



FLORIDA DEPARTMENT of

management
SERVICES

We serve those who serve Florida

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Rick Scott, Governor

Erin Rock, Secretary

LONG-RANGE PROGRAM PLAN

Department of Management Services
Tallahassee, Florida

September 29, 2017

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

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House Appropriations Committee
221 Capitol
Tallahassee, FL 32399-1300

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Senate Appropriations Committee
201 Capitol
Tallahassee, FL 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long-Range Program Plan (LRPP) for the Department of Management Services is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our mission, goals, objectives and measures for the fiscal year 2018-19 through fiscal year 2022-23. The internet website address that provides the link to the LRPP located on the Florida Fiscal Portal is

http://www.dms.myflorida.com/about_us/open_government

This submission has been approved by Erin Rock, Secretary of Department of Management Services.

Secretary,

Erin Rock
Secretary



Long-Range Program Plan

Fiscal Years 2018-19 through 2022-23

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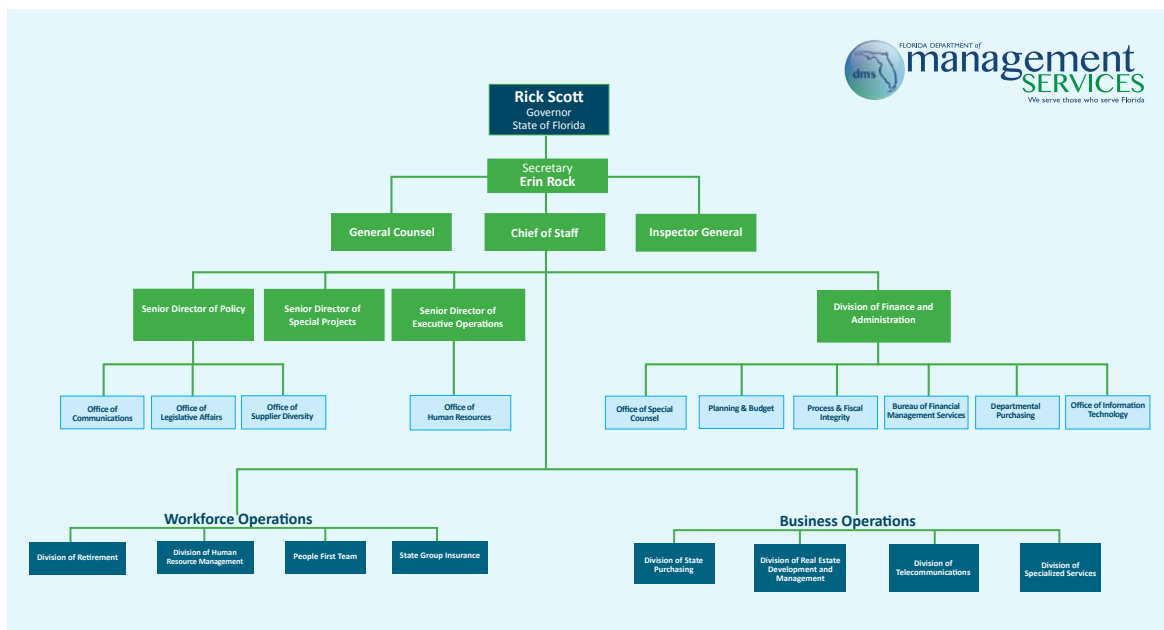
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Agency Mission, Goals and Linkage to the Governor's Priorities

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

The Department of Management Services is a customer-oriented department responsible for managing various workforce- and business-related functions throughout Florida state government. Under the direction of Governor Scott and the Executive Leadership Team at DMS, the department oversees the real estate, procurement, human resources, state group insurance, retirement, telecommunications, private prisons, and fleet management programs utilized throughout Florida state government. The department's staff facilitate the delivery of programs and services and provide tools and training to create a better, more efficient government. It is against this backdrop that DMS strives to demonstrate its motto: "We serve those who serve Florida."

The values exemplified by each DMS employee are the core tenets of the department's work environment: integrity, communication, respect, excellence, accountability, teamwork, and empowerment. Every member of the department is required to embody these foundational elements and express them in their daily work and interaction with others. The acronym these values produce is "I CREATE" and reflects the fact that every day at DMS, each employee has the opportunity to create and enhance the services and programs provided to Floridians. These values reflect the culture of the department whereas the DMS four pillars illustrate how department employees carry out work.



The Department of Management Services embraces four pillars when fulfilling its mission to serve all state agencies and the citizens of Florida. The Department of Management Services' four pillars include the following: having a process-oriented mindset, challenging the status quo, creating efficiencies, and respecting state employees.

To build off of the success of DMS’ four pillars and to ensure the department maintains high levels of achievement, Secretary Rock has set forth the following seven sustainable goals:

1. Increase excellent customer service;
2. Memorialize knowledge through employee cross training, desk guides, and process mapping;
3. Create efficiencies and maximize performance;
4. Increase inclusive communication throughout the department;
5. Develop proactive stakeholder education;
6. Leverage technology to resolve problems, avoid costs, and save time; and
7. Embrace agility and adaptability.

These seven goals will assist the department in building on strengths, minimizing weaknesses, and expanding and developing opportunities for success while diffusing threats. The Department of Management Services’ commitment to achievement through excellent customer service and passion for creating efficiencies, combined with its values, four pillars, and sustainable goals will continue to allow the department to excel in servicing state government and its employees.

