearings and issues final orders to resolve labor disputes regarding bargaining unit configuration and modification and alleged unfair labor practices involving state and local governments. This includes monitoring disputes that have the potential to result in strikes, working to prevent strikes, imposing punishment on strikers, if necessary, and issuing declaratory statements to avoid future labor disputes. The commission has exclusive jurisdiction of labor cases involving financial urgency and the funding of collective bargaining agreements. The commission's final orders are appealable directly to the state appellate courts. In addition, PERC performs essential non-adjudicatory functions, such as appointing special magistrates to resolve impasses in labor negotiations, registering labor organizations, and ensuring that public-sector unions and officers provide required financial disclosure. It also conducts secret ballot elections throughout Florida for state and local government employees voting for or against establishing or maintaining union representation.
  - **Career Service** – In 1986, PERC assumed jurisdiction over state career service appeals. Article III, Section 14, Florida Constitution, establishes a civil service system for state employees, of which the career service class possesses appeal rights for certain disciplinary actions. PERC conducts formal evidentiary hearings and issues final orders to adjudicate career service appeals between state government employees and their employers. PERC's final orders are appealable directly to the state appellate courts. The State of Florida Workforce 2000 Study Commission concluded that PERC was a cost-efficient means of providing this required due process function.
  - **Other Employment** – Between 1986 and 1992, PERC's jurisdiction was again expanded to adjudicate other employment cases, including veterans' preference appeals pursuant to Chapter 295, Florida Statutes; drug-free workplace act appeals pursuant to section 112.0455, Florida Statutes; "forced retirement" appeals pursuant to section 110.124, Florida Statutes; age discrimination appeals pursuant to section 112.044, Florida Statutes; and whistle blower act appeals pursuant to section 112.31895, Florida Statutes.
- 2. Performance Measures** – The commission's primary performance measures relate to the timeliness of the adjudication process and the percentage of final orders that are upheld by the state appellate courts when appealed. On these measures in fiscal year 2015-16, PERC closed 98.19 percent of its cases within the statutory time frame (105 days after filing in employment cases and 180 days after filing in labor cases). Of the final orders that were appealed and disposed of by the state appellate courts, the commission's decisions were affirmed or the cases were dismissed/withdrawn 92 percent of the time. These impressive outcomes are consistent with PERC's performance in recent years and are attributable to the expertise and experience of PERC's staff in public-sector labor and employment matters.
- 3. Trends and Projections** – As with any quasi-judicial or judicial entity, it is difficult to predict with any degree of certainty the future demand for PERC's services because the parties practicing before it control demand through their case filings and labor activity. The commission has upgraded its technological hardware and software to improve monitoring of caseload for staff and legislatively imposed reporting requirements, as well as archival of data. In addition, PERC has implemented significant website

enhancements that offer simpler and more efficient means of accessing PERC and conducting business. Visitors to the site are now able to electronically file case documents, view case dockets and download case data, search final and recommended orders, and view hearing and oral argument schedules, forms, publications and newsletters. The commission is not aware of any significant policy changes that would affect its fiscal year 2017-18 Legislative Budget Request and there are no requested changes in PERC's approved program, services or activities that would require substantive legislative action for fiscal year 2017-18. Further, PERC is not aware of any task forces or studies in progress relating to its operations.

## Florida Commission on Human Relations

The mission of the Florida Commission on Human Relations (FCHR) under the Florida Civil Rights Act of 1992 (Part I, Chapter 760, Florida Statutes [F.S.]) and the Florida Fair Housing Act (Part II, Chapter 760, F.S.) is to promote and encourage fair treatment of all persons in Florida regardless of race, color, religion, sex, national origin, age, disability and familial or marital status. The commission's primary responsibility is to enforce Florida's employment and housing discrimination laws. In addition, the commission partners with community organizations, associations and federal, state and local public-sector entities to address human and civil rights issues in Florida. Pursuant to the Florida Civil Rights Act, the commission also investigates discrimination in public accommodations (such as lodging and food establishments). Finally, under the Florida Whistle-blower's Act, the commission investigates allegations of retaliation against state employees who "blow the whistle" on government fraud, misuse of public resources or gross neglect (section 112.81395, F.S.).

These various Acts require the commission to promote mutual understanding and respect among persons of all economic, social, racial, religious and ethnic groups and, further, to promote community awareness of human rights issues. The commission develops and offers recommendations to citizen groups, communities, public agencies and private-sector entities on how to address and eliminate discrimination and inter-group conflict. The commission is also authorized to conduct research to address civil and human rights issues as prescribed in the Acts.

Throughout its 47 year history, the commission has served the people of Florida by assuring equal protection against discrimination in employment, housing, certain public accommodations and state employee whistle-blower retaliation. At the same time, it provides an invaluable service to employers in Florida by providing an effective and efficient way to resolve allegations, often at significantly less expense than court-based alternatives.

### Human Relations and Civil Rights In Florida: Current Status and Future Prospects

Within the next generation, Florida is expected to experience a significant growth in population, particularly among racial and ethnic minorities. Florida is the third most populous state in the nation, and, as U.S. Census Bureau statistics indicate, it is becoming younger and more diverse<sup>2</sup> with the number of women greater than the number of men. The U.S. Census Bureau estimates that about 41.8 percent of Florida's net migration between 2000 and 2009 was due to international migration. Florida's racial composition is becoming increasingly non-white; the percentage of white only fell slightly from 78 percent to 75 percent between 2000 and 2010. According to the 2010 Census, 23 percent of Florida's population is of Hispanic origin, an increase of nine percent from 2000 and already hitting the U.S. Census Bureau's projection for the year 2025. African-Americans make up 15 percent of the state's population. Although Native Americans account for only one percent of Florida's total population, Native American Floridians are distributed within approximately 40 distinct tribal affiliations throughout the state. By the end of 2008, there were 14 major religions practiced in Florida and 17 major language communities. About 74 percent of Florida residents speak English as a first language, over 19 percent speak Spanish and almost 2 percent speak French Creole, predominantly Haitian Creole. Projections also indicate that by 2025, Florida will be first in the nation in terms of the number of elderly persons residing here, with more than 1 in 4 residents aged 65 and older. Approximately 16 percent of Florida's population over the age of five have some form of disability, with three percent experiencing difficulty performing daily living activities.<sup>3</sup> Only about 100,000 disabled persons (four percent of the disabled population) are currently employed.

The Florida Office of the Attorney General's annual Hate Crimes in Florida report<sup>4</sup> provides statistics on the number of hate crimes reported by Florida law enforcement agencies in two broad categories: crimes against persons and crimes against property. The 2014 (2015 report not available) Hate Crimes in Florida report revealed that hate crimes against persons accounted for 65.8 percent of all hate crimes (up from 62.9 percent the previous year); 34.2 percent (down from 37.1 percent) of hate crimes were against property. Crimes against property include vandalism, graffiti, arson and other damage to religious buildings, businesses or residences expressing hatred. The total number of reported hate crimes for 2014 was 73 (decreased from 124 in 2013). Race and color represented 49.3 percent (down from 55.6 percent from previous year) of the crimes, while sexual orientation was second with 20.6 percent. Religion represented 17.8 percent (up from 11.3 percent) and ethnicity and national origin represented 9.6 percent (up from 7.3 percent). According to the Southern Poverty Law Center, in its 2015 hate group map, the number of documented hate groups in Florida rose from 50 to 58 during the past year. It moved from second place to third place, with Texas now taking the lead at 84 groups and California moving from the number one spot to second, with 68 documented hate groups.<sup>5</sup>

