



FLORIDA

Executive

Director

Leon M. Biegalski

Child Support

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Director

General Tax

Administration

Maria Johnson

Director

Property Tax

Oversight

Dr. Maurice Gogarty

Director

Information

Services

Damu Kuttikrishnan

Director

LONG RANGE PROGRAM PLAN

Department of Revenue

Tallahassee

September 30, 2016

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

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

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

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long Range Program Plan (LRPP) for the Department of Revenue 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://floridafiscalportal.state.fl.us/>). This submission has been approved by Leon Biegalski, Executive Director.

Sincerely,

Leon M. Biegalski
Executive Director

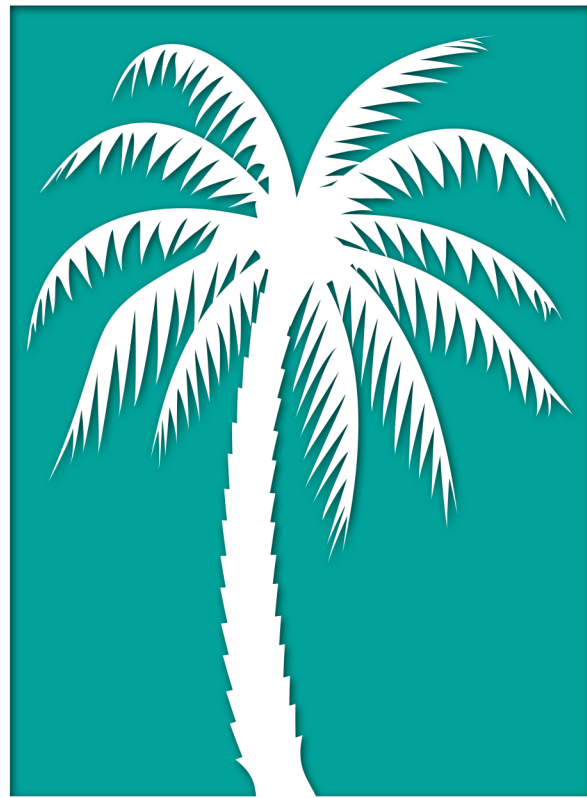
Florida Department
of Revenue
Tallahassee,
Florida

32399-0100

<http://dor.myflorida.com/dor/>

FLORIDA DEPARTMENT OF REVENUE

**LONG RANGE
PROGRAM PLAN**
FY 2017-18 THROUGH 2021-22



DEPARTMENT OF REVENUE

FLORIDA

REVISED SEPTEMBER 30, 2016

VISION

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

MISSION

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

VALUE TO FLORIDIANS

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

GUIDING PRINCIPLES

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

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

WHAT WE BELIEVE

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

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

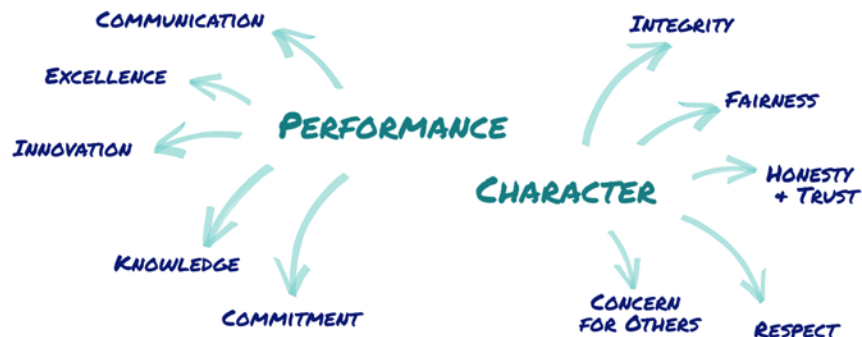
We believe that we must make it as easy as possible for people and businesses to pay their taxes and pay and receive child support. We will communicate in a clear, easily understood manner to explain their responsibilities, and we will enforce the law consistently and fairly.

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

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

VALUES

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



OF CHARACTER

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

OF PERFORMANCE

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

DEPARTMENT GOALS, OBJECTIVES AND PERFORMANCE PROJECTION TABLES

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

GOAL #1: Increase voluntary compliance.

Child Support Program (CSP)



CSP 1A:

Objective: Increase collections on current obligations in IV-D cases.

Outcome: Percent of current support collected (FFY).

| FY 1998-99 (Baseline Actual) | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 |
|---------------------------------|------------|------------|------------|------------|------------|
| 48.6% | 62.0% | 62.5% | 62.5% | 62.5% | 62.5% |

CSP 1B:

Objective: Increase collections on all support due and paid during the federal fiscal year.

Outcome: Percent of support collected and distributed during the year that was due within the year (FFY).

| FY 2012-13 (Baseline Actual) | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 |
|---------------------------------|------------|------------|------------|------------|------------|
| 68.5% | 81.0% | 81.5% | 81.5% | 81.5% | 81.5% |

General Tax Administration (GTA)



GTA 1A:

Objective: Improve existing technology and broaden filing capabilities to assist taxpayers in complying with tax laws.

Outcome: Percent of all tax returns filed timely and accurately.

| FY 2014-15 (Baseline Actual) | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 |
|---------------------------------|------------|------------|------------|------------|------------|
| 85.0% | 89.0% | 89.5% | 90.0% | 90.5% | 90.5% |

Property Tax Oversight (PTO)



PTO 1A:

Objective: Ensure the just valuation and uniformity of all classes and subclasses of property studied.

Outcome: Statewide level of assessment for real property.

| 2009-10 (Baseline Actual) | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 |
|------------------------------|------------|------------|------------|------------|------------|
| 96.8% | 90.0% | 90.0% | 90.0% | 90.0% | 90.0% |

DEPARTMENT GOALS, OBJECTIVES AND PERFORMANCE PROJECTION TABLES

GOAL #2: Increase productivity and reduce costs.

Child Support Program (CSP)



CSP 2A:

Objective: Ensure that all cases are available for any appropriate action.
 Outcome: Percent of IV-D cases available for next appropriate action (FFY).

| FY 2007-08 (Baseline Actual) | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 |
|---------------------------------|------------|------------|------------|------------|------------|
| 83.0% | 86.0% | 86.5% | 87.0% | 87.5% | 87.5% |

CSP 2B:

Objective: Increase support order establishment for children in IV-D cases.
 Outcome: Percent of IV-D cases with an order for support (federal definition) (FFY).

| FY 1998-99 (Baseline Actual) | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 |
|---------------------------------|------------|------------|------------|------------|------------|
| 48.9% | 81.5% | 82.0% | 82.5% | 82.5% | 82.5% |

General Tax Administration (GTA)



GTA 2A:

Objective: Improve the timeliness of taxpayer claimed refunds.
 Outcome: Median number of days to process a refund.

| FY 2015-16 (Baseline Actual) | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 |
|---------------------------------|------------|------------|------------|------------|------------|
| 35 days | 35 days | 34 days | 33 days | 33 days | 33 days |

DEPARTMENT GOALS, OBJECTIVES AND PERFORMANCE PROJECTION TABLES

GOAL #3: Improve service.

Child Support Program (CSP)



CSP 3A:

Objective: Improve distribution of identifiable IV-D and appropriate non-IV-D payments to families and other states.
 Outcome: Percent of state disbursement unit collections disbursed within two business days of receipt (SFY).

| FY 2000-01 (Baseline Actual) | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 |
|---------------------------------|------------|------------|------------|------------|------------|
| 96.5% | 98.5% | 99.0% | 99.0% | 99.0% | 99.0% |

General Tax Administration (GTA)



GTA 3A:

Objective: Ensure prompt availability of funds to support Florida’s infrastructure and services to citizens.
 Outcome: Average number of days from receipt of payment to deposit.

| FY 2010-11 (Baseline Actual) | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 |
|---------------------------------|------------|------------|------------|------------|------------|
| .29 | 1 day | 1 day | 1 day | 1 day | 1 day |

GTA 3B:

Objective: Ensure prompt availability of funds to support Florida’s infrastructure and services to citizens.
 Outcome: Percent of revenue distributions made timely.

| FY 2010-11 (Baseline Actual) | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 |
|---------------------------------|------------|------------|------------|------------|------------|
| 93.0% | 99.0% | 99.0% | 99.0% | 99.0% | 99.0% |

Property Tax Oversight (PTO)



PTO 3A:

Objective: Improve customer and supplier satisfaction with program products and services.
 Outcome: Percent of training participants satisfied with services provided.

| FY 2004-05 (Baseline Actual) | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 |
|---------------------------------|------------|------------|------------|------------|------------|
| 90.0% | 96.0% | 96.0% | 96.0% | 96.0% | 96.0% |

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

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

| Governor’s Priorities | | Revenue’s Programs/Goals |
|-----------------------|---|---|
| 1 | <p>Improving Education</p> <p>World Class Education</p> | <p>GOAL #1: Increase voluntary compliance.</p> <p>Property Tax Oversight ensures fair and equitable administration of Florida’s local property tax system, which provides the funding for public education programs.</p> |
| 2 | <p>Economic Development and Job Creation</p> <p>Focus on Job Growth and Retention</p> <p>Reduce Taxes</p> <p>Regulatory Reform</p> <p>Phase out Florida’s Corporate Income Tax</p> | <p>GOAL #1: Increase voluntary compliance.</p> <p>GOAL #2: Increase productivity and reduce costs.</p> |
| 3 | <p>Public Safety</p> <p>Protect our communities by ensuring the health, welfare, and safety of our citizens</p> | <p>GOAL #3: Improve service</p> <p>General Tax Administration ensures prompt availability of funds to support Florida’s infrastructure and services to citizens.</p> |



ORGANIZATIONAL OVERVIEW

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



CHILD SUPPORT PROGRAM

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

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



GENERAL TAX ADMINISTRATION PROGRAM

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

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





PROPERTY TAX OVERSIGHT PROGRAM

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

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

Department of Revenue Programs, Functions, and Outcomes

| CHILD SUPPORT PROGRAM  | | |
|--|--|---|
| Program & Purpose | Primary Functions | Outcomes |
| <p>To help children get the financial support they need when it is not received from one or both parents.</p> | <ul style="list-style-type: none"> • Locate parents. • Establish paternity. • Establish and modify child support orders. • Enforce child support orders. • Receive and distribute child support payments. • Educate and assist parents and the public. <p>Work with partners that carry out critical steps in the child support process, including state agencies, county officials, other states and countries.</p> | <ul style="list-style-type: none"> • Legal establishment of paternity. • Legal obligations to pay support. • Support payments to families. • Reimbursements to federal and state governments for temporary cash assistance payments. <p>Total child support collected and distributed to Florida families was \$1.594 billion in SFY 2015-16.</p> |
| GENERAL TAX ADMINISTRATION PROGRAM  | | |
| Program & Purpose | Primary Functions | Outcomes |
| <p>To collect and distribute state taxes and fees accurately and efficiently.</p> <p><i>Revenue administers 34 taxes and fees.</i></p> | <ul style="list-style-type: none"> • Register taxpayers. • Process tax returns and payments. • Enforce compliance through collection, audit, discovery, and criminal investigation activity. • Distribute funds to state accounts and local governments. • Assist taxpayers and resolve complaints. | <ul style="list-style-type: none"> • Registration of Florida businesses for the taxes that apply to them. • Timely and accurate payments by taxpayers. • Collection of past due amounts. • Prompt deposits into state, local, and trust fund accounts of payments received by the Department. • Taxpayer compliance with the law. <p>Total receipts for taxes and fees administered by Revenue were approximately \$40 billion in FY 2015-16. Revenue also processed approximately \$5.1 billion in receipts for other state agencies.</p> |