Organization Culture

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

Strategic Attribute	Purpose	Result
Our Motto	Who We Are	DMS Serves Those Who Serve Florida
Our Vision	What We Aspire To Become	DMS will empower Florida’s state government to be the most effective and efficient in the nation.
Our Mission	What We Focus on Each Day To Bring Us Closer to our Vision	DMS delivers high-quality support services to government agencies, state employees, and the public that are reliable, innovative, and cost reductive.
Our Guiding Principles	How We Interact with One Another and with our Customers	The Four Pillars: <ul style="list-style-type: none"> • Embrace and push a process-oriented mindset so that our work is transparent and fair; • Challenge the status quo, and find ways to increase our level of services to state agencies and Florida families. Be intellectually curious; • Create operational efficiencies, and support the Governor’s commitment to a better, not bigger, government so that we can continue to create jobs for our workers, a world-class education for our students and an excellent quality of life for Florida families; and • Do our jobs with the utmost respect for each individual government employee and our statewide government enterprise as a whole.
Our Sustainable Goals	How We Plan to Succeed in the Future	Seven Sustainable Goals <ul style="list-style-type: none"> • Increase excellent customer service • Memorialize knowledge assets • Maximize performance • Increase inclusive communication • Develop proactive stakeholder education • Leverage technology • Be agile and adaptable

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

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

Governor Scott's Priorities

Improving Education

- Provide world-class education.

Economic Development and Job Creation

- Focus on job growth and retention.
- Reduce taxes.
- Work toward regulatory reform.
- Phase out Florida's corporate income tax.

Public Safety

- Protect communities by ensuring the health, welfare, and safety of Florida's citizens.

Goals of DMS

GOAL #1:	Provide world-class human resource services based on sound human resource policies, practices, and strategies.
GOAL #2:	Provide user-friendly, reliable human resource services through People First in the most cost-effective manner.
GOAL #3:	Offer a portfolio of employee benefit products and services that are cost-effective while allowing members the option to choose benefit plans that best suit their individual needs.
GOAL #4:	Administer efficient state retirement programs by utilizing the best technology.
GOAL #5:	Increase the efficiency of minority certification process time (in days).
GOAL #6:	Provide best value in purchasing to provide a high-level of services to the public while reducing costs for taxpayers.
GOAL #7:	Enhance purchasing processes using MyFloridaMarketPlace (MFMP).
GOAL #8:	Provide federal excess property to affected organizations efficiently.
GOAL #9:	Provide timely fleet management of motor vehicles and watercraft.
GOAL #10:	Provide effective management and oversight of private prisons.
GOAL #11:	Provide cost-effective, efficient real estate development and management services to our customers in the DMS pool facilities.
GOAL #12:	Deliver and promote the development of high-quality, innovative, cost-effective technology services.
Independent Entities' Goals	
GOAL #13:	Ensure fair treatment of both complainants and respondents in instances of alleged discrimination and promote mutual respect and greater harmony among diverse groups.
GOAL #14:	Protect labor and employment rights, as well as the public, by preventing work stoppages.

Agency Objectives

- Division of Human Resource Management: Develop human resource policies, practices, and strategies that reflect current trends and best practices; address the needs of the division's customers; and attain a 96 percent customer satisfaction rating.
- People First: Monitor the People First vendor contract performance metrics to ensure that 100 percent of the metrics are met in accordance with the contract.
- Division of State Group Insurance: Achieve a 3 percent annual decrease in operational costs.
- Division of Retirement: Achieve 100 percent timely processing of retired payrolls.
- Office of Supplier Diversity: Increase overall efficiency of the certification process and implement ways to decrease lag time.
- Division of State Purchasing: Use the combined purchasing power of the State of Florida to deliver the best total value in goods and services purchased by the state and eligible users, attaining at least a 28 percent savings over retail or other reference prices.
- Division of State Purchasing/MyFloridaMarketPlace (MFMP): Achieve an 80 percent customer satisfaction rating among MFMP purchasers.
- Federal Property Assistance: Attain a 75 percent property distribution rate in order to provide the maximum amount of federal excess/surplus property to eligible recipients without burdening state resources.
- Motor Vehicle and Watercraft Management: A total of 95 percent of the time, process within 48 hours approval requests for agencies to procure and dispose of motor vehicles and watercraft.
- Private Prison Monitoring: Provide effective management and oversight of the operational contracts between DMS' Bureau of Private Prison Monitoring and the vendors who operate the private prisons, ensuring that the vendors meet the contractual requirements for inmate participation in behavioral, vocational, academic, and substance-abuse programs.
- Real Estate Development and Management: Maintain a competitive rental rate in DMS Florida Facilities Pool.
- Division of Telecommunications: Leverage technology to gain efficiencies across the enterprise, simplify citizens' electronic access, improve customer service, and attain a 30 percent aggregated discount from commercially available rates for voice and data services.
- Commission on Human Relations: Encourage fair treatment, equal access, and mutual respect for persons who live in, work in, and visit Florida.
- Public Employees Relations Commission: Resolve disputes about the composition of bargaining units and alleged unfair labor practices and administer the Career Service System appeals process with regard to discipline, veteran's preference, a drug-free workplace, age discrimination, and the Whistleblower Protection Act.

Agency Service Outcomes and Performance Projection Tables

Workforce Operations

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

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

OUTCOME: Overall customer satisfaction rating.

	Baseline/Year	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Division of Human Resource Management	96% 2000/01	96%	96%	96%	96%	96%

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

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

OUTCOME: Percent of all contract performance standards met.

	Baseline/Year	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
People First	92.65% 2005/06	100%	100%	100%	100%	100%

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

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

OUTCOME: DMS administrative cost per insurance enrollee.