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

<sup>2</sup> <http://www.census.gov/data.html>

<sup>3</sup> <http://www.disabled-world.com/news/america/florida/#stats>

<sup>4</sup> [http://myfloridalegal.com/webfiles.nsf/WF/RMAS-A9GHUG/\\$file/2014+Hate+Crimes+in+Florida+Report.pdf](http://myfloridalegal.com/webfiles.nsf/WF/RMAS-A9GHUG/$file/2014+Hate+Crimes+in+Florida+Report.pdf)

<sup>5</sup> <http://www.splcenter.org/hate-map>



religious and racial and ethnic differences, persistent and deepening economic inequality can also be a potential source of conflict, particularly between majority and minority racial and ethnic groups. Population diversity, economic challenges and federal furloughs can contribute to increases in the number of complaints filed with the commission, both in the areas of housing and employment. In addition, the commission anticipates that with local human relations offices throughout Florida reducing staff and/or closing offices (as local governments attempt to prioritize and allocate limited fiscal resources), the commission could potentially receive even more complaints. It is evident that the commission is a vital component in transforming Florida's economic and commercial infrastructure in ways that will make the state globally competitive and able to attract the best and brightest talent. Such efforts require individuals, communities and businesses to work together in conflict-free environments. Given Florida's ever-changing demographics at a time of continued economic uncertainty, it is imperative that the state's lead human and civil rights agency be able to anticipate potential "hot spots" in Florida through dedicated and intensive research efforts and to have the appropriate mechanisms in place to deal with such issues as they arise.

## **Commission Outcomes and Priorities over the Next Five Years**

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

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

In recent years, external factors have impacted the commission's ability to improve the timeliness and quality of discrimination complaint determinations and resolutions. This remains the commission's top priority. The commission's mediation services enable parties to resolve their disputes expeditiously and at a substantially reduced cost.

The commission's staff works diligently to meet statutory timelines for completing cases because failure to do so results in delayed resolution for the parties and can potentially result in costly litigation for businesses.

### **2. Promote greater public understanding of discrimination issues and laws and engage community members and leaders to address intergroup tensions and discrimination:**

## **Outreach, Education and Training**

The commission's units (Legal, Employment, Housing and the Office of Communications) provide outreach, education and training to businesses, employers and the housing industry relating to their legal responsibilities under federal and state discrimination laws. Forming partnerships with private-sector entities and other governmental agencies is critical to reaching as many customers as possible. Limited training and public awareness forums, primarily in partnership with private and other public entities, were conducted statewide to improve the public's knowledge of discrimination issues facing Florida today.

## **Communications**

During fiscal year 2015-16, the commission continued to see an increase in media impressions, including print, television, radio, newsletter and electronic media outlets throughout the state. Topics covered included fair housing, elder discrimination, hate crimes, civil rights laws, sexual harassment, community events, the Florida Civil Rights Hall of Fame, Fair Housing Month (April) and information about the commission's programs and services. The commission developed and distributed opinion editorials to media outlets across the state on a variety of issues, including the elimination of racial discrimination, Muslim free zone, National Hispanic Heritage Month, EEOC's 50th Anniversary and ADA 25th Anniversary. Electronic communications, including email, Twitter and Facebook, were sent to hundreds of grassroots, human rights, human resources and legal organizations and associations statewide on various discrimination topics and changes to civil rights laws. Target audiences for communications and outreach efforts include Florida's housing industry, business owners, employers and employees, residents of and visitors to Florida, local community groups and organizations, state and local public governmental entities, elected officials, teachers and students at all educational levels.

Over the next five years, the commission anticipates increasing media and communications outreach efforts to inform the public of its services and describe human and civil rights issues in Florida by:

- Engaging in social media and online networks to develop partnerships with local organizations and engage community members and stakeholders;
- Informing individuals, businesses, housing providers and communities of their rights and responsibilities via various media outlets and outreach efforts;
- Partnering with other governmental agencies at the state and local levels and private entities to provide information to the public;
- Engaging the Legislature through dialogue and timely information;

## Direct Support Organization (DSO)

Pursuant to section 760.06(4), Florida Statutes, the commission has the authority to accept gifts, bequests, grants or other payments, public or private to help finance its activities. Given this statutory authority, the commission is considering the establishment of a Direct Support Organization (DSO) to assist it in achieving its mission of preventing discrimination in Florida. Since the loss of its Community Relations Services Unit as a result of position and limited fiscal resources, the commission has had few resources available to educate businesses, organizations and communities about discrimination laws and employer responsibilities. Training and outreach efforts could be offered on a much wider scale through grant dollars and donations. A DSO would give the commission greater flexibility in its attempts to access private and public funds and grant opportunities that are not readily available to the commission at present because of its governmental status.<sup>6</sup> Successful creation of a DSO and future receipt of donated dollars would enable the commission to engage in research, outreach and other innovative educational activities, such as:

- **Florida Civil Rights Hall of Fame** – Provide for more extensive promotion and more effective administration of the program. This program, statutorily created in section 760.065, Florida Statutes was established to recognize persons, living or dead, who have made significant contributions to the state as leaders in the struggle for equality and justice for all persons. Under legislation enacted in 2010, the commission is to administer a Civil Rights Hall of Fame program, with space in Florida’s Capitol Building to be set aside for the display. The Governor is to select up to three Hall of Fame members from a list of 10 nominees submitted by the commission. The commission was able to launch the program in 2011, with an induction ceremony at which three individuals were honored and inducted into the Hall of Fame at the Florida Capitol. The commission continues, within limited budgetary and staff resources to promote and administer the program annually, and is currently in the process of implementing the 2017 program, with an induction ceremony tentatively planned for May 2017.
- **Community Assessment, Assistance and Conflict Resolution** – Expand the number of partnerships to assess, understand and resolve conflicts arising from cultural differences and misunderstandings in Florida communities (section 760.01(2), F.S.).
- **Housing** – Develop resources for renters, home buyers and sellers, landlords, real estate agents, brokers and mortgage financiers to enhance understanding of housing rights and responsibilities (Florida Fair Housing Act, Part II, Chapter 760, F.S.).
- **Community Academies** – Work with local community colleges and vocational-technical schools to offer courses on community relations and conflict resolution (sections 760.06(3) and (7), Florida Statutes); provide community members the necessary skill sets at the local level to help them improve their communities through capacity building and other means.
- **Enriching Florida’s Youth** – Work with state and local education staff and community groups to bring awareness and understanding of cultural differences and acceptance to Florida K-12 students who will be in positions of leadership and decision making in an ever-changing and diverse state.

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

## Customer Service

The commission continually strives to improve its customer service efforts and outcomes through staff training, continuing education and the use of technology. In addition, the commission provides service satisfaction surveys to its customers and requests feedback on the quality of services provided and seeks suggestions on how to improve services.

## Governance and Accountability

To ensure even greater managerial efficiency, effectiveness and accountability, the commission currently operates under the FCHR Governance Policy (design and structure of which was based on the Carver Model of Policy Governance) adopted by the commission in December 2006 and subsequently amended in 2014 (to clarify elections for commission chair and vice chair). The commission has continued to operate effectively under this governance structure since that time. On an annual basis, the commissioners review and develop ends priorities for the upcoming fiscal year and conduct an annual Executive Director Compliance and Performance Assessment to evaluate the commission’s progress on achieving the Ends Priorities. The commission wants to create uniform criteria for use by the Governor when appointing commissioners to serve.