PROPERTY TAX OVERSIGHT PROGRAM



| Program & Purpose | Primary Functions | Outcomes |
|--|--|---|
| <p>To ensure fair and equitable administration of Florida's local property tax system.</p> | <ul style="list-style-type: none"> • Review and approve the property tax rolls for each of Florida's 67 counties every year. • Review and approve the annual budgets of property appraisers and most tax collectors. • Ensure that Florida's 645 local levying authorities comply with millage levying procedures and public disclosure laws. • Provide technical and legal guidance to local officials. • Provide aid and assistance to property appraisers to improve the uniformity of assessments. • Review certain property tax claims for refunds. • Provide training to elected officials and levying authorities. • Provide training and oversight to value adjustment boards. • Assess railroad properties. • Respond to questions from the public. | <ul style="list-style-type: none"> • Property tax rolls in compliance with constitutional and statutory standards. • Millage levies in compliance with constitutional and statutory standards. • Local officials trained and in compliance with property tax laws and standards. <p>In 2015, Florida's local governments and taxing authorities levied more than \$28.3 billion in property taxes on over 11 million parcels of real and tangible personal property, with a total market value of \$2.24 trillion. Statewide average level of assessment was 93.8 percent.</p> |

EXECUTIVE DIRECTION AND SUPPORT SERVICES



| Program & Purpose | Primary Functions | Outcomes |
|--|---|---|
| <p>To ensure the Department clearly and consistently communicates expectations to customers and stakeholders to ensure that those who have an obligation can meet it as easily as possible.</p> <p>To lead the Department to increased effectiveness and cost efficiency, and better service to the state of Florida.</p> <p>To provide support services that help each program reach its goals.</p> | <ul style="list-style-type: none"> • Provide day-to-day leadership for the agency. • Lead the planning process, ensuring that all employees can contribute their ideas, and that all programs follow Revenue’s strategic planning process. • Respond to requests and requirements from the Governor, Cabinet, and Legislature. • Provide financial management oversight and support. • Provide human resources support. • Develop and provide agency-wide training. • Manage legal matters and provide legal counsel. • Review operations for compliance with legal requirements. • Provide information and assistance to customers. • Prepare for and manage emergency situations. | <ul style="list-style-type: none"> • An effective, continually improving agency. • An appropriately trained and skilled workforce. • Safe, economical workplaces that meet the needs of our customers and our employees. • Compliance with legal requirements. • Efficient use of resources and accurate accounting. • An engaged and committed workforce. • Emergency preparedness. • Resolution of customers’ tax and child support concerns. |

INFORMATION SERVICES



| Program & Purpose | Primary Functions | Outcomes |
|---|---|--|
| <p>To provide technology services to enable the Department to operate efficiently and effectively</p> | <ul style="list-style-type: none"> • Provide, manage, and maintain computer systems. • Select, implement, and support software solutions to meet the needs of the Department. • Provide information and support for the effective use of technology resources by Revenue employees. • Ensure that the Department's information resources are protected against internal and external threats. | <ul style="list-style-type: none"> • Secure and effective information systems. • Increased efficiency in carrying out Revenue's responsibilities. • Enhanced customer experience aligned with the operating programs. |

RESULTS



Throughout State Fiscal Year (FY) 2015-16 the Department of Revenue continued to ensure that we clearly and consistently communicated expectations to our customers and stakeholders to ensure that those who have an obligation can meet it as easily as possible.

Our recent accomplishments demonstrating these key principles of clarity, communication, consistency and compliance include the following:

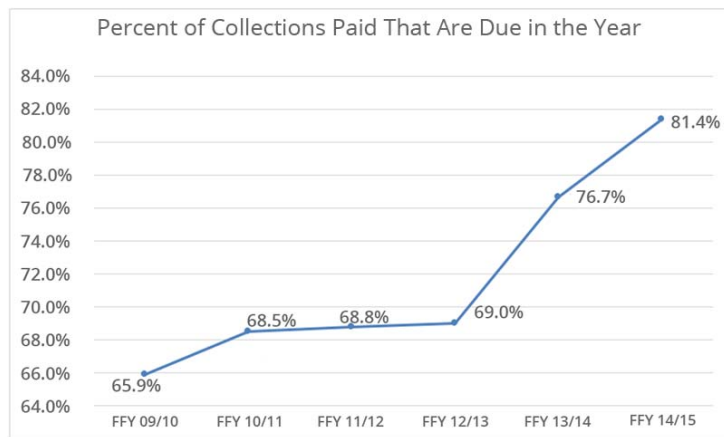
CHILD SUPPORT PROGRAM



Sustained improved performance on key federal child support measures

The Child Support Program is using several strategies to improve its performance on federal performance measures. The federal government evaluates the performance of each state's child support program in several areas.

The Child Support Program ended Federal Fiscal Year 2015-16 with the highest performance levels in the Program's history. The Program increased the percent of support collected in the month that it is due by 4.1 percentage points, bringing the end of year performance to 62.5 percent. The final performance for the federal measure for cases paying on arrears was 67.4 percent, which is an increase of 8.8



percentage points. The Program also achieved 82.8 percent on the percent of cases with a support order and increased the number of newly established orders by 13.3 percent over last year. Additionally, the Program increased the percent of collections paid in the year due by 4.7 percentage points as shown in the chart.

Strategies assisting with performance increases

- Increasing contact with parents who are due support, determining whether there is a continued need for Revenue's services and, if so, asking for information that will help us establish an initial support order or gain compliance from the parent who owes support.
- Making contact sooner with parents who are not making support payments as ordered, helping them to understand their obligation and get back on track more quickly.

Unclaimed Property

The Child Support Program and the Department of Financial Services (DFS) implemented a new process to initiate claims for unclaimed property to collect past-due child support. The new process allows the Program to claim the property and after notice to the parent and an opportunity to contest, the Program can intercept the property. This new process is in addition to the existing intercept process where DFS notifies us when a parent who owes past-due support claims their property. The new process has resulted in an additional \$445,038 in collections since implementation in August 2015. We appreciate and thank the Department of Financial Services for their efforts in helping families receive their child support.

Paternity Establishment Percentage

The Program successfully met and exceeded its required 90 percent Paternity Establishment Percentage measure for 2014, which is reported to the Federal Office of Child Support Enforcement in December 2015. The Program's performance percentage was 91.1 percent. This measure counts the number of paternitys established statewide during the calendar year to the total number of out of wedlock births in the state during the preceding calendar year.

Enhancements to Child Support eServices

The Program implemented several enhancements to increase accessibility and usefulness of the Child Support eServices web application. Improvements include, email notifications to customers when changes are made to their account and an online reporting process for customers who inadvertently lock their account when they answer their security questions incorrectly. If a customer forgets their username, we also now offer an online process for customers to obtain their username. The Program also implemented an administrative portal that allows authorized Child Support team members access to view a Child Support eServices customer's account the way they see it. This allows Customer Service Representatives and team members view-only access to effectively "co-browse" with the customer while they are working with them to troubleshoot inquiries and provide quality assurance of eServices functionality. The final enhancement this year improves how case actions and statuses are presented to the customer, in order to help their understanding of the current activity in their case. This effort involved reviewing and updating 19 actions and 276 statuses.

Web Chat Customer Service Improvements

In SFY 2015-16, the Program made two significant improvements to the web chat customer service option. First, the Program increased the number of customer service agents handling web chats based on increasing use by customers. The number of monthly web chats increased by approximately 17,000 after expanding chat hours from 10 a.m. – 4 p.m. to 8 a.m. – 5 p.m. In conjunction with the expanded hours, the Program implemented several marketing efforts for web chat, including slides for TVs in our walk-in centers and advertisements on our Interactive Voice Response (IVR) system. Following these improvements, the Program integrated the web chat solution with our case management system. Now our case management system automatically displays the customer's information to the web chat agent once a customer inputs their personal information when starting a chat. This new feature saves time for the web chat agent by eliminating the need to enter the customer's information prior to starting the chat.

Customer Contact Center Caller Satisfaction Survey

In November 2015, the Child Support Program implemented a satisfaction survey on the customer service 1-800 number providing customers the opportunity to provide feedback on the level of service they received by our call center representative. Through July 2016, we have offered the survey to over 235,000 callers and 15,310 have taken the survey. The overall satisfaction rate for this nine-month period is 94 percent.

Resource Allocation Model

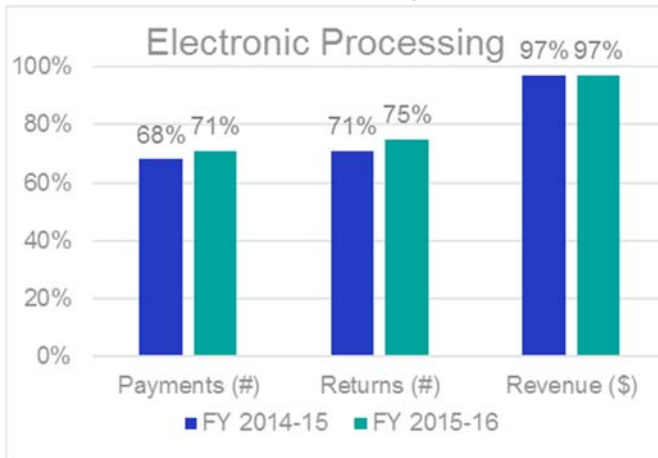
The Program created a Resource Allocation Model for the majority of work delivered through our automated system to team members. The project team reviewed over 260 tasks; established a standard number of minutes to complete each task; determined the median volume of expected tasks for each location in the state; and developed and applied a calculation to establish the number of FTE needed to complete the work based on each task and office location. This information provides managers insight into how to better allocate resources and find efficiencies. For example, if an office uses 4.5 FTE to complete a certain type of task, but the model indicates 3 – 3.5 FTE are needed, the manager can review why their site has a higher FTE utilization than the model.

GENERAL TAX ADMINISTRATION PROGRAM



Electronic efficiencies

The Department continues to grow and promote its electronic presence to better focus on



customer convenience and efficiency. Online filing is easier and more convenient for customers while also making the Department’s processes more efficient. When taxpayers file and pay electronically, errors and processing costs are reduced and payments are deposited into the State Treasury sooner. In FY 2015-16, 75 percent of tax returns and 71 percent of payments were submitted electronically, an increase of 4 percent and 3 percent,

respectively over the previous fiscal year. The percentage of revenues received electronically remained constant at 97 percent.

Expanded availability of credit card payment option

Taxpayers can use a credit card to make a payment, including registration fees, by phone or in person at a Revenue service center. In FY 2014-15, the Department processed 65,473 credit card payments totaling \$14,366,563. In FY 2015-16, the Department processed 95,749 payments for a total of \$23,689,557, a 65 percent increase over FY 2014-15. Paying by credit card is more convenient for some taxpayers and may help a taxpayer to avoid incurring penalty and interest due to late payment.