	Baseline/Year	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Division of State Group Insurance	\$10.27 (2005-06 Standard)	\$9.96	\$9.66	\$9.37	\$9.09	\$8.82

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

OBJECTIVE: Achieve 100 percent timely processing of retired payrolls.

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

	Baseline/Year	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Division of Retirement	100% (2000-01)	100%	100%	100%	100%	100%

Business Operations

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

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

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

	Baseline/Year	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Office of Supplier Diversity	45 days (2000-01)	15 days	15 days	15 days	15 days	15 days

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

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

OUTCOME: Percent of state term contract savings.

	Baseline/Year	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Division of State Purchasing	23% (1996/97)	28%	28%	28%	28%	28%

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

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

OUTCOME: Percent of customers satisfied with purchasing functionality.

	Baseline/Year	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Division of State Purchasing	49% (2005-06)	85%	85%	85%	85%	85%

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

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

OUTCOME: Federal property distribution rate.

	Baseline/Year	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Federal Property Assistance	61% (2006-07)	75%	75%	75%	75%	75%

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

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

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

	Baseline/Year	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Motor Vehicle and Watercraft Management	84% (2006-07)	95%	95%	95%	95%	95%

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

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

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

	Baseline/Year	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Private Prison Monitoring	100% (2005-06)	100%	100%	100%	100%	100%

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

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

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

	Baseline/Year	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Real Estate Development and Management	\$15.39/ \$16.51 (2000-01)	\$17.18/ \$20.79	\$17.18/ \$21.21	\$17.18/ \$21.63	\$17.18/ \$22.06	\$17.18/ \$22.50

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

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

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

	Baseline/Year	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Division of Telecommunications	50% (2004-05)	30%	25%	25%	25%	25%

Independent Entities

Commission on Human Relations

GOAL #13:

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

OBJECTIVE:

Encourage fair treatment, equal access and mutual respect for persons who live in, work in, and visit Florida .

OUTCOME:

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

	Baseline/Year	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Commission on Human Relations	59% 2001-02	75%	75%	75%	75%	75%

Public Employees Relations Commission

GOAL #14:

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

OBJECTIVE:

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

OUTCOME:

Percent of timely labor and employment dispositions.

	Baseline/Year	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Public Employees Relations Commission	92% 2001-02	94%	94%	94%	94%	94%

Trends and Conditions Statement

Division of Retirement

Retirement Benefits Administration

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

In accordance with Chapters 121, 175 and 185, Florida Statutes, as well as sections 112.05, 112.363, and 250.22, Florida Statutes, the Division of Retirement administers the state retirement plans, including the Florida Retirement System (FRS). FRS is the fourth-largest public state retirement system in the nation, one that is comprised of more than 1 million active and retired employees of more than 1,000 agencies with the state, counties, district school boards, universities, community colleges, cities, metropolitan planning organizations, charter schools, and special districts. The division also administers the State University System Optional Retirement Program, the Senior Management Service Optional Annuity Program, the Retiree Health Insurance Subsidy Program, and the Municipal Police and Firefighters' Premium Tax Program. Additionally, the division provides supplemental retirement benefit payments of more than \$14 million to 786 Florida National Guard retirees and maintains oversight of the actuarially sound funding of 489 local government retirement systems, pursuant to Part VII, Chapter 112, Florida Statutes.

The Division of Retirement's core function is to administer statewide retirement programs, the largest of which is the FRS Pension Plan. The division's key priority is to meet its statutory obligations in the most efficient and effective manner possible while continuing its commitment to quality customer service, as reflected in the recurrent high satisfaction ratings that its customers report. Having completed fiscal year 2016-17 with a 96.6 percent retirement services satisfaction rating, the division consistently maintains a high customer satisfaction rating while sustaining the lowest administrative costs among all large public pension plans in the nation, according to a national benchmarking report.