## Public Access

All meetings of the commission are open to the public and subject to Florida’s open government laws relating to access, notice and request for meeting minutes. All information and records in the possession of the commission, unless specifically exempted by law from public disclosure pursuant to subsection 760.11(12), Florida Statutes, are available to the public upon request or through the commission’s website. Pursuant to section 120.54, Florida Statutes, the commission publishes all proposed rules, subsequent changes and repeals in

the Florida Administrative Register at least 28 days before adoption. A notice to the public contains the procedure to be used when

<sup>6</sup> Private- and public-sector grant-making organizations and foundations seldom fund public-sector initiatives; rather, they are more likely to fund non-profit initiatives. A DSO would create a non-profit extension of the commission, thus increasing the ability to apply for grants currently beyond the commission’s reach.

requesting a public hearing on any proposed rule. Although to date, the commission has received no requests requesting a public hearing on any of its rules, any requests from the public to do so would be conducted according to Florida law. The commission fully complies with legislative requirements that agencies post meeting agendas and associated materials to their respective websites, in addition to publishing notices in the Florida Administrative Register. The commission does this for its quarterly commission meetings, as well as for any other public commission meetings as they occur.

# Performance Measures and Standards—LRPP Exhibit II

# LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES		Department No.: 72		
<b>Program: Administration Program</b>		<b>Code: 72010000</b>		
<b>Service/Budget Entity: Executive Direction and Support Services</b>		<b>Code: 72010100</b>		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Administrative costs as a percent of total agency costs	1.54%	1.57%	1.54%	1.54%
Administrative positions as a percent of total agency positions	9.26%	9.50%	9.26%	9.26%
<b>Program: Administration Program</b>		<b>Code: 72010000</b>		
<b>Service/Budget Entity: State Employee Leasing</b>		<b>Code: 72010300</b>		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Number of employees in the State Employee Leasing Service	1	1	1	1
<b>Business Operations Support</b>		<b>Code: 72400000</b>		
<b>Service/Budget Entity: Facilities Management</b>		<b>Code: 72400100</b>		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Average Department of Management Services full service rent-composite cost per net square foot (actual) compared to Average Private Sector full service rent-composite cost per net square foot in markets where the Department manages office facilities	\$17.18/\$20.79	\$17.18/\$21.05	\$17.18/\$20.79	\$17.18/\$20.79
DMS average operations and maintenance cost per square foot maintained	\$6.12	\$5.43	\$6.12	\$6.12
Number of maintained square feet (private contract and agency)	7,834,639	7,872,792	7,834,639	7,834,639
Number of leases managed	1,325	1,495	1,325	1,325
Gross square feet of state-owned office space occupied by state agencies	17,334,920	17,169,272	17,334,920	17,334,920
Net square feet of private sector office space occupied by state agencies	7,110,120	5,546,323	7,110,120	7,110,120
Number of facilities secured	18	18	18	18

## LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES		Department No.: 72		
<b>Business Operations Support</b>				
<b>Code: 72400000</b>				
<b>Service/Budget Entity: Building Construction</b>		<b>Code: 72400200</b>		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Gross square foot construction cost of office facilities for the Department of Management Services compared to gross square foot construction cost of office facilities for private industry average	\$146.27/\$149.30	\$149.77/\$154.14	\$146.27/\$149.30	\$151.65/\$162.25
Dollar volume of fixed capital outlay project starts	\$25,000,000	\$58,300,000	\$25,000,000	\$25,000,000
<b>Business Operations Support</b>				
<b>Code: 72600000</b>				
<b>Service/Budget Entity: Federal Property Assistance</b>		<b>Code: 72600200</b>		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Federal property distribution rate	75%	97%	75%	97%
Number of federal property orders processed	500	504	500	500
<b>Business Operations Support</b>				
<b>Code: 72600000</b>				
<b>Service/Budget Entity: Motor Vehicle and Watercraft Management</b>		<b>Code: 72600300</b>		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Percent of requests for approval processed for the acquisition and disposal of vehicles within 48 hours	95%	95%	95%	100%
State contract daily vehicle rental rate vs. Private provider daily vehicle rental rate	\$28.00/\$59.00	\$25.55/\$96.60	\$28.00/\$59.00	\$28.00/\$59.00

## LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES		Department No.: 72		
<b>Business Operations Support</b>				
	<b>Code: 72600000</b>			
<b>Service/Budget Entity: Purchasing Oversight</b>				
	<b>Code: 72600400</b>			
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Percent of state term contract savings	28%	32%	28%	28%
Dollars expended by State Agencies using the State Term Contracts and Negotiated Agreements	\$432,145,935	\$827,148,988	\$432,145,935	\$432,145,935
<b>Office of Supplier Diversity</b>				
	<b>Code: 72600000</b>			
<b>Service/Budget Entity: Office of Supplier Diversity</b>				
	<b>Code: 72600500</b>			
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Average minority certification process time (in days)	15	15	15	15
Number of businesses certified and registered	500	1,015	500	500
Number of businesses reviewed and audited	100	280	100	100
<b>Private Prison Monitoring</b>				
	<b>Code: 72600000</b>			
<b>Service/Budget Entity: Private Prison Monitoring</b>				
	<b>Code: 72600800</b>			
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Number of Beds Occupied	9,215	10,163	9,215	9,215

## LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES		Department No.: 72		
<b>Human Resource Support</b>				
<b>Code: 72750000</b>				
<b>Service/Budget Entity: Insurance Benefits Administration</b>		<b>Code: 72750200</b>		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Percent of all contracted performance standards met	95%	96.00%	95%	95%
State Employees' Preferred Provider Organization Plan - per member/per year cost - (State) compared to the per member/per year cost - (National Benchmark)	\$9,824/\$10,558	TBD 11/ 16	\$9,824/\$10,558	\$9,824/\$10,558
DMS administrative cost per insurance enrollee	\$10.27	\$7.81	\$10.27	\$10.27
State Employees' Preferred Provider Organization Plan - vendor's administrative cost per insurance enrollee	\$393.93	\$321.40	\$393.93	\$393.93
Number of Enrollees (Total)	526,457	598,152	526,457	526,457
<b>Human Resource Support</b>				
<b>Code: 72750000</b>				
<b>Service/Budget Entity: Retirement Benefits Administration</b>		<b>Code: 72750300</b>		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Percent of members satisfied with retirement services	93.50%	TBD 12/16	93.50%	93.50%
Percent of retired payrolls processed timely	100%	100%	100%	100%
Percent of service retirees added to the next payroll after receipt of all documents	99%	99.58%	99%	99%
Percent of monthly payrolls from FRS Employers processed within 5 days	99%	99.93%	99%	99%
Turn around times for benefit calculations - Information Requests (business days)	14	12.81	14	14
Percent of participating agencies satisfied with retirement services	98%	TBD 12/16	98%	98%
Percent of agency payroll transactions correctly reported	98%	99.46%	98%	98%
Administrative cost per active and retired member	\$21	TBD 12/16	\$21	\$21
Number of local pension plans reviewed	167	171	167	167
Number of FRS members	1,000,000	1,054,859	1,000,000	1,000,000



## LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES		Department No.: 72		
<b>Human Resource Management</b>				
	<b>Code: 72750000</b>			
<b>Service/Budget Entity: State Personnel Policy Administration</b>		<b>Code: 72750400</b>		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Total state cost per FTE in the state agencies	\$343.77	\$345.55	\$338.14	\$338.14
Number of state agencies with established training plans	29	26	29	29
Overall customer satisfaction rating	96%	100%	96%	96%
Percent of agencies at or above EEO gender parity with available labor market	87%	78%	87%	87%
Percent of agencies at or above EEO minority parity with available labor market	77%	41%	77%	77%
Number of responses to technical assistance requests	8,300	10,298	8,300	8,300
Percent of dollars saved by eliminating and reducing expenses	19.25%	0.00%	19.25%	19.25%
Number of authorized full time equivalent (FTE) and Other Personal Services (OPS) employees in the State Personnel System	108,906	107,631	108,906	108,906
<b>Human Resource Support</b>				
	<b>Code: 72750000</b>			
<b>Service/Budget Entity: People First</b>		<b>Code: 72750500</b>		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Percent of all contracted performance standards met (Outsourced HR)	100%	93.97%	100%	100%
Number of users supported by the automated Human Resources system	217,000	224,000	217,000	217,000

## LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES		Department No.: 72		
<b>Division of Telecommunications</b>				
<b>Code: 72900000</b>				
<b>Service/Budget Entity: Telecommunications Services</b>		<b>Code: 72900100</b>		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Aggregated discount from commercially available rates for voice and data services	40%	52%	40%	30%
Percent of telecommunications customers satisfied	90%	N/A	90%	N/A
Total revenue for voice service	\$60 Million	\$57,400,733	\$60 Million	\$50 Million
Total revenue for data service	\$60 Million	\$61,568,189	\$60 Million	\$60 Million
<b>Division of Telecommunications</b>				
<b>Code: 72900000</b>				
<b>Service/Budget Entity: Wireless Services</b>		<b>Code: 72900200</b>		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Percent of all 800 MHz law enforcement radio system contracted performance standards met	98.75%	99.95%	98.75%	98.75%
Number of engineering projects and approvals handled for state and local governments	35	55	35	35
<b>Program: Public Employees Relations Commission</b>				
<b>Code: 72920000</b>				
<b>Service/Budget Entity: Public Employees Relations</b>		<b>Code: 72920100</b>		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Percent of timely labor dispositions	98%	99%	98%	98%
Percent of timely employment dispositions	90%	99%	90%	90%
Percent of appealed dispositions affirmed or dismissed/withdrawn	90%	92%	90%	90%
Number of labor dispositions	819	694	819	819
Number of employment dispositions	391	189	391	391

# LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES		Department No.: 72		
<b>Program: Commission on Human Relations</b>	<b>Code: 72950000</b>			
<b>Service/Budget Entity: Human Relations</b>	<b>Code: 72950100</b>			
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Percent of civil rights cases resolved within 180 days of filing	75%	54%	75%	75%
Number of inquiries and investigations	10,000	13,430	10,000	10,000

# Assessment of Performance for Approved Performance Measures—LRPP Exhibit III

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Management Services

**Program:** Administration

**Service/Budget Entity:** Executive Direction and Support Services

**Measure:** Administrative costs as a percent of total agency costs

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1.54%	1.57%	0.03%	1.948%

**Factors Accounting for the Difference:**

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

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

**Explanation:**

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

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

**Explanation:**

The standard was not met since we had budget increases with the addition of one Executive Direction and Support Services FTE to shore up the statutorily required security manager role for the agency and funding to implement Office 365. Overall, we continue to keep our administrative overhead cost to less than 2%.

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

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

**Recommendations:**

None.

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Management Services

**Program:** Administration

**Service/Budget Entity:** Executive Direction and Support Services

**Measure:** Administrative positions as a percent of total agency positions

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
9.26%	9.50%	0.24%	2.59%

**Factors Accounting for the Difference:**

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

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

**Explanation:**

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

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

**Explanation:**

The standard was not met since we had a reduction of 13 FTE in a program area due to the outsourcing of custodial workers and the addition of one Executive Direction and Support Services FTE to sure up the statutorily required security manager role for the agency.

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

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

**Recommendations:**

None.

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department: Management Services**

**Program: Facilities**

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

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

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$17.18 / \$20.79	\$17.18 / \$21.05	\$0.00 / \$0.26	0.0% / 1.2%

**Factors Accounting for the Difference:**

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

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

**Explanation:**

The \$0.26 difference between the approved standard and the actual performance results for the average private sector full service rent – composite cost per net square foot in markets where the Department manages office facilities is due to the fact that the increase in private sector rental rate was more than estimated.

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

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

**Explanation:**

The improving economy has caused the private sector rental rates to increase.

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

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

**Recommendations:**

*Office of Policy and Budget – June 2016*

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department: Management Services**

**Program: Facilities**

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

**Measure: Gross square feet of state-owned office space occupied by state Agencies**

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
17,334,920	17,169,272	(165,648)	(0.1%)

**Factors Accounting for the Difference:**

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

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

**Explanation:**

The difference can be attributed to the decreasing size of state government and more efficient space utilization, thereby resulting in less space needed and the possible disposition of some state facilities.

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

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

**Explanation:**

The difference can be attributed to the decreasing size of state government and more efficient space utilization, thereby resulting in less space needed and the possible disposition of some state facilities.

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

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology   |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other – Account for diminishing size of state state government workforce and more efficient space utilization |

**Recommendations:**



## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department: Management Services**

**Program: Facilities**

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

**Measure: Gross square foot construction cost of office facilities for the  
Department of Management Services compared to gross square  
foot construction cost for private industry average**

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$146.27/\$149.30	\$149.77/\$154.14	\$3.50/\$4.84	2.4%/3.2%

**Factors Accounting for the Difference:**

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

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

**Explanation:**

With the improved economy, the cost of construction has increased. The approved standard needs to be updated to account for the increasing cost.

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

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

**Explanation:**

With the improved economy, the cost of construction has increased. The approved standard needs to be updated to account for the increasing cost.

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

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

**Recommendations:**

Revise approved standard to reflect the increasing cost of construction.

# LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department: Management Services**

**Program: Facilities**

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

**Measure: Dollar volume of fixed capital outlay project starts**

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
25,000,000	58,300,000	33,300,000	133%

**Factors Accounting for the Difference:**

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

- Personnel Factors
- Competing Priorities
- Previous Estimate Incorrect
- Staff Capacity
- Level of Training
- Other (Identify)

**Explanation:**

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

- Resources Unavailable
- Legal/Legislative Change
- Target Population Change
- This Program/Service Cannot Fix the Problem
- Current Laws Are Working Against the Agency Mission
- Technological Problems
- Natural Disaster
- Other (Identify)

**Explanation:**

The actual performance results increase in fiscal year 2015-2016 is due to an increase in General Appropriation Act FCO funded projects where DMS is the Owner-Representative on behalf of the State, and in Client Agency Agreements, allowed by Chapter 255.31(2), F.S., where State of Florida agencies may enter into an agreement with DMS for Fixed Capital Outlay project management services.

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

- Training
- Personnel
- Technology
- Other (Identify)

**Recommendations:**

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Management Services  
**Program:** Workforce  
**Service/Budget Entity:** Human Resource Management  
**Measure:** Total State Cost per FTE in the State Agencies

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$343.77	\$345.55	(\$1.78)	(.52%)

**Factors Accounting for the Difference:**

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

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

**Explanation:**

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

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

**Explanation:**

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

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

The approved performance standard for fiscal year 2015-16 was \$343.77; and the published performance standard in the fiscal year 2015-16 General Appropriations Act was \$345.55.

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

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

**Recommendations:**

None.

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Management Services

**Program:** Workforce

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

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

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
29	26	(3)	(10%)

**Factors Accounting for the Difference:**

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

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

**Explanation:**

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

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

**Explanation:**

Section 110.235(2), Florida Statutes, requires state entities to implement training programs that encompass modern management principles, and that provide a framework to develop human resources through empowerment, training and rewards for productivity enhancements; to continuously improve the quality of services; and to satisfy the expectations of the public. Each year, state entities are required to provide to the Division of Human Resource Management an evaluation of the implemented training and the progress made in the area of training. The Department of Management Services annually distributes a survey to these entities in which one question asks, "For FY \_\_\_\_\_, did your agency have an established training plan?" For fiscal year 2015-16, only 26 entities reported having an established training plan.