Sustained outstanding performance as reemployment tax service provider

Each year the State of Florida undergoes a federal review of various reemployment tax components for compliance with federal guidelines which places emphasis on accuracy, timeliness and the adequacy of internal controls. The 2015 federal review marked the 12th consecutive year of compliance in the areas of debits/billings, contribution report processing and credits/refunds functions. This was also the 9th consecutive year that the cashing function received a perfect score of 100 percent.

Enhancements to electronic refund filing capabilities

Further enhancements to the electronic and paperless components of Revenue’s customer service include an update of the availability of refund information and increased functionality for taxpayers. In addition to the online status check previously rolled out, taxpayers now have the ability to submit supporting documentation with an online refund application submission rather than providing the information separately.

Partnership to drive Florida business success and increase tax education

One of General Tax Administration's key strategic priorities is to reinforce tax awareness and compliance by strengthening the Department's communication with the public, industry, trade and professional associations. In support of this initiative, the Department signed a Memorandum of Understanding with the SCORE Association, a nonprofit organization offering business mentoring regarding planning, start-up activities, and business management. SCORE has volunteer business counselors supported by the U.S. Small Business Administration. SCORE's seasoned volunteers provide free or low cost business advice and mentoring, allowing new business owners to receive counselling from professionals to help their business thrive.

During FY 2015-16, the Department piloted the mentoring program in three service centers – Daytona, Ft. Pierce, and Sarasota – and evaluated the results for potential statewide deployment. There were 40 referrals to SCORE training in a span of 45 days. New and existing businesses can benefit from SCORE's advice on topics such as cash flow, inventory management, and business operations. The agreement mutually benefits both parties by utilizing existing resources without incurring additional costs to the State or the Association. The SCORE Association will offer workshops hosted at Revenue service centers throughout the State and the Department can leverage the SCORE Association's technology resources to present tax education webinars on various topics. The goal of this partnership is to establish a hybrid education program that focuses not only on tax education but also on business success.

Exceeded goal in reducing auditor vacancies

During FY 2012-13, Revenue's tax audit work unit had a vacancy rate reaching as high as 19 percent and a separation rate of 15 percent. To assist in the retention and recruitment of tax auditors, Governor Scott and the 2014 Legislature approved \$2.5 million in additional funding for salaries and benefits. Release of the funding was contingent upon the development of an implementation plan. The implementation plan outlined strategies that included expansion and realignment of tax audit position classifications, increasing the minimum starting salary for new hires, establishing criteria for reclassifying current audit staff, and granting performance based salary increases. The plan was approved and funds were released in December 2014. Additionally, Governor Scott challenged Revenue to establish a goal specific to the intent of the funding. Revenue committed to reducing the vacancy rate to 10 percent within one year. As of December 31, 2015, the auditor vacancy rate was 6.8 percent, exceeding the goal of 10 percent. The separation rate dropped a percentage point to 14 percent in FY 2014-15. The plan has boosted the morale of audit staff and granted additional flexibility to spark innovative and nontraditional strategies in combatting recruitment and retention challenges. Revenue will continue to monitor retention and separation rates to determine the plan's effectiveness over time.

Clarified the Refund Offset Notification Letter

The Department recently revised the Refund Offset Notice to make the content clearer and more concise. The letter notifies taxpayers a refund has been applied to outstanding obligations on their account. The modification was prompted by the occasional, inadvertent remittance of the revised refund amount as a bill payment. As a result, the taxpayer would file another refund claim to recoup the additional payment.

To provide clarity to the taxpayer, the revised notice indicates "This is not a bill" in red print, prominently displayed directly under the notification header. The letter provides

detailed account information regarding the tax type, certificate number, obligation description (tax, penalty or interest) and applied period(s) resulting in the determination of the refund amount. Also, it itemizes the outstanding liabilities the refund amount was applied against, thus resulting in a net refund amount due. This change will help minimize the number of inquiries relating to refund offset letters via phone or correspondence, as well as reduce the number of taxpayers filing refund claims.

Reemployment tax meets effective audit measure benchmarking standards

One of the most serious issues reemployment tax agencies have faced nationwide for many years is the misclassification of workers. Employers misreport employees as independent contractors, sometimes intentionally and sometimes through error, thereby they avoid paying the correct amount of reemployment tax on the worker’s wages.

Recent re-engineering of the Lead Development process which incorporates the use of third party data and expanded reemployment tax training for staff have resulted in a dramatic increase in the identification of misclassified workers. In FY 2015-16, the Program attained a score of 1.5 exceeding the established federal audit standard of 1.0. The number of misclassified workers identified jumped from 5,053 to 9,326, an increase of nearly 85 percent over last fiscal year.

To assist employers, the Department’s website provides clear guidance to employers and employees by listing and explaining the factors that determine if a worker is an employee or an independent contractor. Also, the Department works with other state and federal agencies through data exchange programs to identify misclassified workers and help level the playing field for all Florida businesses so no business receives an unfair advantage over law-abiding businesses because of the misclassification.

Implementation of the taxpayer contact management system

In compliance with the Florida Customer Service Standards Act, the Department developed a tracking system, the Taxpayer Contact Management System (TCMS), to improve responsiveness to complaints and inquiries from taxpayers. The categories being tracked include complaints, compliments and other requests across all General Tax Administration (GTA) processes. Since November 2015, the TCMS has been used in tracking 151 calls, emails, letters, and walk-ins. Of the 151 customer contacts tracked, GTA received 88 compliments, requests, and other contacts representing 58.3 percent of total customer contacts. The Receivables Management process received the most compliments and Taxpayer Aid process received the most requests for information.

Remote deposit improves security, gets money in the bank faster, and reduces costs

Electronic deposit of checks from remote locations provide better security, save labor and postage costs, and help the State earn interest sooner on tax payments. Revenue processes remote deposits of tax payments through Image Cash Letter technology at 22 in-state service centers, seven out-of-state service centers, and headquarters locations. In FY 2015-16, \$361,967,138 in deposits were processed, compared to \$344,429,227 in deposits processed in FY 2014-15, a 5 percent increase in payments processed.

Improved system performance by archiving over 336.1 million records

One of the key strategic initiatives the General Tax Administration and Information Services Programs completed during the 2015-2016 fiscal year was the implementation of a data archiving solution as a means of improving the efficiency and effectiveness of

the SUNTAX system. The Department successfully archived over 336 million records resulting in regained primary data storage space. A phased archiving approach was utilized for removing inactive or infrequently accessed data that retained value, while providing the ability to preserve, search, and retrieve the data during a specified retention period for regulatory, compliance and audit requirements.

The Department's data archiving initiative not only improved system performance, it enhanced the end user experience and improved backup and recovery times. Ongoing data archiving activities will ensure SUNTAX system stability and will simplify future upgrades.

Automatic renewal for Certificate of Consumer Exemption

Florida law requires nonprofit organizations and governmental entities to obtain a sales tax exemption certificate (Form DR-14, Florida Consumer's Certificate of Exemption) from the Florida Department of Revenue which expires every five years. In an effort to reduce the burden on those we serve, a new, simplified application and renewal process to obtain a sales tax exemption certificate was implemented. Under the new process, nonprofit organizations and governmental entities are no longer required to re-apply for a renewal exemption certificate. Before the current certificate expires, Revenue will determine whether the exempt entity is still actively engaged in an exempt endeavor and a new exemption certificate will be issued to those organizations or entities continuing to qualify for a sales tax exemption certificate based on available information on record. Thus, the request for additional information will only occur in cases where the accuracy of information on file cannot be validated.

Reduction in estimated sales tax penalties imposed

To improve compliance and reduce the burden on taxpayers, the Department engaged in several educational strategies to improve the understanding of estimated tax requirements in 2015. Taxpayer education strategies included publishing articles in professional publications, mailing campaigns, updating online applications and webpages, and social media communications. As a result, estimated sales tax penalties imposed for January through March show a 37.44 percent reduction in the estimated tax penalties imposed during the first calendar quarter of 2016 compared to the same period in 2015.

PROPERTY TAX OVERSIGHT PROGRAM



Provided quality training to local governments

The Property Tax Oversight Program provides aid and assistance to county officers in the assessment and valuation of property and the tax collection function. As part of the aid and assistance provided, the Program conducts schools to increase the assessment skills of both state and local assessment personnel and provides training for special magistrates.

The certification and training section of the Property Tax Oversight Program trains over 1,500 property appraiser and tax collector staff annually. The Program maintains a high rate of student satisfaction while offering both state specific and industry recognized training courses. During the last four years, the Program has provided over 89,000 training hours to more than 6,200 students with an average satisfaction rate of over 96 percent annually. These courses have also provided students with the opportunity to qualify for professional designations in Florida. Six hundred and eighty-five new certifications were awarded in the last four years to elected property appraisers, tax collectors and their staff.

SUPPORT PROGRAMS

**Revenue's Internal Investigations Section awarded**

Revenue's Internal Investigations Section was awarded the Certificate of Reaccreditation by the Commission for Florida Law Enforcement Accreditation (CFA) on June 22, 2016. The accreditation program for Florida agencies' Offices of Inspectors General was implemented by CFA in October 2007. The program is designed to ensure professional standards and enhance the quality of investigations.

The accreditation process provides Revenue with an independent quality assurance review. As part of this process, the assessors conducted an on-site assessment, employee interviews, and extensive reviews of policies, procedures, and records—including complying with a set of 44 required standards.

Expanding growth of data and usage of our systems

To keep up with the continued growth of data and usage of our systems, the Information Service Program, in partnership with the Primary Data Centers, has performed a major upgrade of hardware infrastructure for our mission critical SUNTAX and CAMS systems.

The new systems provide:

- Modern technology
- High application availability through the use of redundant components
- Improved batch cycle time
- Reduced batch job failures
- Improved transaction response time
- Reduced footprint at the data center
- Capacity for expected future growth
- Reduced support and maintenance efforts
- Reduced backup time

Revenue Safety and Loss Prevention Program meets or exceeds standards

The Division of Risk Management's review of Revenue's safety and loss prevention program found that the program met or exceeded all state loss prevention standards.

Risk Management is required by Section 284.50, Florida Statutes, to conduct a review of each state agency and state-run university loss prevention program on a five-year cycle. These reviews are based on the statutory requirements of agency safety coordinators in conjunction with the State Loss Prevention Standards.

As part of this process, the reviewers conducted an onsite assessment of the safety and loss prevention website, workers' compensation process, and extensive reviews of policies, procedures, safety plans, and records—including compliance with a set of 27 standards.

DEPARTMENT OF REVENUE
STAKEHOLDERS



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

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

MAJOR STAKEHOLDERS
Child Support Program



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

MAJOR STAKEHOLDERS
Child Support Program



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

MAJOR STAKEHOLDERS
General Tax Administration Program



| <i>Stakeholder</i> | <i>Relationship</i> | <i>Role</i> |
|---|-----------------------|--|
| Congress | Director | Establish legal requirements that may impact Florida corporate income tax. |
| Federal Government | Director | Establish expectations and evaluate performance regarding reemployment tax. |
| Governor and Cabinet | Director | As head of the agency, provide direction and guidance. |
| Businesses (registered taxpayers) | Supplier and Customer | Collect sales tax and other taxes and remit to the State. Receive assistance in understanding and complying with tax law. |
| Employers | Supplier and Customer | Remit reemployment tax to the State. Receive assistance in understanding and complying with tax law. |
| Other tax filers | Supplier and Customer | Remit taxes to the State. Receive assistance in understanding and complying with tax law. |
| Local governments | Supplier and Customer | Collect some taxes on behalf of the State. Receive shared state revenues. |
| Other state agencies | Customer | Use Revenue's fee collection services. |
| Department of Economic Opportunity | Participant | Collaborate in the administration of reemployment tax. |
| Internal Revenue Service | Supplier | Share data to identify patterns of potential tax evasion. |

MAJOR STAKEHOLDERS
Property Tax Oversight Program



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

OPERATING ENVIRONMENT

**Economic Conditions**

The most recent Florida economic forecast was adopted July 15, 2016. The forecast reveals the Florida economy is one of overall stability with growth in all of the key economic indicators – personal income, employment, housing starts, light vehicle registrations, and total visitors.