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

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

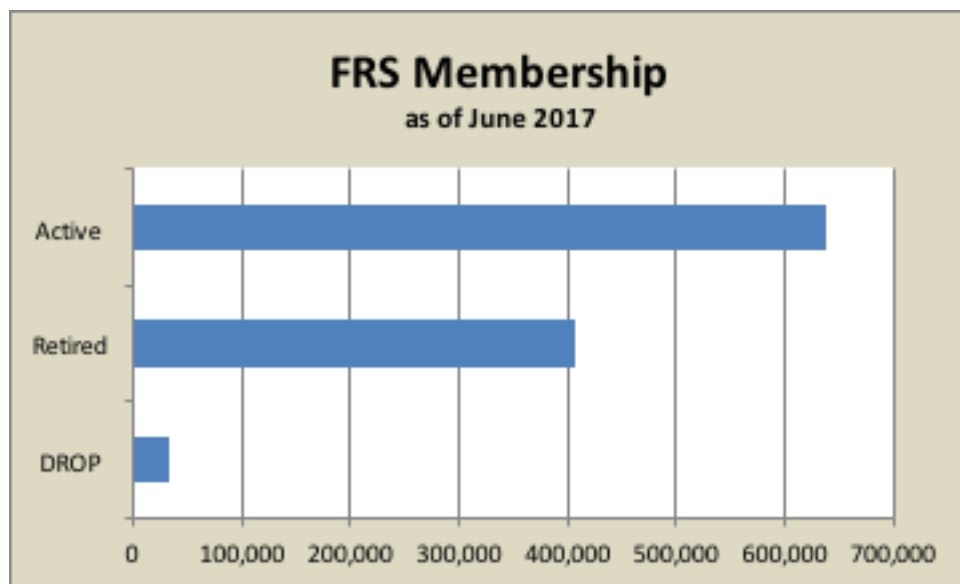
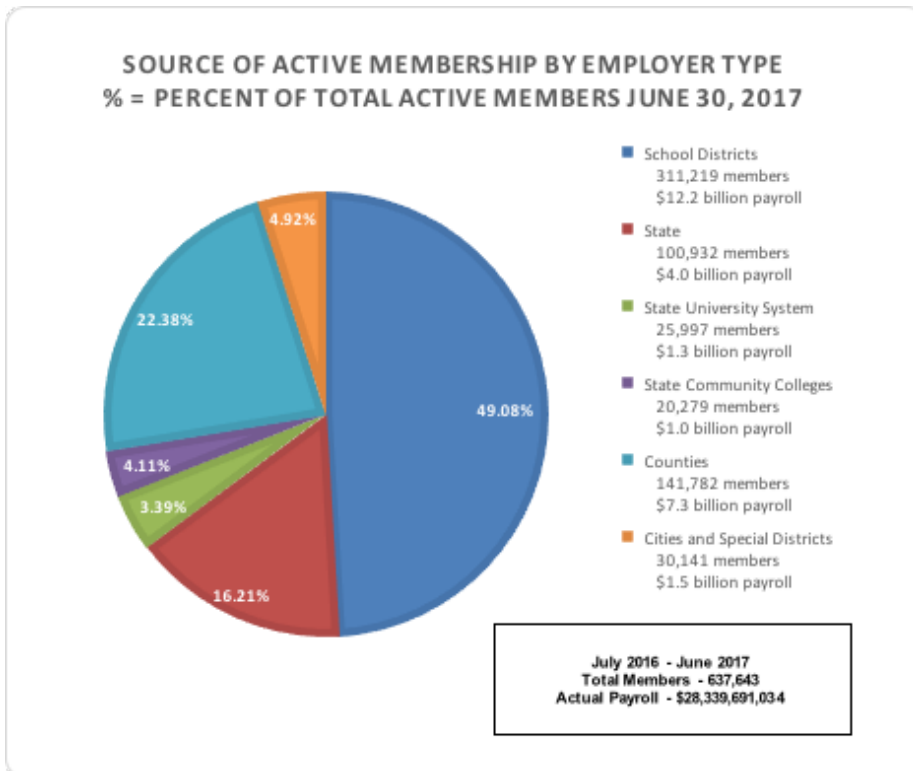
The division administers the Retiree Health Insurance Subsidy (HIS) Program for eligible FRS Pension Plan and IP members and determines eligibility, processes applications, and pays monthly benefits.

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

Outcome Measures

The outcome measures of the Division of Retirement reflect its mission to deliver a high-quality, innovative, and cost-effective retirement system. The services leading to these outcomes require a focus on quality customer service, cost containment, and efficient operations. All of the services provided—enrolling and providing refunds to members, managing and auditing employer and employee contributions, safeguarding member records, calculating estimates and final retirement benefits, analyzing and supporting legislation, publishing materials, maintaining a sophisticated and fully automated electronic retirement system, and effectively educating and communicating through a centralized contact center—culminate in the division being able to successfully provide monthly retirement benefits in excess of \$9.1 billion annually to approximately 400,000 retired members or their beneficiaries.

Program Statistics



Division of State Group Insurance

Insurance Benefits Administration

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

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

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

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

To achieve the ongoing objective of quality, choice, and affordability while also increasing customer satisfaction, DSGI has established performance measures to evaluate its progress. The division measures its satisfaction of various contracted vendors through a self-reporting method to determine the vendors' compliance with contractually required performance standards. For fiscal year 2016-17, the aggregated results equated to a 96 percent compliance rating, with a standard of 95 percent. To ensure that resources are appropriately allocated in a manner that will produce cost effectiveness and efficiencies in services, DSGI has a performance standard that measures its administrative cost per insurance enrollee. The approved standard is \$10.27 per insurance enrollee; however, DSGI provided services for approximately \$9.29 per insurance enrollee for fiscal year 2016-17.

The Division of State Group Insurance's current Health Maintenance Organization (HMO) contracts expire December 31, 2017. In June 2017, DSGI completed the procurement process for fully insured and self-insured HMO benefits and services. Contract services will be effective January 1, 2018.

Currently, DSGI offers nine dental plans from five dental vendors, but three of these dental plans will expire on December 31, 2017. The division procured new dental plans in 2017 and awarded two vendors with services effective January 1, 2018. Therefore, DSGI will offer a total of 11 plans from five different vendors.

The Division of State Group Insurance contracted with Ernst & Young to provide consulting support services to assist the division with compliance of the reporting requirements of section 6055 and section 6056 of the Internal Revenue Code. More than 200,000 IRS forms were provided to employees and retirees in early 2017.

In addition, DSGI is revising the entirety of Chapter 60P, Florida Administrative Code, to bring program rules into compliance with state and federal laws, improve readability and clarity, and align with policies and procedures.

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

In July 2017, DSGI released DMS 17/18-002, Request for Proposal for Dependent Eligibility Verification Audit Services. The Florida Legislature funded the audit, a priority of Governor Scott, with a \$1 million appropriation. Currently, Florida’s State Group Health Insurance Program does a quality assurance review and a random sample of qualifying status change events on a monthly basis to determine dependent eligibility, but given the size of Florida’s program—approximately 368,000 members—a full dependent eligibility verification audit is required. A full audit is projected to result in a conservative 3 percent of dependents being found ineligible, effectively avoiding more than \$10 million in annual costs to the State of Florida. The division expects to award a single vendor to perform the audit, scheduled to begin on December 1, 2017.