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

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

**Recommendations:**

None.

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Management Services

**Program:** Workforce

**Service/Budget Entity:** People First

**Measure:** Percent of All Contracted Performance Standards Met (Outsourced HR)

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
100%	93.97%	(6.03%)	(6.03%)

**Factors Accounting for the Difference:**

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

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

**Explanation:**

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

The Department manages the contract and oversees the performance of the service provider to ensure compliance with the provisions. This performance measure provides an assessment of the service provider's performance. For fiscal year 2015-16, the service provider met 327 of the 348 performance metrics achieving 93.97% of the standard (as measured on a monthly basis). The service provider faces financial penalties if a performance metric is not met. Although financial penalties are based on the performance of an individual metric and not whether the service provider met 100% of all contracted performance standards in a given time period, the Department expects the service provider to meet 100% of their contractually required performance metrics.

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

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

**Explanation:**

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

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

**Recommendations:**

*Office of Policy and Budget – June 2016*

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Management Services

**Program:** Workforce

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

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

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
87%	78%	(9)	(10%)

**Factors Accounting for the Difference:**

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

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

**Explanation:**

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

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

**Explanation:**

This measure provides information on gender representation in the executive branch entities, including the Department of Lottery, and the Public Service Commission (which is a legislative branch agency) as compared to the available labor market. The Division of Human Resource Management provides entities with a fair and equitable employment infrastructure that includes core human resource policies, strategies and practices for agencies to follow in recruiting, selecting, and managing their human resources. However, the Division of Human Resource Management does not have the authority to make hiring decisions within the state agencies. For fiscal year 2015-16, 25 out of 32 entities were at or above Equal Employment Opportunity (EEO) gender parity (Gender Parity = 46% and higher) with the available labor market.

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

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

**Recommendations:**

None.

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Management Services

**Program:** Workforce

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

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

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
77%	41%	(36)	(47%)

**Factors Accounting for the Difference:**

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

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

**Explanation:**

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

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

**Explanation:**

This measure provides information on minority representation in the executive branch entities, including the Department of Lottery, and the Public Service Commission (which is a legislative branch agency) as compared to the available labor market. The Division of Human Resource Management provides entities with a fair and equitable employment infrastructure that includes core human resource policies, strategies and practices for agencies to follow in recruiting, selecting, and managing their human resources. However, the Division of Human Resource Management does not have the authority to make hiring decisions within the state agencies. For fiscal year 2015-16, 13 out of 32 entities were at or above Equal Employment Opportunity (EEO) minority parity (Minority Parity = 39% and higher) with the available labor market.

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

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

**Recommendations:**

None.

### LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Management Services

**Program:** Workforce

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

**Measure:** Percent of Dollars Saved by Eliminating and Reducing Expenses

**Action:**

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

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

**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:**

This measure, "Percent of Dollars Saved by Eliminating and Reducing Expenses" is provided to capture the savings generated by the entities that are shared with employees as a means to retain, reward, and recognize high performing employees pursuant to section 110.1245, F.S. As required by the Savings Sharing program in section 110.1245, F.S., agencies are surveyed annually to ascertain the number of cost saving proposals received; the number of dollars and awards given to employees or groups of employees for adopted proposals and the cost savings realized from adopted proposals.

Survey responses were received from all 31 entities for fiscal year 2015-16; however, no agencies participated in the Savings Sharing program. Due to lack of entity participation, the "Percent of Dollars Saved by Eliminating and Reducing

Expenses" failed to meet the approved performance standard for fiscal year 2015-16. For the past several years, agencies have not participated in this program.

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

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:**

None.



# LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

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

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
819	694	(125)	(15.3%)

**Factors Accounting for the Difference:**

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

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

**Explanation:** The number of cases filed, and thus the number of dispositions, are beyond the Commission's control.

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

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

**Explanation:** The number of cases filed, and thus the number of dispositions, are beyond the Commission's control.

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

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

**Recommendations:**

Increase public awareness of the Commission's services through outreach to stakeholders, and explore expanding the Commission's jurisdiction through Legislative initiatives.

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

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

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
391	189	(202)	(51.7%)

**Factors Accounting for the Difference:**

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

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

**Explanation:** The number of cases filed, and thus the number of dispositions, are beyond the Commission's control.

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

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

**Explanation:** The number of cases filed, and thus the number of dispositions, are beyond the Commission's control.

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

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

**Recommendations:**

Increase public awareness of the Commission's services through outreach to stakeholders, and explore expanding the Commission's jurisdiction through Legislative initiatives.

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Management Services

**Program:** Commission on Human Relations

**Service/Budget Entity:** Human Relations

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

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
75%	54%	(21)	(28%)

**Factors Accounting for the Difference:**

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

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

**Explanation:**

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

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

**Explanation:**

Employment and public accommodation discrimination complaints must be resolved within 180 days of the filing date. In fiscal year 2015-16, the Commission received 1,034 such complaints. Since 2013, the 3.5 FTE attorneys have been required to create all legal documents issued by the Commission rather than allowing staff assistants to print form letters; review jurisdictional criteria for all cases recommended for closure by the intake unit; and write a recommendation for each case for submission to the Executive Director, thus following the Florida Administrative Code requirements more fully. Due to these additional responsibilities and duties, the average attorney review time for each case has increased from 5.6 hours per case in fiscal year 2012-13 to 7.1 hours per case in fiscal year 2014-15. That yields approximately 160 cases resolved per FTE.

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

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

**Recommendations:**

None at this time.

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

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

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$60,000,000	\$57,400,733	(\$2,599,267)	(4.3%)

**Factors Accounting for the Difference:**

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

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

**Explanation:**

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

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

**Explanation:**

Telecommunications technology is shifting away from legacy voice platforms and services. We will continue to see a decline in revenue associated with traditional Voice services in lieu of increases in revenues associated with Data services. In addition, as we negotiate increasingly competitive rates and procure newer voice technologies, total revenue will decline even further. This is a very positive trend because it shows our customers moving to our newer Data services. Once the legacy voice contracts expire and the replacement contracts are in place this standard will need to be removed because the “#60 Total revenue for data service” measure will suffice.

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

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

**Recommendations:**

This revision is not the result of a problem (internal or external); it will merely align our standards with the shift in Telecommunications technology worldwide. The Department will submit a budget amendment to change the measure and the measure title as noted above after September 30, 2016.

# Performance Measure Validity and Reliability—LRPP Exhibit IV

# LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** Management Services

**Program:** Facilities

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

**Measure:** Gross square foot construction cost of office facilities for the Department of Management Services compared to gross square foot construction cost for private industry average

**Action (check one):**

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

**Data Sources and Methodology:**

The data source for the DMS cost per gross square foot (GSF) is taken from the project records for the most recent DMS office building construction. The Department of Revenue building group is the most recent source for this year's cost figure. To allow for annual cost escalation since job completion the recorded cost has been indexed forward using published industry factors (Engineering News-Record) to the measurement year. Private industry averages are based on industry published references (R.S. Means Construction Costs with location factor applied).

**Validity:**

The purpose of this measure is to compare the construction cost of DMS office facilities to similar private projects. This measure is valid and appropriate because it uses comparable project types and activities and real-world data.

**Reliability:**

The reliability of the data is based on costs from recent office building construction activity performed by DMS. In years where DMS does not construct office buildings the state measure must be indexed or extrapolated from previous years.