Statewide real property values rose for the fourth consecutive year after five years of declines. Statewide property market values grew 7.20 percent as of the January 1, 2016 valuation date, and School Taxable Values increased by a robust 7.59 percent. Prior to 2013, tax valuations had dropped 24.7 percent for school purposes from 2007 to 2012. Collections of state taxes related to real estate transactions, the documentary stamp tax, signaled continued recovery in the real estate market by growing 7.4 percent in FY 2015-16. Mortgage intangibles tax grew 11.5 percent in FY 2015-16 after growing by over 14 percent in FY 2014-15. This higher growth in mortgage intangibles taxes indicates that financing is returning to the real estate markets and that cash transactions are returning to a more traditional level.

As indicated by sales tax collections, economic activity outside of the real estate market has stabilized and continues to grow. Overall sales tax collections grew at a robust rate of 5.4 percent for FY 2015-16. Consumer Nondurables is the largest sales tax category and showed growth at a rate of 1.7 percent in FY 2015-16. The next largest category is Tourism and Recreation, which showed growth of 6.2 percent in FY 2015-16. These two categories are both at levels of collections above the prerecession peak. Building Investment showed the largest rate of growth in each of the last three years compared to the other categories, growing at a rate of 8.8 percent in FY 2015-16. Autos and Accessories grew at a rate of 7.6 percent in FY 2015-16. The remaining two categories are Other Consumer Durables and Business Investment, which experienced growth in collections of 5.3 percent in FY 2015-16 and 7.9 percent in FY 2015-16, respectfully.

Many of the state's tax sources are dependent on income, population growth or both. Personal income growth in Florida returned in FY 2010-11, after falling for back-to-back years in FY 2008-09 and FY 2009-10. Personal income grew by 5.3 percent in FY 2015-16. The state has historically relied on population growth to bolster revenue collections. From 1994 to 2006, population growth in Florida exceeded 2 percent every year. In the period since the Great Recession, net migration to the state has slowed and projections are for a 1.44 percent average annual growth rate for FY 2015-16 through FY 2022-13.

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

Social Trends

During calendar year 2015, there were 106,998 births to unwed mothers, in Florida. The Florida Department of Health's Office of Vital Statistics reported that 80,204 marriages dissolved in 2015, affecting at least 48,543 minor children. The number of births to unwed mothers in Florida shows a declining trend during 2007-2011, but an increase beginning in 2012 to 2015. Florida has a higher percentage of births to unwed mothers as compared to the rest of the country even though the number of births has declined over the past several years. The persistently high divorce rates suggest that the national and state trend of increased demands for child support services will continue.

Regulatory Environment

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

Workforce Trends

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

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

Although some employees plan to work longer because of economic conditions, others may choose to retire sooner because of changes to employment conditions or benefits. As of June 2016, Revenue has 322 employees in the Deferred Retirement Option Program and 1,186 employees (more than 20 percent of our workforce) who will become eligible to retire within the next five years. Succession planning and knowledge transfer is essential in order to maintain continuity of operations and avoid losses in productivity as longtime employees retire and new employees assume their responsibilities. The Department faces significant competition with other employers, especially for specialized and critical positions like tax auditing, property appraisal, and information technology.

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

Trends in State Government

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

Technology Environment

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

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

In response, the information technology industry has developed new, automated tools to protect sensitive or confidential information. For example, Data Loss Prevention (DLP) software uses business rules created by the organization to stop confidential information from being emailed to an external recipient. This not only prevents deliberate theft of data, but also prevents the inadvertent inclusion of confidential data in an email, or the accidental inclusion of an unauthorized person as a recipient.

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

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

Cloud Computing

Until recently, an organization needing an information technology system purchased hardware and software and developed applications to create a system owned and managed internally. The development of cloud computing has dramatically changed that basic concept. Cloud computing is the combination of computer hardware, software, and services made available to an organization or individual through the internet. When an organization meets some of its technology needs through 'the cloud,' the need to buy, maintain, and upgrade expensive hardware and software is

decreased, and the business becomes more flexible. Software and services, such as data storage, can be quickly added or deleted to meet changing needs.

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

Mobile Devices

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

An even greater impact on an organization's information technology planning is expected from employees' use of their personal mobile devices at work or to remain in contact with work from other locations. While offering benefits of increased collaboration and productivity, these devices also pose management and security challenges. Government agencies must keep up with this trend, while developing policies and security systems that address the highly mobile and connected technological environment employees live in.

Big Data

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

Next-Generation Analytics

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

Bi-modal IT

In today's technology environment, IT organizations must realize the need to operate in two modes—traditional IT and agile IT. Traditional IT is characterized by a sequential series of steps such as requirements definition, design, build, test and deploy where requirements are carefully documented to the fullest extent before development begins.

Although this approach may be required for older or very large systems, a different approach is needed for quickly evolving technologies and the need to deliver more at a faster rate. Agile IT is a more experimental approach with small iterations deployed and updated quickly. The emphasis is on tight alignment with business processes and it is very quick. Although agile IT may require new technologies and a different set of skills from IT professionals, both approaches are needed in today's technical environment. IT teams must ensure that they have the right people, processes, and tools to support business initiatives for both traditional and agile needs.

AGENCY RESPONSE TO THE CHANGING ENVIRONMENT



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

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

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

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

Revenue's mission statement includes the following general strategies:

- Make complying with tax and child support laws easy and understandable.
- Administer the laws fairly and consistently.
- Provide excellent service efficiently and at the lowest possible cost.
- Ensure that confidential tax and child support information is protected.
- Improve voluntary compliance with tax and child support laws.

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

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

5. Align education and workforce development programs to foster employment opportunities and develop and retain talented workers with the skills to meet current and future needs.
19. Ensure state, regional and local agencies provide collaborative, seamless, consistent and timely customer service to businesses.
20. Reduce barriers to small and minority business and entrepreneurial growth.
24. Support and sustain statewide and regional partnerships to accomplish Florida's economic and quality of life goals.
25. Improve the efficiency and effectiveness of government agencies at all levels.

CHILD SUPPORT PROGRAM STRATEGIES



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

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

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

Program-Wide

Strategy: Create process to capture and study reasons for employee separation to identify strategies to improve retention.

The Child Support Program is having difficulty in hiring and retaining their workforce. At the end of SFY 2015-16, the Program's vacancy rate was 7.3 percent. Much of this was driven by an increase in the number of retirements at the end of SFY 2015-16; however, many of our sites continue to see high separation rates and we need to understand why team members are leaving to develop and implement strategies to reduce turnover. The Program will continue to maintain and expand professional development opportunities to help maintain existing team members and give them opportunities to promote within the organization.

Strategy: Increase communication with customers that encourages exchange of information, mutual understanding, and participation.

The most cost-effective way Revenue can increase voluntary compliance is to provide information and assistance to help increase parents' understanding of child support services and expectations.

Project:

- Map customer contact points through the life cycle of a case and revise or create communication opportunities.



Child Support Aid

Goal: To make it easy for customers to access timely and accurate information that promotes Program awareness.

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

Strategy: Expand eServices to increase self-service options.

An increasing number of customers are choosing to interact with Revenue online. Parents continuously communicate on our eServices customer survey that they would like to provide case information online, versus having to call or come to our office. They are also asking us to implement online forms. The Program plans to meet customer expectations by expanding online options.

Projects:

- Provide customers the ability to report new information online
- Improve mobile responsiveness
- Provide customers the capability to complete and submit forms online
- Implement improved identity-proofing and authentication

Strategy: Implement skill-based training courses and other resources to increase knowledge of processes and procedures.

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

Payment Processing and Fund Distribution

Goal: To make it easy for parents to pay and receive child support timely and accurately.

After support orders are established and parents begin making their child support payments, the money must be disbursed to the correct recipients. This step must be completed accurately and timely, so families can depend on receiving funds to meet their financial obligations.

Strategy: Implement new State Disbursement Unit Contract.

Federal and State law establishes the State Disbursement Unit, to be managed by Revenue, as a central repository for child support payments for cases handled by the Department and private cases where payments are made via income withholding. The Department is in the final phases of implementing a new contract to perform the functions of the State Disbursement Unit.

Projects:

- Implement new reconciliation model and reports to support State Disbursement Unit operations, financial controls, and contract administration.

- Implement a contract transition action plan.

Strategy: Expand automation and work delivery methods for adjustment requests.

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

Projects:

- Implement a workflow to assign, track and monitor work delivery at a user level for adjustment processing.
- Provide reports to manage adjustment request workload and support performance evaluations.
- Expand Resource Allocation Model to include adjustment requests.

Strategy: Expand payment locations to include kiosks and industry providers.

To make it easier for parents to pay their child support, the Program needs to expand locations where parents can make payments. This will be a partnership with existing industry providers to provide parents options to make payments via kiosks in convenience stores and similar locations using cash, checks or debit/credit cards.

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Compliance

Goal: To work with parents to help them comply with all ordered provisions.

Approximately 10 percent of the child support collected by Revenue’s Child Support Program is paid voluntarily. The remaining 90 percent is received based on actions to encourage compliance taken by the Department.

Strategy: Improve efficiency through increased automation of compliance activities.

The Compliance Process will increase automation for three compliance activities that will result in more efficient processing.

Projects:

- Implement increased automation of bank levy activity.
- Implement increased automation of insurance intercepts.
- Implement increased automation of unclaimed property intercepts.

Strategy: Create processes to effectively use and manage writs of bodily attachment.

The Program recognizes the impact that writs of bodily attachment may have on parents. To improve when and how writs are used to encourage compliance with support orders, the Program will work with partners to ensure consistent and effective use and management of the writs.

Projects:

- Implement a process for each circuit court to address outstanding writs at case closure.
- Develop guidance for decision making when seeking a writ.

Strategy: Implement strategies to assist parents in making connections with community organizations.

Some parents do not have the present ability to make their child support payments. There could be one or more barriers a parent is facing. This strategy recognizes these barriers and our need to help connect parents to community organizations that could assist them. The first year of this strategy will focus on coordination with veterans' groups and Career One-Stop Centers.

Paternity and Support Order Establishment

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

Strategy: Increase newly established support orders with participating parents.

Parents who do not participate in the establishment of the initial order have lower payment compliance rates than parents who do participate in the process. The Program wants to increase the number of parents actively participating in the order establishment process to help increase long-term support order compliance.

Strategy: Identify and implement improvements to Interstate activities.