DSGI Subscribers
Average Enrollment FY 2016-17

State Agencies	81,573
Universities	42,377
Benefits Only – Retirees, COBRA, Others	36,213
Central Florida Expressway Authority	64
Florida Board of Bar Examiners	46
Florida Inland Navigation District	6
Florida Legislature	1,478
Justice Administration	8,891
Miami-Dade Expressway Authority	43
State Board of Administration	226
State Courts	3,854
Tri-Rail	110
Volunteer Florida	16
West Coast Inland Navigation District	3
Total	174,900

Division of Human Resource Management

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

The division develops and supports a human resource infrastructure for state agencies based on sound human resource policies, practices, and strategies as outlined in accordance with paragraphs 20.04(7)(b) and (c) and 20.22(3), Florida Statutes; Chapter 110 (excluding sections 110.1227, 110.1228, 110.123-110.1239, and 110.161), Florida Statutes; sections 112.011-112.046 (excluding section 112.042) and 112.24, Florida Statutes; section 145.19, Florida Statutes; paragraphs 216.251(2)-(3) and 216.262, Florida Statutes; 295.07(5)(b) Florida Statutes; and certain sections within Chapter 447, Florida Statutes. The State Personnel System is the system of personnel administration for authorized Career Service, Selected Exempt Service, and Senior Management Service positions, as well as Other Personal Services employment, within 21 executive-branch agencies, totaling more than 106,000 positions. It is one of the largest primary employment systems in Florida's state government.

In addition, as required by Article III, section 14, Florida Constitution, HRM administers the Career Service System within the SPS and represents the Governor as the Chief Labor Negotiator for the SPS. The division negotiates wages, hours and terms, and conditions of employment with six labor unions representing 13 collective bargaining units covered by 10 contracts.

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

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

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



Responsibilities

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

- Represents the Governor as the Chief Labor Negotiator in all SPS collective bargaining activities (negotiations and ongoing contract administration of 10 contracts).
- Provides technical assistance and consultative services on federal laws, Chapter 110 of the Florida Statutes, human resource rules, and other state laws to guide agencies in the proper administration of their human resource programs.
- Establishes and maintains human resource programs addressing position classification, agency reorganizations, salary administration, benefits, attendance and leave, training and career development, discipline, employee performance evaluations, affirmative action, dismissals, layoffs, and other related activities to ensure the consistent and efficient administration of human resource services within the SPS agencies.
- Reviews and approves changes to agency human resource programs for legal compliance.
- Develops personnel rules, manuals, guidelines, and templates for agency human resource professionals, managers, and employees.
- Provides technical assistance and consultative services to the Executive Office of the Governor, the Legislature, and other state employers on human resource issues.
- Develops and approves business requirements for use in programming the human resource information system (HRIS) and People First in order to process human resource transactions accurately and properly.
- Researches, compiles, and analyzes workforce statistical information for use by the Executive Office of the Governor, the Legislature, human resource professionals, agency staff, other states, and the public.
- Fulfills federal and state mandatory reporting requirements.
- Monitors and analyzes legislative proposals for impact on the SPS.

- Researches and implements best practices, streamlines human resource processes, and eliminates inefficiencies in the delivery of services.
- Evaluates, recommends, and maintains compensation offerings to sustain the competitiveness of the SPS.
- Provides training and professional development opportunities to agency human resource professionals through workshops.
- Administers other statutory human resource programs such as the following, which aid in employee retention through support of work/life balance:
 - Employee Telework Program (coordinates and promotes offsite work arrangements for state employees).
 - Family Supportive Work Program (establishes personnel policies affecting employees' ability to both work and devote care and attention to their families, i.e., flexible work schedules, job sharing, paid and unpaid family leave, etc.).
 - State Employee Child Care Program (approves agency plans to provide workplace child care services for state employees).

Priorities

To address identified concerns and other factors impacting human resources, HRM has identified the following priorities for the next five years (subject to the availability of sufficient resources):

- 1. Enterprise-Wide Performance and Talent Management Improvement Initiative Phase II** – Phase I of the Performance and Talent Management Initiative was completed with the roll-out of the performance management platform and the SMART (specific, measurable, achievable, relevant, and time-bound) methodology. State agencies moved from administering employee performance evaluations using different practices, procedures, forms, and methodologies to adopting a standard performance evaluation. Each employee is now assigned clear objectives based on identifiable metrics upon which progress can be tracked. These expectations directly align with the mission of each agency and further align with the priorities of the Governor.

A new performance management module was implemented in People First effective January 7, 2017. The primary components of the evaluation remained the same, but the performance evaluation process was further streamlined. In coordination between HRM, the People First Team, and the performance and talent management community of interest, an automated corrective action plan (CAP) process was added to the People First performance management module effective July 22, 2017.

The information outlined in the above-noted efforts support the need for Phase II of the Performance and Talent Management Initiative, a phase which will focus on further improvements to performance management. Phase II will look at the sustainability of the Performance and Talent Management Initiative by focusing on some of the more comprehensive areas of talent management. Several topics that are keystones to a successful talent management process include the following:

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

The division, in conjunction with the People First Team and the performance and talent management community of interest, continues to work on Phase II.

- 2. Employment of Individuals with Disabilities Initiative (IWD)**– With the enactment of Chapter 2016-3, Laws of Florida, Florida now joins the federal government and a number of state governments and municipalities in launching initiatives aimed at improving the quality of life and integration of IWD in the workforce. Section 4 of the law expands the state’s equal employment opportunity policy to include IWD.