*Office of Policy and Budget – June 2016*

# LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** Management Services

**Program:** Workforce

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

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

**Action (check one):**

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

**Data Sources and Methodology:**

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

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

The approved performance standard for fiscal year 2016-17 is \$343.77. We are requesting the performance standard be adjusted to \$338.14, which represents the assessment in the General Appropriations Act for FY 2016-17.

**Validity:**

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

A budget amendment will be submitted after September 30, 2016, to request the performance standard for fiscal year 2016-17 be adjusted to \$338.14, which represents the assessment in the General Appropriations Act for FY 2016-17.

**Reliability:**

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

*Office of Policy and Budget – June 2016*

# LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** Department of Management Services

**Program:** Workforce

**Service/Budget Entity:** Retirement Benefits Administration

**Measure:** Percent of Members Satisfied with Retirement Services

**Action (check one):**

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

**Data Sources and Methodology:**

This measures members' overall satisfaction with retirement services. Prior survey results for the closed out fiscal year were not available until December of each year. Beginning in fiscal year 2017-18, survey results from the closed out fiscal year (FY 2016-17 forward) will be available no later than July 31 each year.

Statistically valid surveys of active members, recent retirees, and other retirees provide the source of data for this measure. One survey is conducted annually of each source group. Prior surveys were conducted by an independent contractor which performed all statistical calculations and manipulations. Beginning with fiscal year 2016-17, surveys will be conducted through an online service.

**Validity:**

Statistically valid surveys are conducted to determine customer satisfaction with retirement information. Any threats to the validity of the measure are minimized through a survey of an appropriate statistical sample of customers. It should be noted that the survey instrument will change over time due to changing information needs; however, similar survey questions are presented for several years in order to enhance validity.

**Reliability:**

Consistent questions on similar subject matter are presented during the survey process over several years. Statistically valid samples are used on each source group with different samplings on each survey in order to minimize fluctuations.

*Office of Policy and Budget – June 2016*



# LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** Department of Management Services

**Program:** Technology Program

**Service/Budget Entity:** Telecommunications Services

**Measure:** Total Revenue for Voice Services

**Action (check one):**

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

**Data Sources and Methodology:**

The Division of Telecommunications requests to revise the standard from \$60M to \$50M due to the following reasons:

Telecommunications technology is shifting away from legacy voice platforms and services. We will continue to see a decline in revenue associated with traditional voice services in lieu of increases in revenues associated with data services.

In addition, as we negotiate increasingly competitive rates and procure newer voice technologies, total revenue will decline even further. This is a very positive trend because it shows our customers moving to our newer data services.

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

**Validity:**

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

We will be able to validate this trend using actual invoices for voice services sold by SUNCOM during the 2016-17 fiscal year.

**Reliability:**

SUNCOM’s Communications Service Authorization and Billing (CSAB) System allows us to query and report reliable data regarding invoices generated (i.e. revenue) for each of our telecommunications services. The department will submit a budget amendment to change the measure and the measure title as noted above after September 30, 2016.

*Office of Policy and Budget – June 2016*

# Associated Activities Contributing to Performance Measures—LRPP Exhibit V

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures			
Measure Number	Approved Performance Measures for FY 2015-16 (Words)		Associated Activities Title
<b>Administration</b>			
1	Administrative costs as a percent of total agency costs	ACT 0010	Executive Direction
		ACT 0020	General Counsel/Legal
		ACT 0030	Legislative Affairs
		ACT 0060	Inspector General
		ACT 0070	Communications/Public Information
		ACT 0090	Planning and Budgeting
		ACT 0100	Finance and Accounting
		ACT 0110	Personnel Services/Human Resources
		ACT 0200	Procurement
		ACT 0300	Information Technology - Executive Direction
2	Administrative positions as a percent of total agency positions	ACT 0010	Executive Direction
		ACT 0020	General Counsel/Legal
		ACT 0030	Legislative affairs
		ACT 0060	Inspector General
		ACT 0070	Communications/Public Information
		ACT 0090	Planning and Budgeting
		ACT 0100	Finance and Accounting
		ACT 0110	Personnel Services/Human Resources
		ACT 0130	Mail Room (includes Mail Room, Print Shop, and Property Management)
		ACT 0200	Procurement
		ACT 0300	Information Technology - Executive Direction
<b>State Employee Leasing</b>			
3	Number of employees in the State Employee Leasing Service	ACT 0510	Process payroll and benefits for leased state employees
<b>Facilities Management</b>			
4	Average Department of Management Services full service rent- composite cost per net square foot (actual) compared to average private sector full service rent-composite cost per net square foot in markets where the Department manages office facilities.	ACT 0620	Operate and maintain Department of Management Services' pool facilities
		ACT 0680	Special Category: Utility payments
		ACT 0010	Executive Direction

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

<b>Measure Number</b>	<b>Approved Performance Measures for FY 2015-16 (Words)</b>		<b>Associated Activities Title</b>
<b>5</b>	DMS average operations and maintenance cost per square foot maintained	ACT 0620	Operate and maintain Department of Management Services' pool facilities
		ACT 0680	Special Category: Utility payments
		ACT 0010	Executive Direction
<b>6</b>	Number of maintained square feet (private contract and agency)	ACT 0620	Operate and maintain Department of Management Services' pool facilities
		ACT 0630	Operate and maintain non-pool facilities
		ACT 0010	Executive Direction
<b>7</b>	Number of leases managed	ACT 0650	Manage private sector and state leases for state agencies
		ACT 0010	Executive Direction
<b>8</b>	Gross square feet of state-owned office space occupied by state agencies	ACT 0640	Administer bonding program and plan for state office space requirements
		ACT 0010	Executive Direction
<b>9</b>	Net square feet of private sector office space occupied by state agencies	ACT 0650	Manage private sector and state leases for state agencies
		ACT 0010	Executive Direction
<b>10</b>	Number of facilities secured	ACT 0690	Provide facilities security
		ACT 0010	Executive Direction
<b>Building Construction</b>			
<b>11</b>	Gross square foot construction cost of office facilities for the Department of Management Services compared to gross square foot construction cost of office facilities for private industry average	ACT 0750	Manage construction projects
		ACT 0010	Executive Dir
<b>12</b>	Dollar volume of fixed capital outlay project starts	ACT 0750	Manage construction project
		ACT 0010	Executive Direction

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures			
Measure Number	Approved Performance Measures for FY 2015-16 (Words)		Associated Activities Title
<b>Federal Property Assistance</b>			
15	Federal property distribution rate	ACT 1000	Acquire and redistribute federal surplus property
		ACT 1010	Acquire and redistribute military excess property
		ACT 0010	Executive Direction
16	Number of federal property orders processed	ACT 1000	Acquire and redistribute federal surplus property
		ACT 1010	Acquire and redistribute military excess property
		ACT 0010	Executive Direction
<b>Fleet Management</b>			
17	Percent of Requests for Approval Processed for the Acquisition and Disposal of Vehicles within 48 Hours	ACT 0010	Executive Direction
18	State contract daily vehicle rental rate vs. private provider daily vehicle rental rate	ACT 0010	Executive Direction
<b>Purchasing Oversight</b>			
19	Percent of state term contract savings	ACT 1200	Establish and administer state term (master) contracts and negotiated agreements
		ACT 0010	Executive Direction
20	Dollars expended by state agencies using the state term contracts and negotiated agreements	ACT 1200	Establish and administer state term (master) contracts and negotiated agreements
		ACT 0010	Executive Direction
<b>Private Prison Monitoring</b>			
21	Number of Beds occupied	ACT 1700	Contract for the construction, operation and oversight of private prisons
<b>Office of Supplier Diversity</b>			
22	Average minority certification process time (in days)	ACT 1300	Provide minority access to contracting opportunities
		ACT 1310	Manage and oversee minority business compliance
23	Number of businesses certified and registered	ACT 1300	Provide minority access to contracting opportunities
		ACT 1310	Manage and oversee minority business compliance
24	Number of businesses reviewed and audited	ACT 1310	Manage and oversee minority business compliance