Approximately 20 percent of cases handled by the Program are interstate, meaning the parents live in two different states. These cases can be complex and there are many federal requirements that must be met. This strategy will focus on improving outcomes for interstate cases.

Strategy: Analyze the review for modification process to determine the impact of recent process improvements.

It is important that support orders reflect the current circumstances of the family. The Program made significant changes to the review for modification process last year. This strategy will assess if these changes have improved the parents understanding and participation in this process.

Case Management

Goal: To collect and validate critical case information and make it easy for parents to provide information.

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

Strategy: Implement a web-based service request application for parents to initiate interaction with the Department.

Parents continually communicate via our customer surveys that their expectation to be able to apply for services online versus the existing hardcopy, pen and paper application. This strategy will implement a new online option for parents to be able to apply online and receive email updates on the status of their application.

***Strategy:* Improve the performance of cases available for next appropriate action.**

Each month, the Program tracks if we have the critical data in our system to establish, modify and enforce support orders, establish paternity, and process payments. If we are missing key data, it could cause a delay in meeting the needs of our customers. This year the Program is going to take a focused look at our critical data and how to continue to improve obtaining and maintaining this data.

Project:

- Analyze the Missing Critical Data Report and develop a standard, statewide approach to address areas of concern in the Report.

GENERAL TAX ADMINISTRATION PROGRAM STRATEGIES



As expressed in our mission statement, “To provide fair and effective tax ... administration”, the Department strives to increase voluntary compliance by focusing on education with an emphasis on taxpayers’ understanding and complying with the law; making the filing process easy, accessible and convenient; and ensuring our processes are efficient and effective to reduce costs and provide a high level of performance and customer service.

The Program goal is: To be a responsive, innovative, and cost effective leader in serving the public and making the funds available that support Florida’s activities and infrastructure. To accomplish this goal, the General Tax Administration (GTA) Program has identified five program-wide priorities including:

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

The Program’s Strategic Plan conveys our commitment to accelerate the pace of customer convenience, including taxpayer education, and align projects with overarching goals and strategies to drive the transformation of tax administration. Our vision is to build on our core values and traditions of quality work, teamwork and professional excellence to be successful.

Four key projects are underway to support our goal and program-wide priorities:

Improve external communication through the expansion of web presence and use of social media.

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

Explore additional mobile applications opportunities.

With e-commerce growing, mobile devices and social media are used increasingly in the current business environment. The Department plans to continue the momentum already started by launching additional mobile applications to ease taxpayers’ interactions and improve the customer experience. This transformation requires the alignment of mobile

application capabilities, business requirements and user needs. Providing useful and valuable features is essential for the success of mobile business applications.

Strengthen recruitment and onboarding, employee engagement and professional development.

The Program will continue to maintain and expand professional development opportunities to help preserve existing team members and provide opportunities for promotion within the organization, thus increasing the retention rate. Professional development will improve performance in current work assignments, help acquire or sharpen professional competencies and prepare the employee for positions of changing or greater responsibilities. This will help to enhance expertise and considerably increase the output of the production processes. Quality will also be enhanced, achieving the Department’s goals and objectives

Pursue alternative database monitoring solution.

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

In addition to the projects described above, the Program has developed strategies by business processes with associated projects listed below:

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Account Management

***Goal:* Increase the percentage of taxpayer and employer accounts timely and accurately created and updated.**

The purpose of this process is to assist individuals, businesses and other entities in understanding tax registration requirements in order to conduct business in the State of Florida. This process also ensures timely and accurate establishment and maintenance of taxpayer accounts.

***Strategy:* Modernize and streamline processes.**

An ongoing strategy is to continually search for technologies and process improvements, that can reduce the burden on taxpayers and decrease processing time for the Department.

Projects:

- Develop online capability for taxpayers to apply for a Consumer Certificate of Exemption.
- Develop online capability to allow taxpayers to request a copy of their tax returns.
- Align taxpayer registration policies and procedures to ensure consistency between the field offices and central operations.
- Modernize the online Internet Registration (IREG) application to provide businesses with a more convenient and easier to understand application process.
- Collaborate with the Department of Business and Professional Regulation (DBPR) on the implementation of the Florida Business Information Portal.

Return and Revenue Processing

Goal: Increase the percent of returns and remittances processed timely and accurately.

This process is responsible for timely and accurate deposit of taxes and other remittances into the State Treasury through electronic and check submissions and accounting of revenues into state and local accounts. Also, the process verifies the accuracy and intent of taxpayer filed return data by automated mathematical review to auto-correct common errors and conducting a detailed manual review of exceptions.

Strategy: Expand existing technology and integrate emerging technologies to broaden access and filing capabilities for desktop and mobile devices.

Revenue will make full use of the capabilities of its existing technology and integrate emerging technologies to continually streamline customer interactions and make resources available to taxpayers at their convenience.

Projects:

- Finalize implementation of mobile applications for tax rate look-up to enhance taxpayer self-service.
- Expand single sign-on for all file and pay applications.
- Expand the electronic amended return for reemployment tax to allow Payroll Agents to file "mass" amended returns in a single transmission.

Strategy: Improve infrastructure and process continuity.

Revenue will continue to pursue various means of improving system performance and ensuring stability to minimize interruptions to state functions.

Project:

- Develop a long-range plan for reengineering the Image Management System.

Strategy: Improve data integrity of taxpayer account information.

Revenue will continue to pursue various means of improving the quality of the taxpayer registration information within SUNTAX, to provide better service to taxpayers and increase efficiency.

Projects:

- Develop a business case to build an intuitive tax application platform with built-in-edit checks to ensure the accuracy of taxpayer filed returns.
- Dedicate resources to proactively work and resolve unclassified "open" payments without a liability or filed return.

Fund Distribution

Goal: Maintain timely and accurate distribution of funds.

This process is responsible for disbursing revenue to statutorily directed recipients in order to fund governmental operations and programs.

Strategy: Modernize and streamline processes.

By continually reevaluating and improving the way tax administration tasks are handled, Revenue improves efficiency and decreases costs.

Project:

- Implement the conversion of the Fuel Tax Distribution System from legacy to modern standard operating systems.

Refund Determination

Goal: Increase the number of refund cases accurately resolved in less than 90 days.

This process facilitates the payment of refunds generated by claims from a taxpayer, audit activity where an overpayment of taxes is revealed, or mathematical errors found on tax returns.

Strategy: Modernize and streamline processes.

By continually reevaluating and improving the way tax administration tasks are carried out, Revenue improves efficiency and decreases costs.

Project:

- Automate the referral of protest cases to Technical Assistance and Dispute Resolution through the Refund Case Management System.

Compliance Determination

Goal: Increase the quality and efficiency of compliance determination activities.

This process conducts field examinations of both registered and non-registered taxpayers' accounting records. The examination determines compliance with tax laws by verifying the accuracy of tax and information reported on returns, notifies filers of any errors and corrective action required, identifies non-registered taxpayers and resolves un-agreed assessments.

Strategy: Improve and expand training to maximize performance efficiencies.

Accurate and efficient enforcement activity is vital to Revenue's efforts to deter non-compliance and promote voluntary compliance. Through training, Revenue will ensure its compliance staff members are focusing their efforts where they can have the most benefit, educating taxpayers and increasing taxpayer confidence that others are paying their fair share.

Projects:

- Develop and deploy specialized training for Tax Audit Supervisors.
- Refine and implement a structured and comprehensive on-the-job training plan for the Criminal Investigations Process staff.

Strategy: Enhance understanding and improve communication with taxpayers.

The Department plans to expand its outreach efforts to a larger audience for the public's convenience and foster early intervention to proactively address emerging tax issues.

Project:

- Maintain and expand partnerships with professional organizations, industry groups, and associations to improve compliance.

Strategy: Modernize and streamline processes.

An ongoing strategy is to continually search for technologies and process improvements that can reduce the burden on taxpayers and decrease processing time for the Department.

Project:

- Establish a team to evaluate the Florida Electronic Records Audit System and the Windows Florida MultiTax System, identify gaps in usability, and propose technology solutions to increase effectiveness.

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Taxpayer Aid

Goal: Increase taxpayer compliance by providing taxpayer assistance.

This process provides assistance and information to taxpayers to increase understanding of their tax law obligations and promote voluntary compliance.

Strategy: Improve and expand training to maximize performance and efficiency.

Accurate, consistent and efficient dissemination of tax information is vital to Revenue's efforts to increase voluntary compliance by taxpayers.

Project:

- Refine the training curriculum for tax specialists to enhance customer experience and interaction with the Department.

Strategy: Enhance understanding and improve communication with taxpayers.

The Department plans to expand its use of social media and mobile applications to reach a larger audience for the users' convenience.

Projects:

- Develop additional web-based tools to enhance taxpayer education.
- Improve methods to better promote and market Revenue services using various technologies, including due date reminders.
- Implement a new survey administration tool and expand survey distribution to include tax practitioners.
- Establish a customer relations liaison to facilitate resolution of taxpayer issues.

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Receivables Management

Goal: Reduce the percentage of accounts receivables to total revenue collected.

This process identifies and pursues past due liabilities and administers the appropriate collection and enforcement efforts necessary to increase compliance, change taxpayer behavior, ensure consistent collection and enforcement.

Strategy: Expand the availability of credit cards as a payment option.

Currently, taxpayers can use credit cards to pay tax obligations by phone or in person. We will increase convenience to the taxpayer by making additional credit card options available.

Project:

- Expand credit cards as a payment option to include the swipe card capability in our service centers.

Strategy: Realign resources to maximize performance and efficiencies.

Revenue will increase effectiveness of performance by improving collections processes with emphasis on case resolution prior to enforcement action.

Projects:

- Develop, in partnership with SCORE, tax education webinars, business success training, workshops and mentoring programs to enhance taxpayer education.
- Develop a taxpayer outreach program that balances tax education and collection initiatives.

PROPERTY TAX OVERSIGHT PROGRAM STRATEGIES



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

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



Goal: Reduce costs.

Strategy: Automate processes and workflows.

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

Projects:

- Expand the use of the internal document-sharing environment to automate workflows and streamline content management.
- Migrate roll approval activities from the current system to a new Ad Valorem Information System (AVIS)

Strategy: Deploy e-portals for local governments.

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

Project:

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



Goal: Ensure greater uniformity and equity in property taxes.

Strategy: Improve oversight with procedural reviews.

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

Project:

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

Strategy: Improve the quality of the appraisal ratio study.

This strategy improves quality of the appraisal ratio study by increasing number of state certified appraisers and providing continuing education to appraisal staff

Projects:

- Increase the number of State Certified General Appraisers annually.
- Implement continuing education for appraisers.
- Increase the number of second tier appraisal reviews annually.



Goal: Deliver excellent customer service.

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

Revenue's property tax data portal is designed not only to give local officials access to up-to-date property tax information, but also to meet the information needs of business owners, helping them make informed decisions about relocating to or expanding operations in Florida. The data portal

(<http://dor.myflorida.com/dor/property/resources/data.html>) contains detailed and historical property tax information for each of Florida's more than 640 taxing authorities and value adjustment boards. It is updated daily with the most recent information available, giving the public, as well as local officials, access to current millage rates, potential property tax exemptions, value adjustment board actions, and related information.

Project:

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

Strategy: Improve communications with internal and external stakeholders.

Effective communication between the Department and its stakeholders is critical to successfully providing oversight.