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

Additionally, the law significantly increased program responsibilities for DMS, including the following:

- Developing and implementing job-related programs and innovative strategies geared toward IWD.
- Assisting agencies with the implementation of agency-specific plans.
- Identifying and implementing strategies for retaining employees who have a disability.
- Developing training programs for human resource professionals and hiring managers.
- Collecting and reporting data relating to executive agencies’ hiring practices for IWD.

Overall, this initiative is designed to change the employment system of executive agencies within the SPS to better integrate IWD into the workplace.

Outcome Measures

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

HRM Annual Customer Satisfaction Survey Results

	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17
Overall Customer Satisfaction *	100%	100%	100%	100%	100%
Clear Communication	100%	100%	100%	100%	100%
Courteousness	100%	100%	100%	100%	100%
Helpfulness	100%	100%	100%	100%	100%
Listening Skills	100%	100%	100%	100%	97%
Staff Availability	100%	100%	100%	100%	100%
Accuracy	97%	100%	97%	100%	100%
Consistency	94%	100%	93%	93%	100%
Easy to Understand	97%	100%	97%	97%	100%
Timeliness	100%	100%	100%	100%	100%
Usefulness	97%	100%	93%	93%	97%

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

Division of People First

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

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

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

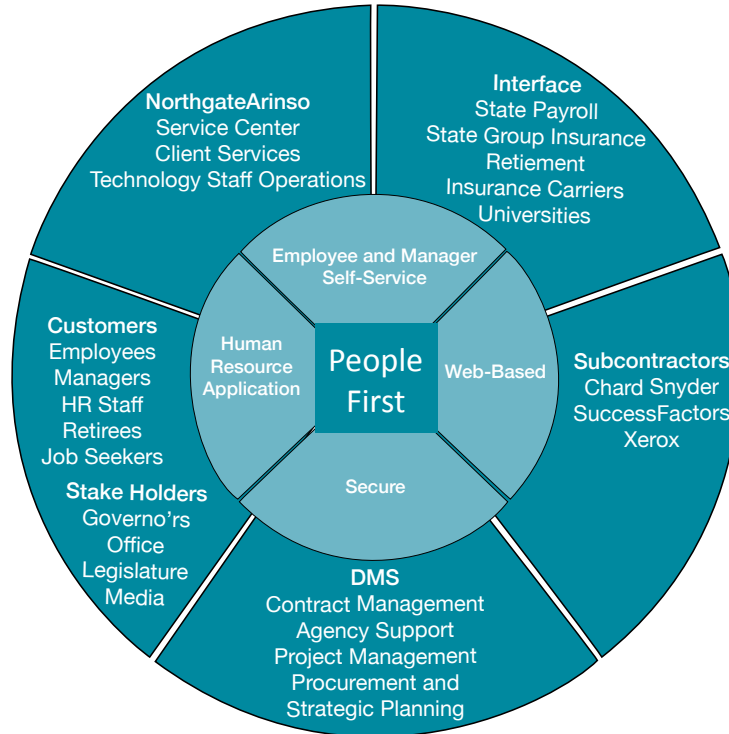
Sections 110.116 and 215.94(5), Florida Statutes, requires DMS to establish and maintain, in coordination with the payroll system within the Department of Financial Services, a complete HRIS for all authorized and established positions in state service. In 2002, DMS contracted with Convergys Customer Management Group, Inc., to provide the state with an HRIS and suite of human resource services, and this contract expired August 20, 2016. Convergys was acquired by NorthgateArinso (NGA) (service provider) on June 2, 2010. The People First Next Generation Contract was negotiated with NGA in 2015 as a result of a competitive procurement. The Next Generation Contract became effective on August 21, 2016, and realizes several system and service center enhancements and overall contract improvements.

The People First system is comprised of appointments and statuses, attendance and leave, benefits administration, classification and organizational management, payroll preparation, performance management, recruiting, and reporting and includes an external data warehouse component. In July 2010, the system was successfully upgraded to SAP version ECC 6.0 HCM on Net Weaver 7.5. The system utilizes three-tiered architecture (web, application, and database), and 3.8 terabytes of data are maintained in an Oracle 12.1.0.2 database, which extracts data to an Oracle data warehouse nightly. The recruiting module enables state agencies to post job advertisements online and allows job applicants to search and apply for positions and maintain their applications online. The performance management module enables managers to set expectations, track employee progress, and evaluate employees—all online.

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

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

State of Florida Human Resource System and Services



The People First system has been built to support six different personnel systems (the SPS, the Legislature, the Florida Lottery, the State University System of Florida, the State Courts System, and the Justice Administrative Commission), and each personnel system has its own set of business rules that have been coded in the system. The system supports four pay cycles, 17 collective bargaining units, and eight work schedule variations. To date, the service provider has performed a significant number of customizations to the system platform (back-end solution) and web application servers (front-end solution), and more than 600 special interfaces have been built to exchange data between the People First system and external systems (e.g., Department of Financial Services, university personnel systems, insurance carriers).

Whom We Serve

People First supports more than 226,000 users. The group includes all 31 state agencies, all 12 state universities, all State of Florida retirees who have elected to continue with pretax health insurance or life insurance benefits, and other users. It is important to point out that these customers use the People First system differently, so the system has incorporated additional customization and special interfaces in order to capture and exchange data between various systems. Other People First system customers include job applicants who search and apply for state positions and maintain their applications online. Since May 2003, more than 216,000 State of Florida positions have been posted in People First, and more than 14 million employment applications have been submitted (see below).