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures			
Measure Number	Approved Performance Measures for FY 2015-16 (Words)		Associated Activities Title
<b>State Personnel Policy Administration</b>			
25	Total state cost per FTE in the state agencies	ACT 1400	Provide human resource management expertise/ consulting
		ACT 1420	Maintain the automated human resources system
		ACT 0010	Executive Direction
26	Number of state agencies with established training plans	ACT 1400	Provide human resource management expertise/ consulting
		ACT 0010	Executive Direction
28	Overall customer satisfaction rating	ACT 1400	Provide human resource management expertise/ consulting
		ACT 0010	Executive Direction
29	Percent of agencies at or above EEO gender parity with available labor market	ACT 1400	Provide human resource management expertise/ consulting
		ACT 0010	Executive Direction
30	Percent of agencies at or above EEO minority parity with available labor market	ACT 1400	Provide human resource management expertise/ consulting
		ACT 0010	Executive Direction
32 See note below	Number of responses to technical assistance requests	ACT 1400	Provide human resource management expertise/ consulting
		ACT 1420	Maintain the automated human resources system
		ACT 0010	Executive Direction
33	Percent of dollars saved by eliminating positions and reducing expenses	ACT 1400	Provide human resource management expertise/ consulting
		ACT 0010	Executive Direction
34	Number of authorized full time equivalent (FTE) and Other Personal Services (OPS) employees in the State Personnel System	ACT 1400	Provide human resource management expertise/ consulting
<b>People First</b>			
27 See note below	Percent of all contracted performance standards met (Outsourced HR) (This is a People First measure)	ACT 1420	Maintain the automated human resources system
		ACT 0010	Executive Direction
31	Number of users supported by the automated human resources system (This is a People First measure)	ACT 1420	Maintain the automated human resources system
		ACT 1450	People First Contract Management
		ACT 0010	Executive Direction

<b>Insurance Benefit Administration (Division of State Group Insurance)</b>			
<b>Measure Number</b>	<b>Approved Performance Measures for FY 2015-16 (Words)</b>		<b>Associated Activities Title</b>
<b>35</b>	Percent of all contracted performance standards met	ACT 1500	Administer the Health Insurance program
		ACT 1510	Administer the Life Insurance program
		ACT 1530	Administer the Supplemental Insurance program
		ACT 0010	Executive Direction
<b>36</b>	State Employees' Preferred Provider Organization Plan - per member/per year cost - (State) compared to the per member/per year cost - (National Benchmark)	ACT 1500	Administer the Health Insurance program
		ACT 0010	Executive Direction
<b>37</b>	DMS Administrative cost per insurance enrollee	ACT 1500	Administer the Health Insurance program
		ACT 1510	Administer the Life Insurance program
		ACT 1520	Administer the Flexible Spending Account program
		ACT 1530	Administer the Supplemental Insurance program
		ACT 1540	Administer the Disability Benefits program
		ACT 0010	Executive Direction
<b>38</b>	State Employees' Preferred Provider Organization Plan - vendor's administrative cost per insurance enrollee	ACT 1500	Administer the Health Insurance program
		ACT 0010	Executive Direction
<b>39</b>	Number of enrollees (Total)	ACT 1500	Administer the Health Insurance program
		ACT 1510	Administer the Life Insurance program
		ACT 1520	Administer the Flexible Spending Account program
		ACT 1530	Administer the Supplemental Insurance program
		ACT 1540	Administer the Disability Benefits program
		ACT 0010	Executive Direction

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures			
Measure Number	Approved Performance Measures for FY 2015-16 (Words)		Associated Activities Title
<b>Retirement Benefits Administration (Division of Retirement)</b>			
40	Percent of members satisfied with retirement services	ACT 0010	Executive Direction
		ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
41	Percent of retired payrolls processed timely	ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
		ACT 1640	Pension and benefits payments - General Revenue only
		ACT 0010	Executive Direction
42	Percent of service retirees added to the next payroll after receipt of all documents	ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
		ACT 1640	Pension and benefits payments - General Revenue only
		ACT 0010	Executive Direction
43	Percent of monthly payrolls from FRS Employers processed within 5 days	ACT 1610	Administer the Florida Retirement System
		ACT 0010	Executive Direction
44	Turn around times for benefit calculations - Information Requests (calendar days).	ACT 1610	Administer the Florida Retirement System
		ACT 0010	Executive Direction
45	Percent of participating agencies satisfied with retirement services	ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
		ACT 0010	Executive Direction
46	Percent of agency payroll transactions correctly reported	ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
		ACT 1630	Administer the State University System Optional Retirement program
		ACT 0010	Executive Direction



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

Measure Number	Approved Performance Measures for FY 2015-16		Associated Activities Title
47	Administrative cost per active and retired member	ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
		ACT 1630	Administer the State University System Optional Retirement program
		ACT 0010	Executive Direction
48	Number of local pension plans reviewed	ACT 1600	Provide local government pension plan oversight
		ACT 0010	Executive Direction
49	Number of FRS members	ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
		ACT 0010	Executive Direction
<b>Public Employees Relations Commission</b>			
50	Percent of timely labor dispositions	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
51	Percent of timely employment dispositions	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
52	Percent of appealed dispositions affirmed or dismissed/withdrawn	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
53	Number of labor dispositions	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
54	Number of employment dispositions	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
<b>Commission on Human Relations</b>			
55	Percent of civil rights cases resolved within 180 days of filing	ACT 1800	Investigate complaints of civil rights violations
		ACT 0010	Executive Direction
56	Number of inquiries and investigations	ACT 1800	Investigate complaints of civil rights violations
		ACT 0010	Executive Direction

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures			
Measure Number	Approved Performance Measures for FY 2015-16 (Words)		Associated Activities Title
<b>Division of Telecommunications</b>			
57	Aggregated discount from commercially available rates for voice and data services	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments
58	Percent of telecommunications customers satisfied	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments
		ACT 8030	Pass through for Wireless 9-1-1 Distributions to Service Providers and Counties
		ACT 8040	Special Category: Telecommunications Infrastructure Project Systems (TIPS)
59	Total revenue for voice service	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments
60	Total revenue for data service	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments
<b>Wireless Services</b>			
61	Percent of all 800 MHz law enforcement radio system contracted performance standards met	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
62	Number of engineering projects and approvals handled for state and local governments	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations

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

# Agency-Level Unit Cost Summary—LRPP Exhibit VI

MANAGEMENT SERVICES, DEPARTMENT OF	FISCAL YEAR 2015-16		
SECTION I: BUDGET	OPERATING		FIXED CAPITAL OUTLAY
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT		540,883,964	64,803,741
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)		-7,817,179	0
FINAL BUDGET FOR AGENCY		533,066,785	64,803,741