Project:

- Expand plain language and legal review of all published content to ensure all materials are relevant and easily understood.

Strategy: Improve customer satisfaction with training delivery.

Property Tax Oversight provides aid and assistance to county officers in the assessment and valuation of property and the tax collection functions. As part of the aid and assistance provided, the Program conducts schools to upgrade the assessment skills of both state and local assessment personnel and provides training for special magistrates.

Project:

- Increase online and hybrid training opportunities.
- Continue to improve training delivery through the use of routine feedback received from participants.



Office of Workforce Management

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

Office of Workforce Management Focus

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

***Goal:* Enhance Revenue’s workforce through professional development opportunities.**

The Office of Workforce Management supports the accomplishment of the agency’s current and future goals by providing opportunities for employees to increase skills and advance their careers within Revenue.

***Strategy:* Develop comprehensive career development tools and professional mentoring programs.**

Workforce Management encourages employees to grow in their careers at Revenue by defining possible career paths and providing resources to enable employees to grow in the skills and knowledge that are needed for advancement.

Projects:

- Identify and recommend an agency-wide individual development process.
- Identify and recommend standard performance expectations and rating rubrics for all supervisors.

***Goal:* Decrease employee injuries and workers’ compensation claims and increase nominator participation in formal recognition.**

Through education and communication, the Office of Workforce Management strives to promote a healthy, safe, and accident-free work environment for all Revenue employees.

***Strategy:* Promote safety awareness in the workplace.**

Workforce Management will foster a safe work environment by educating employees on how to identify potential hazards and preventative steps that can be taken to avoid them.

Project:

- Educate employees on safe work practices and techniques for reducing strain and injury.

Strategy: Develop additional education and communication methods for emergency management and safety.

Workforce management will foster a safe work environment by communicating with employees in emergency situations in a timely manner.

Project:

- Research and recommend immediate communication methods for emergency management and safety.

Strategy: Increase awareness of the recognition program through improved marketing efforts.

To ensure employees have an avenue for recognizing the accomplishments of their peers, Workforce Management will coordinate an agency-wide recognition program.

Projects:

- Develop new online nomination and token management system.
- Develop alternative communication methods for reaching specific audiences.

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

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

Strategy: Review and modify the recruitment and selection process.

Carrying out the hiring process for positions that turn over frequently is a significant workload issue for supervisors and other staff involved in the process. The Office of Workforce Management will make the process less time-consuming, while ensuring that all hiring requirements continue to be met.

Projects:

- Identify areas for improvement in the hiring process.
- Identify and recommend social media recruitment practices.

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

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

Strategy: Review and standardize Revenue's classification system.

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

Projects:

- Align class titles to the type of work performed.
- Develop agency-wide centralized electronic organizational chart process.

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

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

Strategy: Improve awareness of Department values, diversity, and desired behavior.

Workforce Management will provide guidance to supervisors throughout the agency to ensure that corrective actions are applied in accordance with Revenue policies and consistently throughout the agency.

Projects:

- Develop proactive communication initiatives.
- Target education, consultations, and training to common violations.

Goal: Improve employee performance through agency-wide mandatory training.

The Office of Workforce Management provides agency-wide training that gives employees the necessary skills and knowledge to meet the agency's present and future goals.

Strategy: Expand agency tools to access training and other related resources.

The Office of Workforce Management provides online access to required training, informs employees of training they are required to take, and maintains employee training plans, transcripts and completed training records. The Office plans to enhance its online tools for managing and accessing training.

Project:

- Identify and recommend enterprise-wide online training solutions.

Goal: Promote awareness and increase knowledge of retirement and family medical leave programs.

Through education and communication, the Office of Workforce Management strives to ensure employees understand benefits available to them.

Strategy: Expand access to training and other related resources.

Workforce Management will provide employees with access to relevant training opportunities both internally and externally.

Projects:

- Develop an annual schedule for Florida Retirement System trainings for all Revenue employees
- Develop Family Medical Leave Act and Family Supportive Work Program training through Revenue's Learning Management System
- Deploy Family Medical Leave Act and Family Supportive Work Program training through Revenue's Learning Management System.

EXECUTIVE DIRECTION AND SUPPORT SERVICES STRATEGIES



Office of Financial Management

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

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

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

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

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

Projects:

- **Review cost allocation methodologies:** Various cost allocation methodologies are used to share certain costs among Revenue’s programs. These methods have been developed at different times and for different reasons. Budget staff will review each allocation to revalidate the need for the allocations and to analyze the reliability and consistency of methodologies. Depending on its findings, Financial Management may recommend changes to some methodologies.

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

Strategy: Provide improved agency-wide procurement and contracting practices.

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

Projects:

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

Goal: Maintain accuracy and timeliness of processing and recording financial transactions for the Department to ensure compliance with statutes, rules, and regulations.

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

Strategy: Automate Revenue’s asset management process.

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

Projects:

- **Develop and implement RAMS (Revenue Asset Management System) Phase 2.2:** The Department will further automate the management of property inventory.

Strategy: Manage participation in the new Department of Financial Services’ (DFS) Planning, Accounting, and Ledger Management (PALM) Project.

To facilitate change management and to provide two-way communication between the Department and the Department of Financial Services regarding our needs.

Projects:

- Coordinate Department representation in agency workgroups for PALM financial processes.
- Guide the Department through the PALM accounting standardization projects, such as the object code standardization.

Strategy: Guide the Department through the Department of Financial Services New Purchasing Card contract.

To facilitate change management and to provide two-way communication between the Department and the Department of Financial Services regarding our needs.

Projects:

- Review all card limits and usage to manage risk, in preparation for migrating to the new system.
- Coordinate with Program PCard Administrators to provide training for new web-based system and possible card replacement.
- Review and update current PCard processes to incorporate advanced reporting capabilities of the new web-based system.

INFORMATION SERVICES STRATEGIES



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

The Information Services Program’s focus for the next several years is to:

- Maintain public trust by reducing risk.
- Increase modernization, innovation and enterprise solutions.
- Optimize the cost and performance of IT service delivery.
- Enhance collaboration and partnership with internal and external stakeholders.
- Maintain a skilled and effective workforce.
- Maintain and enhance customer satisfaction.

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

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

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

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

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

Projects:

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

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

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

Projects:

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

Goal: Support the Department’s business goals by increasing competencies and capabilities in the development and implementation of new and modified IT services.

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

Strategy: Expand self-service applications for Revenue’s tax and child support customers.

The Department will deploy new online tools and applications that will provide self-service options for our customers. Services are needed that provide a seamless user interface and allow communication and data sharing. The Information Services Program will assist the three operational programs in integrating new and existing customer self-service applications.

Strategy: Increase efficiency and maintainability of existing applications.

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

Projects:

- Expand implementation of the enterprise archiving solution for Revenue’s critical business systems.
- Convert applications to conform to Revenue’s standard operating environment model.

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

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

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

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

Projects:

- Partner with the primary data centers to improve infrastructure service.
- Modernize the Department’s image management and document processing system.

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

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

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

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

Projects:

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

CHANGES THAT WOULD REQUIRE LEGISLATIVE ACTION



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

The Department of Revenue has received approval from the Governor and Cabinet to seek law changes during the 2017 Legislative Session. Several of the proposed law changes would reduce taxpayer burdens and another would provide an operational improvement for local government officials and the Department.

POTENTIAL POLICY CHANGES AFFECTING THE AGENCY'S BUDGET REQUEST



The Department of Revenue's (Department) Child Support Program (CSP) has been awarded United States Department of Commerce, National Institute of Standards and Technology (NIST) funds under the National Strategy for Trusted Identities in Cyberspace State Pilots Cooperative Agreement Program. The funds will be used to design a new identity and access management process for customers to access the Department's online customer service portals. The new process will: increase the number of online services available to customers; provide convenience through a single login identity; and improve security by offering customers device registration options.

TASK FORCE PARTICIPATION



Governor Rick Scott created a Financial Emergency Board by Executive Order 16-135 to oversee the financial activities of the City of Opa-locka. The financial emergency board responsibilities include providing technical assistance to the City regarding the steps necessary to bring the books of account, accounting systems, financial procedures, and reports into compliance with state requirements. The financial emergency board will submit regular reports to the Governor of its findings, recommendations, and actions.

The Governor appointed the Department's Director of Auditing, Office of the Inspector General, to serve on the Board.

LONG RANGE PROGRAM PLAN

**PERFORMANCE MEASURES
AND STANDARDS**

EXHIBIT II



73010000 PROGRAM: EXECUTIVE DIRECTION AND SUPPORT SERVICES



| <i>Approved Performance Measures</i> | <i>Approved FY 2015-16 Standard</i> | <i>FY 2015-16 Actual</i> | <i>Approved FY 2016-17 Standard</i> | <i>Requested FY 2017-18 Standard</i> |
|---|-------------------------------------|--------------------------|-------------------------------------|--------------------------------------|
| Administrative costs as a percent of total agency costs (not including revenue sharing) | 4.88% | 4.95% | 4.88% | 4.87% |
| Administrative positions as a percent of total agency positions | 5.06% | 5.12% | 5.12% | 5.09% |

73200000 PROGRAM: PROPERTY TAX OVERSIGHT PROGRAM



| <i>Approved Performance Measures</i> | <i>Approved FY 2015-16 Standard</i> | <i>FY 2015-16 Actual</i> | <i>Approved FY 2016-17 Standard</i> | <i>Requested FY 2017-18 Standard</i> |
|--|-------------------------------------|--------------------------|-------------------------------------|--------------------------------------|
| Statewide Level of Assessment for real property | 90.0% | 94.8% | 90.0% | 90.0% |
| Percent of property value studied with a statistically reliable sample | 90.0% | 99.5% | 90.0% | 95.0% |
| Number of parcels studied to establish in-depth level of assessment | 75,000 | 138,302 | 75,000 | 116,000 |
| Percent of training participants satisfied with services provided | 95.0% | 96.7% | 95.0% | 96.0% |
| Number of student training hours provided | 17,000 | 22,548 | 17,000 | 20,000 |

73300000 PROGRAM: CHILD SUPPORT PROGRAM



| <i>Approved Performance Measures</i> | <i>Approved FY 2015-16 Standard</i> | <i>FY 2015-16 Actual</i> | <i>Approved FY 2016-17 Standard</i> | <i>Requested FY 2017-18 Standard</i> |
|---|-------------------------------------|--------------------------|-------------------------------------|--------------------------------------|
| Percent of IV-D cases available for next appropriate action (SFY) ⁽¹⁾ | 85.0% | 86.3% | 85.0% | 86.0% |
| Total number of cases maintained during the year (SFY) ⁽¹⁾ | 1,000,000 | 1,090,737 | 1,000,000 | 1,000,000 |
| Percent of IV-D cases with an order for support (federal definition) (FFY) ⁽²⁾⁽³⁾ | 81.0% | 82.9% | 81.0% | 81.5% |
| Total number of newly established and modified orders (FFY) ⁽²⁾⁽⁴⁾ | 25,200 | 28,440 | 25,200 | 27,200 |
| Percent of support collected and distributed during the year that was due within the year (FFY) ⁽²⁾⁽³⁾ | 80.0% | 83.2% | 80.0% | 81.0% |
| Total amount of IV-D collections received during the Federal fiscal year (FFY) ^{(In Billions) (2)(4)} | \$1.594 | \$1.587 | \$1.570 | \$1.570 |
| Percent of current support collected (federal definition) (FFY) ⁽²⁾⁽³⁾ | 60.0% | 63.4% | 61.0% | 62.0% |