Recruitment Center Metrics

	2003 - June 2011	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Total
Jobs Posted	114,896	13,057	15,007	15,259	17,299	19,446	21,281	216,245
Total Views	92,408,444	14,207,407	17,447,331	18,906,513	18,903,108	20,940,490	14,612,377	197,425,670
Applications Submitted	8,128,537	1,068,365	1,099,385	1,193,153	1,133,588	1,042,688	894,543	14,560,259

Our Role

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

- **Contract Management** – Monitors the service provider’s compliance with state and federal policies, procedures, statutes and rules, and contract performance requirements. Additional contract management responsibilities include monitoring the service provider’s subcontractors’ compliance with the contract, all aspects of adequately securing State of Florida production data, the day-to-day functionality of the system, and the operations of the service centers. The team researches best practices, analyzes trends, defines strengths and weaknesses of the current contract, and proactively plans for the future procurement process, which includes solicitation development, vendor selection, and contract negotiations.
- **Project Management** – Oversees the State of Florida’s HRIS by identifying customer needs, developing requirements for system and data warehouse development, coordinating user acceptance testing, delivering communication documents and training materials and monitoring production implementation. The team serves as the liaison between the service provider and the state to communicate the state’s system design needs in order to accomplish the following:
 - Prepare accurate and timely payroll to more than 115,000 employees.
 - Administer state-approved benefits to more than 174,900 subscribers.
 - Oversee the annual open enrollment process.
 - Provide accurate and timely data warehouse information to 31 state agencies.
 - Correct People First system and data warehouse deficiencies.
 - Change system functionality based on state policy revisions and union agreements.
 - Implement legislatively mandated system changes.
 - Deliver contractually required enhancements to the system and data warehouse.
- **Agency Support** – Provides customer support and delivers services in a prompt, friendly manner. Agency support responsibilities include coordinating public records requests, handling recurring report requests for various customers, coordinating mass data loads into the system, managing agency reorganizations, and providing support to agency report writers and technical assistance on web portal reports. Since July 2006, the team has coordinated 1,800 mass loads for state agencies, and since January 2009, the team has produced 5,442 reports and responded to 803 public records requests.

Measuring Customer Satisfaction

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

The annual DMS People First Customer Satisfaction Survey is administrated in March and provides valuable information on customers' overall experiences with People First. The results are analyzed and subsequently discussed with the service provider to formulate an action plan that addresses issues and implements improvements. Results from the March 2017 survey demonstrates 78-percent of respondents are satisfied with the overall performance of People First.

Trends

The customer satisfaction survey tool provides an excellent way to monitor positive progress, but the department also uses another barometer to gauge progress and improvements in a maturing system: customer calls to the service center. Customers call to receive assistance in such areas as resetting a password, navigating the People First system, and enrolling in benefits. The number of calls to the service center in fiscal year 2016-17 was 60-percent less than the number of calls in 2005 (see the following chart), a result of the many system enhancements and service center improvements over the past few years.

Service Center Calls

	*FY 05/06-13/14	FY 14/15	FY 15/16	FY 16/17	% change from FY 05/06-FY 16/17	FY 05/06- FY 16/17
Benefits	2,205,591	294,246	298,853	305,695	-3%	3,104,385
HR**	2,059,086	25,713	25,756	5,898	-99%	2,116,453
Perf. Mgmt.	N/A	N/A	N/A	4,479	N/A	4,479
Payroll	642,865	39,520	40,125	45,482	-58%	767,992
Recruitment	650,312	59,161	54,265	43,749	-54%	807,487
Total	5,557,854	418,640	418,999	405,303	-60%	6,800,796

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

** Beginning in August 2011, password reset calls were captured in the benefits category, and beginning in September 2016, human resource administration calls were captured in the benefits category.

Our Priorities

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

1. Oversee next generation People First contract to ensure all deliverables are received and service center improvements are implemented. This includes 29 deliverables (23 existing and 6 new). Under this new contract, if the service provider does not deliver by the due date, the state will receive a credit between \$10,000 and \$25,000. Service center improvements include the following: Spanish-speaking human resource specialist during open enrollment, quality assurance director and rigorous quality assurance program, human resource specialist teams for retirees, state university human resource staff and others, a redesigned and more efficient interactive voice response (IVR) system, and online document submission to supplement faxes.
2. Manage the implementation of major system projects. Over the next five years, the service provider will provide the following new system enhancements: portal upgrade, business objects reporting tool, onboarding functionality, a comprehensive learning management system, and other legislative directives impacting the People First system and service center.

Division of Telecommunications

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

Essential Functions and Authority

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

Section 282.709, Florida Statutes, establishes DivTel's responsibilities for planning, designing, and managing the Statewide Law Enforcement Radio System (SLERS) and establishing an interoperability network.

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

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

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

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

In addition, as delegated manager of the Florida Interoperability Network and Mutual Aid Build-out projects, DivTel will continue to manage projects that enable communication among emergency personnel on disparate radio systems and frequencies. Through administration of federal domestic security grants, DivTel facilitates the implementation of network connections between Florida dispatch centers and an interoperability tool used to connect users on any given radio system to any other radio system. Access to the interoperability tool was enhanced by the build-out of eight mutual aid channels throughout the state. The mutual aid build-out substantially increased coverage areas for emergency situations, ensuring that Florida's emergency responders will have radio communications capabilities regardless of their location. This capability is in addition to the two 800 MHz mutual aid channels already provided by SLERS.