SECTION II: ACTIVITIES * MEASURES	Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)				56,612,276
Process Payroll And Benefits For Leased State Employees * Number of employees in state leasing services	1	220,832.00	220,832	
Operate And Maintain Department Of Management Services' Pool Facilities * Number of maintained square feet (private contract and agency)	7,872,792	5.88	46,308,811	8,191,465
Operate And Maintain Non-pool Facilities * Number of maintained square feet (private contract and agency)	7,872,792	0.10	785,838	
Administer Bonding Program And Plan For State Office Space Requirements * Number of net square feet of pool facilities	6,173,709	0.40	2,457,581	
Manage Private Sector And State Leases For State Agencies * Number of leases managed	1,495	1,996.26	2,984,413	
Manage Pool Facility Parking Lots * Number of parking spaces	24,578	12.04	295,888	
Special Category: Utility Payments * Utility cost per gross square foot	8,541,573	1.56	13,291,488	
Provide Facilities Security * Number of facilities secured	18	64,483.94	1,160,711	
Manage Construction Projects * Dollar volume of Fixed Capital Outlay project starts	58,300,000	0.03	1,678,756	
Adjudicate And Facilitate Mediation Of Labor And Employment Disputes Through The Public Employees Relations Commission * Number of labor and employment dispositions	883	4,952.04	4,372,649	
Acquire And Redistribute Federal Surplus Property * Dollar value of donated property	17,878,640	0.03	613,139	
Acquire And Redistribute Military Excess Property * Dollar value of donated property	17,878,640	0.01	144,009	
Provide New Vehicle And Watercraft Acquisition Support * Number of vehicles and watercraft acquired	1,762	97.07	171,029	
Operate And Maintain The Florida Equipment Electronic Tracking (fleet) System * Number of state vehicles tracked	35,326	12.47	440,489	
Manage State Vehicle And Watercraft Disposal * Number of vehicles and watercraft disposed of	1,568	585.20	917,588	
Establish And Administer State Term (master) Contracts And Negotiated Agreements * Dollars expended by State Agencies using the State Term Contracts and Negotiated Agreements	827,148,988	0.02	19,155,113	
Provide Minority Access To Contracting Opportunities * Number of businesses certified and registered	1,015	403.56	409,611	
Manage And Oversee Minority Business Compliance * Number of businesses reviewed and audited	280	1,238.38	346,747	
Provide Human Resource Management Expertise/Consulting * Number of authorized FTE and OPS employees in the State Personnel System.	107,631	23.23	2,500,764	
People First Contract Management * N/A	224,000	171.55	38,427,914	
Administer The Health Insurance Program * Number of enrollees	173,483	293.63	50,940,045	
Administer The Life Insurance Program * Number of enrollees	183,476	0.11	20,201	
Administer The Flexible Spending Account Program * Number of enrollees	17,138	1.97	33,779	
Administer The Supplemental Insurance Program * Number of enrollees	202,539	5.08	1,029,574	
Administer The Disability Benefits Program * Number of enrollees	21,516	1.04	22,321	
Provide Local Government Pension Plan Oversight * Number of Local Pension Plans Reviewed	171	11,087.43	1,895,950	
Administer The Florida Retirement System * Number of FRS members	1,054,976	29.48	31,099,746	
Administer The Retiree Health Insurance Subsidy Program * Number of Recipients of the Health Insurance Subsidy	349,865	0.54	188,556	
Administer The State University System Optional Retirement Program * Number of participants in the State University System Optional Retirement Program	17,030	23.46	399,606	
Contract For The Construction, Operation And Oversight Of Private Prisons * Number of beds occupied	10,163	271.38	2,758,076	
Investigate Complaints Of Civil Rights Violations * Number of inquiries/investigations	13,430	601.82	8,082,454	

TOTAL			233,153,678	64,803,741
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SECTION III: RECONCILIATION TO BUDGET				
PASS THROUGHGS				
TRANSFER - STATE AGENCIES			227,486,283	
AID TO LOCAL GOVERNMENTS				
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS			15,600,015	
OTHER				
REVERSIONS			56,826,881	8,237
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)			533,066,857	64,811,978

### 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: ACT0700 ACT8020 ACT8030 ACT8040

AID TO LOCAL GOVERNMENTS ACTIVITY ISSUE CODES SELECTED:

1-8:

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

\*\*\* NO ACTIVITIES FOUND \*\*\*

THE FCO ACTIVITY (ACT0210) CONTAINS EXPENDITURES IN AN OPERATING CATEGORY AND SHOULD NOT:

(NOTE: THIS ACTIVITY IS ROLLED INTO EXECUTIVE DIRECTION, ADMINISTRATIVE SUPPORT AND INFORMATION TECHNOLOGY)

\*\*\* NO OPERATING CATEGORIES FOUND \*\*\*

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

\*\*\* NO ACTIVITIES FOUND \*\*\*

TOTALS FROM SECTION I AND SECTIONS II + III:

DEPARTMENT: 72	EXPENDITURES	FCO
FINAL BUDGET FOR AGENCY (SECTION I):	533,066,785	64,803,741
TOTAL BUDGET FOR AGENCY (SECTION III):	533,066,857	64,811,978
	-----	-----
DIFFERENCE:	72-	8,237-
(MAY NOT EQUAL DUE TO ROUNDING)	=====	=====

# Glossary of Terms and Acronyms

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

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

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

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

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

**CIO:** Chief information Officer.

**CIP:** Capital Improvements Program Plan.

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

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

**DivTel:** Division of Telecommunications.

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

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

**FCO:** Fixed Capital Outlay.

**FFMIS:** Florida Financial Management Information System.

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

**FLAIR:** Florida Accounting Information Resource Subsystem.

**F.S.:** Florida Statutes.

**GAA:** General Appropriations Act.

**GR:** General Revenue Fund.

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

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

**Input:** See Performance Measure.

**IOE:** Itemization of Expenditure.

**IT:** Information Technology.

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

**LAN:** Local Area Network.

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

**LBC:** Legislative Budget Commission.

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

**LBR:** Legislative Budget Request.

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

**LEED:** Leadership in Energy and Environmental Design.

**L.O.F.** Laws of Florida.

**LRPP:** Long-Range Program Plan.

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

**NASBO:** National Association of State Budget Officers.

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

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

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

**Outcome:** See Performance Measure.

**Output:** See Performance Measure.

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

**BPBP/PB2:** Performance-Based Program Budgeting.

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

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

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

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

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

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

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

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

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

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

**Service:** See Budget Entity.

**SSRC:** Southwood Shared Resource Center.

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

**SWOT:** Strengths, Weaknesses, Opportunities and Threats.

**TCS:** Trends and Conditions Statement.

**TF:** Trust Fund.

**Unit Cost:** The average total cost of producing a single unit of output – goods and services for a specific agency activity.

**Validity:** The appropriateness of the measuring instrument in relation to the purpose for which it is being used.





# We serve those who serve Florida

## Process - Oriented Mindset

Have I reviewed the original statutory charge related to what I am about to do?  
 Am I performing my tasks and responding to the public in a consistent manner?  
 Am I taking the time to notify the proper colleagues when a situation is unique and requires special attention outside of a normal process?

## Challenge the Status Quo

Have I brought an idea forward to change a business operation in the agency?  
 Have I told my manager about how we can move forward as thought leaders for state government in a certain area?  
 Am I challenging myself with the way I approach my own professional development?

## Create Efficiencies

How have I made sure we are creating a better government, not a bigger government?  
 Have I brought forward an idea that would create cost savings for Florida families?  
 Have I brought an idea to my supervisor that would improve a workflow process?

## Respect State Employees

How have I provided world-class customer service to someone today?  
 How have I honored Governor Scott's administration and DMS today?  
 Have I talked about my coworkers positively outside of the office today?

## VALUES

**Integrity, Communication, Respect, Excellence, Accountability, Teamwork, Empowerment = I CREATE DMS.**

## VISION

The Department of Management Services will empower Florida's state government to be the most effective and efficient in the nation.

## MISSION

The Department of Management Services delivers high-quality support services to government agencies, state employees, and the public that are reliable, innovative, and cost reducing.