73300000 PROGRAM: CHILD SUPPORT PROGRAM

| <i>Approved Performance Measures</i> | <i>Approved FY 2015-16 Standard</i> | <i>FY 2015-16 Actual</i> | <i>Approved FY 2016-17 Standard</i> | <i>Requested FY 2017-18 Standard</i> |
|--|-------------------------------------|--------------------------|-------------------------------------|--------------------------------------|
| Percent of State Disbursement Unit collections disbursed within 2 business days of receipt (SFY) ⁽¹⁾ | 98.0% | 99.7% | 98.0% | 98.5% |
| Total amount of IV-D collections distributed during the federal fiscal year (FFY) (In Billions) ⁽²⁾⁽⁴⁾ | \$1.594 | \$1.587 | \$1.566 | \$1.566 |
| PROGRAM-WIDE | | | | |
| Cost effectiveness (FFY) ⁽²⁾⁽⁴⁾ | \$5.97 | \$5.97 | \$5.53 | \$5.99 |

⁽¹⁾ SFY = State Fiscal Year 7/1-6/30

⁽²⁾ FFY = Federal Fiscal Year 10/1-9/30

⁽³⁾ Performance as of June 30, 2016

⁽⁴⁾ Estimated performance at the end of September 30, 2016

73400000 PROGRAM: GENERAL TAX ADMINISTRATION PROGRAM



| <i>Approved Performance Measures</i> | <i>Approved FY 2015-16 Standard</i> | <i>FY 2015-16 Actual</i> | <i>Approved FY 2016-17 Standard</i> | <i>Requested FY 2017-18 Standard</i> |
|--|-------------------------------------|--------------------------|-------------------------------------|--------------------------------------|
| Average number of days from receipt of payment to deposit | 1 day | <1 day | 1 day | 1 day |
| Total collections received (In Billions) (1) | \$46.223 | \$45.690 | \$47.706 | \$49.362 |
| Percent of sales tax returns filed timely and accurately | 89.5% | 89.5% | 90.0% | 90.0% |
| Percent of all tax returns filed timely and accurately | 85.0% | 89.5% | 86.0% | 89.0% |
| Percent of taxpayer-claimed refunds processed within 90 days | 90.0% | 91.6% | 90.5% | 90.5% |
| Percent of revenue distributions made timely | 99.0% | 100.0% | 99.0% | 99.0% |
| Number of tax returns processed | 8,700,000 | 9,050,664 | 8,800,000 | 9,000,000 |
| Number of distributions made | 40,000 | 41,432 | 41,000 | 41,000 |
| Number of refund claims processed | 125,000 | 152,433 | 135,000 | 140,000 |



73400000 PROGRAM: GENERAL TAX ADMINISTRATION PROGRAM

| <i>Approved Performance Measures</i> | <i>Approved FY 2015-16 Standard</i> | <i>FY 2015-16 Actual</i> | <i>Approved FY 2016-17 Standard</i> | <i>Requested FY 2017-18 Standard</i> |
|--|-------------------------------------|--------------------------|-------------------------------------|--------------------------------------|
| Median number of days to process a refund | 35 days | 34 days | 35 days | 35 days |
| Percent of audits completed within 305 days from commencement ⁽¹⁾ | 62.0% | 81.5% | 70.0% | 75.0% |
| Number of audits completed | 16,477 | 16,506 | 16,825 | 16,825 |
| Percent of billings resolved with payment ⁽¹⁾ | 60.0% | 72.6% | 70.0% | 75.0% |
| Number of billings resolved ⁽¹⁾ | 1,200,000 | 760,077 | 750,000 | 750,000 |
| PROGRAM-WIDE | | | | |
| Cost Effectiveness ⁽¹⁾ | \$285.16 | \$309.68 | \$293.75 | \$303.95 |

⁽¹⁾ The Agency will submit a budget amendment requesting standard change for FY 2016-17

737100000 PROGRAM: INFORMATION SERVICES PROGRAM



| <i>Approved Performance Measures</i> | <i>Approved FY 2015-16 Standard</i> | <i>FY 2015-16 Actual</i> | <i>Approved FY 2016-17 Standard</i> | <i>Requested FY 2017-18 Standard</i> |
|---|-------------------------------------|--------------------------|-------------------------------------|--------------------------------------|
| Information technology costs as a percent of total agency costs | 3.81% | 3.83% | 3.82% | 3.81% |
| Information technology positions as a percent of total agency positions | 3.35% | 3.31% | 3.31% | 3.31% |

LONG RANGE PROGRAM PLAN

**ASSESSMENT OF PERFORMANCE
FOR APPROVED PERFORMANCE
MEASURES**

EXHIBIT III



**GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES ASSESSMENT FORMS**

EXHIBIT III

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

Action:

- Performance Assessment of 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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| \$1.594 billion | \$1.587 billion | -\$7,422,038 | -.47% |

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

N/A

External Factors (check all that apply):

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

Explanation:

The estimate for this output measure is dependent on the number of cases ordered to pay child support. The Program experienced a 1 percent reduction in the number of cases with support orders from June 2015 to June 2016. The difference between the target and the estimated end of year performance could be attributed to this reduction in caseload.

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

N/A

**GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES ASSESSMENT FORMS**

EXHIBIT III

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

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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| \$46.223 billion | \$45.690 billion | (\$533 million) | -1% |

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

N/A

External Factors (check all that apply):

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

Explanation:

This standard is comprised of taxes and fees administered by the Department as well as other receipts processed by the agency. The taxes and fees portion of the standard is subject to revision by the Revenue Estimating Conference at designated intervals throughout the year. Therefore, fluctuations in the economy can potentially impact total collections received. In FY 2015-16, the total collections received were \$533 million or 1% below the established standard.

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

The Department will file budget amendment(s) as appropriate to better align future measure standards with revised estimates related to taxes and fees.

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES ASSESSMENT FORMS

EXHIBIT III

Department: Revenue
 Program: General Tax Administration
 Service/Budget Entity: Compliance Determination
 Measure: Percent of audits completed within 305 days from commencement

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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| 62.0% | 81.5% | 19.5% | 31.5% |

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

The Department anticipates an overall increase in this standard. Thus, the requested standard increase is commensurate with expected performance for FY 2016-17.

External Factors (check all that apply):

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

Explanation:

N/A

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

N/A

**GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES ASSESSMENT FORMS**

EXHIBIT III

Department: Revenue
 Program: General Tax Administration
 Service/Budget Entity: Receivables Management
 Measure: Percent of billing resolved with payment

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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| 60.0% | 72.6% | 12.6% | 21.0% |

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

The Department anticipates an overall increase in this standard. Thus, the requested standard increase is commensurate with expected performance for FY 2016-17.

External Factors (check all that apply):

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

Explanation:

N/A

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

N/A

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES ASSESSMENT FORMS

EXHIBIT III

Department: Revenue
 Program: General Tax Administration
 Service/Budget Entity: Receivables Management
 Measure: Number of billing resolved

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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| 1,200,000 | 760,077 | (439,923) | -36.7% |

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:

The measure was below the estimate because the General Tax Administration (GTA) Program changed its collections strategy to focus on pre-warrant "case resolution." Recognizing the shelf life of account receivables is short, the Program is focusing its collection efforts on those activities that are effective by contacting and working with taxpayers to resolve outstanding tax obligations before it is necessary to file a tax lien. The shift in focus to case resolution and enhancements to the collections process prevents the aging of outstanding liabilities to reduce the potential for filing liens and improve compliance. This approach has yielded significant taxpayer behavioral change, resulting in increased voluntary compliance and generation of fewer notices of outstanding tax liabilities. In FY 2015-16, the account receivables balance was reduced by \$506 million or 17.4% compared to \$378 million or 11.5% in FY 2014-15.

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:

N/A

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: The requested standard is commensurate with expected performance.

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES ASSESSMENT FORMS

EXHIBIT III

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

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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| \$281.80 | \$295.94 | \$14.14 | 5.02% |

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:

“Total Collections Received” serves as the numerator for the calculation of this measure. Therefore, any revisions to the “Total Collections Received” standard will impact the calculation of the cost effectiveness measure. See the “Total Collections Received” explanation for more detail.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations:

The Department will submit a budget amendment(s) as appropriate to better align future measure standards with revised estimates related to taxes and fees.

LONG RANGE PROGRAM PLAN

**PERFORMANCE MEASURE VALIDITY
AND RELIABILITY**

EXHIBIT IV



CHILD SUPPORT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

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

Action (check one):

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

Data Sources and Methodology:

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

Methodology:

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

Numerator:

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

- Case Level Data
- Business Partner Level Data
- Financial Level Data

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

Denominator:

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

Business Terms

Case Level Data

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

Business Partner Level Data

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

Financial Level Data

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

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

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

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

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

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

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

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

Obligated Case: An open case with a support order.

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

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

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

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

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

Validity:

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

Reliability:

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

CHILD SUPPORT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Department: Revenue
Program: Child Support Program
Service/Budget Entity: Case Maintenance
Measure: Total Number of Cases Maintained During the Year

Action (check one):

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

Data Sources and Methodology:

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

Methodology:

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

Validity:

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

Reliability:

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

CHILD SUPPORT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

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

Action (check one):

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

Data Sources and Methodology:

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

Methodology:

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

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

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

Federal Definitions

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

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

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

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

CHILD SUPPORT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Validity:

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

Reliability:

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

CHILD SUPPORT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

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

Action (check one):

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

Data Sources and Methodology:

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

Methodology:

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

Validity:

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

Reliability:

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

CHILD SUPPORT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

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

Action (check one):

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

Data Sources and Methodology:

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

Methodology:

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

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

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

Validity:

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

Reliability:

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

CHILD SUPPORT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

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

Action (check one):

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

Data Sources and Methodology:

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

Methodology:

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

Validity:

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

Reliability:

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

CHILD SUPPORT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

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

Action (check one):

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

Data Sources and Methodology:

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

Methodology:

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

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

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

Business Terms

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

Validity:

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

Reliability:

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

CHILD SUPPORT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

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

Action (check one):

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

Data Sources and Methodology:

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

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

Business Terms

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

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

Validity:

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

CHILD SUPPORT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Reliability:

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

CHILD SUPPORT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

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

Action (check one):

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

Data Sources and Methodology:

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

Methodology:

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

Validity:

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

Reliability:

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

CHILD SUPPORT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

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

Action (check one):

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

Data Sources and Methodology:

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

Methodology:

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

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

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

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

Validity:

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

Reliability:

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

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

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

Action (check one):

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

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

The number of days for each deposit is weighted by multiplying the dollar value of each deposit by the number of days, including weekend days, it took to complete the deposit.

The sum of all weighted deposits is then divided by the total value of the deposits to get the average. Generally, banking transactions take one day or less. Therefore, this measure is reported in days even though the quotient is displayed in decimal. That is, if the decimal is less than 1.00 the measure will equal one day.

Validity:

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

Reliability:

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

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

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

Action (check one):

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

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

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

Validity:

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

Reliability:

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

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Department: Revenue
Program: General Tax Administration
Service/Budget Entity: Tax Processing
Measure: Percent of sales tax returns filed timely and accurately
(Primary Outcome)

Action (check one):

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source for sales tax returns filed are monthly downloads from SUNTAX. For purposes of this measure the following terms are defined:

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

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

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

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

Validity:

This measure quantifies taxpayer errors, providing feedback to taxpayer processing. As a result, programming changes can be made to improve pre-filing edits which can reduce downstream workload. This is a valid measure because it assists management in tracking the effectiveness of activities performed

- to verify the accuracy and intent of taxpayer filed sales tax return data
- to ensure an accurate distribution and taxpayer filing history

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY

EXHIBIT IV

- to accurately identify and timely notify registered taxpayers of their failure to file a return, and
- to accurately inform them of corrective action required (additional liabilities owed including penalties and interest if applicable, taxes overpaid, or instructions to file a required return).

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

Reliability:

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

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Department: Revenue
Program: General Tax Administration
Service/Budget Entity: Tax Processing
Measure: Percent of all tax returns filed timely and accurately
(Primary Outcome)

Action (check one):

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source for all tax returns filed are monthly downloads from SUNTAX.
For purposes of this measure the following terms are defined:

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

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

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

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

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

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Validity:

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

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

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

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

Reliability:

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

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

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

Action (check one):

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

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

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

Validity:

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

Reliability:

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

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

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

Action (check one):

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source is a monthly file provided by the Florida Department of Financial Services that shows the revenue distributions made in a month and the dates of each distribution. This outcome measure is the total number of distributions made by the 25th day of the month following the month in which a receipt is validated divided by the total number of distributions made for receipts validated during a given month.

Validity:

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

Reliability:

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

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

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

Action (check one):

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

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

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

Validity:

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

Reliability:

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

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Department: Revenue
Program: General Tax Administration
Service/Budget Entity: Tax Processing
Measure: Number of distributions made

Action (check one):

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source is a monthly file provided by the Florida Department of Financial Services that shows the unique Treasury disbursements (journal transfers and checks) conducted and reported by distribution staff made in a month and the dates of each distribution. This output measure is the manual count of individual fund distributions made during the fiscal year. A distribution of funds is accomplished by bank transfer or the issuance of a check. Funds are distributed to counties, municipalities, and state trust funds from a variety of tax sources on a monthly or quarterly basis.

Validity:

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

Reliability:

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

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Department: Revenue
Program: General Tax Administration
Service/Budget Entity: Tax Processing
Measure: Number of refund claims processed

Action (check one):

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source for this output measure is the Refund Case Management System’s transaction detail in SUNTAX which tracks all refunds claimed by taxpayers. This output measure is a count of all refund claims processed in the period. A “processed” refund claim is defined as one that was withdrawn, approved, or denied. The measure is a count of the number of individual refunds claims processed. It includes refunds generated when overpayments are identified by the agency.

Validity:

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

Reliability:

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

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Department: Revenue
Program: General Tax Administration
Service/Budget Entity: Tax Processing
Measure: Median number of days to process a refund

Action (check one):

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

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

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

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

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

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

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

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

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

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

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Validity:

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

Reliability:

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

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Department: Revenue
Program: General Tax Administration
Service/Budget Entity: Compliance Determination
Measure: Percent of audits completed within 305 days from commencement

Action (check one):

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

Audit data are captured and maintained in the Audit Case Management System in SUNTAX. The calculation for this measure is based on the number of tax compliance audits completed. For this measure the following are defined:

Audit:

The examination process entails the inspection of a registered filer's books and records to determine compliance with tax laws. The issuance of the Notice of Intent to Audit (NOI) marks the commencement date. An audit ends with the issuance of the Notice of Proposed Assessment (NOPA), which shows the amount of additional liability owed by the business. The measure is a percentage, where the denominator is the total number of audits reaching NOPA, and the numerator is the case subset reaching NOPA within 305 days of audit commencement.

Validity:

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

Reliability:

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

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Department: Revenue
Program: General Tax Administration
Service/Budget Entity: Compliance Determination
Measure: Number of audits completed

Action (check one):

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

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

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

Validity:

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

Reliability:

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

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Department: Revenue
Program: General Tax Administration
Service/Budget Entity: Receivables Management
Measure: Percent of billings resolved with payment (Primary Outcome)

Action (check one):

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

The data source is the SUNTAX (SAP) business warehouse. Billings are tracked in the SUNTAX financials and all database tables are downloaded nightly to generate a monthly report for this measure.

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

For purposes of this measure the following terms are defined:

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

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

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

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

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

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

Validity:

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

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Reliability:

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

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Department: Revenue
Program: General Tax Administration
Service/Budget Entity: Receivables Management
Measure: Number of Billings Resolved

Action (check one):

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

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

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

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

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

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

Validity:

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

Reliability:

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

GENERAL TAX ADMINISTRATION PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

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

Action (check one):

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

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

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

Validity:

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

Reliability:

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

PROPERTY TAX OVERSIGHT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

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

Action (check one):

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

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

Methodology:

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

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

Validity:

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

Reliability:

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

PROPERTY TAX OVERSIGHT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

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

Action (check one):

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

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

Methodology:

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

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

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

Validity:

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

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

depth analysis requires each stratum studied to have an estimated level of assessment of at least 90 percent.

Reliability:

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

PROPERTY TAX OVERSIGHT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

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

Action (check one):

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

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

Methodology:

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

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

Validity:

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

The sample size (i.e., number of sample parcels drawn and studied within the class of property) for each class studied as part of the in-depth study is initially determined by computing the Coefficient of Variation (COV) for the assessment ratio of the respective class during the prior in-depth study year (in Oracle 8.2.8). The determination of the statistical validity of the sample drawn prior to initiating the study is subsequently made upon completion of the in-depth study through comparison of the post-study COV with the pre-study COV. For example, if the post-study COV is higher than the pre-study COV, the required sample size is higher than the sample size that was obtained from the smaller pre-study COV, and the sample size might be considered statistically invalid or too small to have the required 95 percent confidence in the statistical indicators.

PROPERTY TAX OVERSIGHT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY

EXHIBIT IV

Reliability:

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

PROPERTY TAX OVERSIGHT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

Department: Revenue
Program: Property Tax Oversight
Service: Property Tax Compliance Assistance
Measure: Percent of training participants satisfied with services provided
(Primary Outcome)

Action (check one):

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources:

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

Methodology:

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

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

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

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

Validity:

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

Reliability:

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

PROPERTY TAX OVERSIGHT PROGRAM
PERFORMANCE MEASURES VALIDITY AND RELIABILITY
EXHIBIT IV

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

Action (check one):

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology:

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

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

Validity:

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

Reliability:

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

LONG RANGE PROGRAM PLAN


**ASSOCIATED ACTIVITIES
CONTRIBUTING TO PERFORMANCE
MEASURES**


EXHIBIT V



IDENTIFICATION OF ASSOCIATED ACTIVITY CONTRIBUTING TO PERFORMANCE MEASURE

EXHIBIT V

| CHILD SUPPORT PROGRAM  | | |
|---|--|-------------------------------------|
| <i>Measure Number</i> | <i>Approved Performance Measures for FY 2017-18</i> | <i>Associated Activities Title</i> |
| 1 | Percent of IV-D cases available for next appropriate action (FFY) | MAINTAIN CHILD SUPPORT CASES |
| 2 | Total number of cases maintained during the year (SFY) | |
| 3 | Percent of IV-D cases with an order for support (federal definition) FFY | ESTABLISH AND MODIFY SUPPORT ORDERS |
| 4 | Total number of newly established and modified orders (FFY) | |
| 5 | Percent of support collected and distributed during the year that was due within the year (FFY) | PROCESS SUPPORT PAYMENTS |
| 6 | Total amount of IV-D collections received during the federal fiscal year (FFY) | |
| 7 | Percent of State Disbursement Unit collections disbursed within 2 business days of receipt (SFY) | DISTRIBUTE SUPPORT PAYMENTS |
| 8 | Total amount of IV-D collections distributed during the federal fiscal year (FFY) | |

| GENERAL TAX ADMINISTRATION  | | |
|--|---|------------------------------------|
| <i>Measure Number</i> | <i>Approved Performance Measures for FY 2017-18</i> | <i>Associated Activities Title</i> |
| 9 | Percent of all tax returns filed timely and accurately | PROCESS RETURNS AND REVENUE |
| 10 | Number of tax returns processed | |
| 11 | Percent of revenue distributions made timely | ACCOUNT FOR REMITTANCES |
| 12 | Number of distributions made | |
| 13 | Percent of taxpayer-claimed refunds processed within 90 days | REFUND TAX OVERPAYMENTS |
| 14 | Number of refund claims processed | |
| 15 | Percent of audits completed within 305 days from commencement | PERFORM AUDITS |
| 16 | Number of audits completed | |
| 17 | Percent of billings resolved with payment | RECEIVABLES MANAGEMENT |
| 18 | Number of billings resolved | |

PROPERTY TAX OVERSIGHT PROGRAM



| <i>Measure Number</i> | <i>Approved Performance Measures for FY 2017-18</i> | <i>Associated Activities Title</i> |
|-----------------------|--|---|
| 19 | Percent of property value studied with a statistically reliable sample | DETERMINE REAL PROPERTY ROLL COMPLIANCE |
| 20 | Number of parcels studied to establish in-depth level of Assessment | |
| 21 | Percent of training participants satisfied with services provided | PROVIDE INFORMATION |
| 22 | Number of student training hours provided | |

LONG RANGE PROGRAM PLAN

**UNIT COST
SUMMARY**

EXHIBIT VI



NUCSSP03 LAS/PBS SYSTEM
 BUDGET PERIOD: 2007-2018
 STATE OF FLORIDA

SP 09/30/2016 10:08
 SCHED XI: AGENCY-LEVEL UNIT COST SUMMARY
 AUDIT REPORT REVENUE, DEPARTMENT OF

ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:

1-8:

AID TO LOCAL GOVERNMENTS ACTIVITY ISSUE CODES SELECTED:

1-8: ACT3350 ACT4200 ACT4370

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

*** NO ACTIVITIES FOUND ***

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

*** NO OPERATING CATEGORIES FOUND ***

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

*** NO ACTIVITIES FOUND ***

TOTALS FROM SECTION I AND SECTIONS II + III:

| DEPARTMENT: 73 | EXPENDITURES | FCO |
|--|--------------|-------|
| FINAL BUDGET FOR AGENCY (SECTION I): | 561,315,891 | |
| TOTAL BUDGET FOR AGENCY (SECTION III): | 561,315,933 | |
| | ----- | ----- |
| DIFFERENCE: | 42- | |
| (MAY NOT EQUAL DUE TO ROUNDING) | ===== | ===== |

Business Process

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

CAMS – Child Support Automated Management System

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

Core Business Process (Core Process)

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

FY – State Fiscal Year (also SFY)

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

FFY – Federal Fiscal Year

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

Remote Deposit

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

SUNTAX

The Florida Department of Revenue's unified tax administration system, providing centralized access and recordkeeping for the 34 taxes and fees administered by the Department. (The acronym is derived from "System for Unified Taxation.")

TANF – Temporary Assistance for Needy Families

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

Tax Roll

A list of all taxable property within a given jurisdiction.

TRIM – Truth in Millage

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