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

In addition, DivTel is associated with the following councils and boards and provides certain documents for state planning purposes:

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

Trends

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

- Coordinating volume purchasing and establishing contracts with vendors at reduced rates for its customers.
- Continually analyzing systems, equipment, and technological trends to leverage appropriate implementation of changing industry offerings to meet customer requirements.
- Adopting standards and policies for enterprise-wide interconnectivity and shared use among all customers.
- Establishing enterprise-wide service contracts with standardized ordering and billing.

The industry is driving toward a greater convergence of service provisioning over internet protocol (IP) networks and unified communications whereby varying communication forms are integrated to optimize department processes. It is expected that mobile wireless communications will be joining this convergence at an accelerating rate, and the industry is in the midst of a large technological transformation. Voice, video, and data—wired and wireless—will all be seamlessly converged so that any content will be available at increasing speed, no matter the device used or its location.

The nation's telecommunications networks are in an accelerating transition from technologies based on legacy circuit-switched voice services originating and terminating on copper local loops to all IP networks employing fiber optic connections to end users. The technology transitions are occurring in applications (for example, circuit-switched voice becomes voice over IP (VoIP)), transport where legacy circuits and analog transmission yield in favor of IP packets, and physical facilities where copper loops and digital switches have yielded to fiber optic cabling in the local loop and to IP soft-switches.

In regard to public safety trends, DMS will continue to maintain SLERS to meet the public safety communications requirements of state and local governments. The division is planning for the next generation of SLERS to migrate to P25, Phase II technology. This upgrade will transform SLERS to a standards-based technology, which creates greater opportunities for interoperable communications with other agencies at national, state, and local levels.

Long-Term Projects and Contracts

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

The division assures safety through improved communications for law enforcement and emergency personnel. As the provider of telecommunications services for state agencies, DivTel will continue to find the best value to allow government entities to function within a secure, reliable communication environment.

1. **MyFloridaNet** – To address the demands for the next generation of government requirements for telecommunications services, DivTel established MyFloridaNet (MFN), which uses local service provider infrastructure and an advanced technology known as Cisco IOS Multiprotocol Label Switching (MPLS) to maximize statewide telecommunications access to all of Florida's state agencies. In order to provide more advanced services, DivTel established a scalable networking platform to handle the ever-increasing telecommunications requirements for its customers.

The next generation of this network is MyFloridaNet-2 (MFN-2), which consolidates the current Florida Information Resource Network (FIRN) contract serving schools and libraries. MyFloridaNet-2 eliminates frame relay connections and other outdated technologies as well.

Planning for MFN-2 began in 2013 with the release of the business case, followed by an Invitation to Negotiate (ITN) posting in June 2014. Litigation of the bid protest ended in 2016, with two court rulings supporting the contract award. MFN-2 is a seven-year contract with seven renewal years available and was executed on October 28, 2016. The network stand-up is well underway, with customer migration having begun in the summer of 2017. MFN-2 will continue to provide the same telecommunication services but with enhanced security features, increased bandwidth, and stricter performance requirements.

- 2. SUNCOM Communication Services** – The current voice and conferencing services include the following: local and long distance telephone; toll free; audio, video, and web conferencing; hosted VoIP; session initiation protocol (SIP) trucking; contact center services; and premise-based telephony equipment. DMS contracts with numerous vendors in support of these services, and many of these contracts are due to be replaced over the next three years. The business case for this procurement was released in 2015 and recommended releasing a solicitation for communications services using SIP as the call setup protocol.

DMS plans to issue a competitive procurement by December 2017 for newly structured telecommunications infrastructure service and support contracts encompassing these services. This procurement is intended to establish multiyear, multivendor contracts that will leverage technological advances, reduce the cost of communications services, and increase the long-term value to the state. The procurement execution is planned for fiscal year 2019-20. DMS references this initiative as SUNCOM Communications Services.

- 3. Mobile Communication Services (MCS)** – The current multi-vendor contracts (with AT&T Mobility, Sprint, and Verizon Wireless) provide the purchase of wireless/cellular voice and data equipment; services for including data-cards, tablets, telemetry devices, feature phones, Smartphones, push to talk (PTT) phones and services; and accessories. Service pricing plans include voice-per-minute rates for in-state and out-of-state calls as well as several fixed-rate plans, unlimited call packages, data-only plans, voice-only plans, voice and data-bundled plans, pooling and non-pooling plans, and group mobile-to-mobile rate plans.

The current contracts will expire in January 2022. DMS plans to write a business case during fiscal year 2018 as required by section 287.0571, Florida Statutes. Once the business case is complete and approval is granted, the procurement process will begin.

- 4. SLERS** – Under section 282.709, Florida Statutes, DMS is to implement a statewide communications system and create the Joint Task Force on State Agency Law Enforcement Communications to assist the department with the planning, designing, and management of the system. SLERS is a single, unified digital radio network that meets the radio voice communications needs of state law enforcement officers and other participating agencies throughout the state. SLERS is an 800/700 (aircraft) MHz system consisting of 200 microwave sites, RF multi-sites, and RF simulcast sites. The SLERS all-digital radio network covers more than 60,000 square miles (including 25 miles offshore) with 98 percent mobile coverage and portable coverage in selected areas.

To address the demands for the next generation of government requirements for SLERS, an ITN was released in October 2016. The solicitation process is slated to conclude in the fall of 2017. The future SLERS contract is currently planned to expire in 2028 with an additional seven renewal years available.

- 5. FirstNet** – Planning and preparations are underway to build a Nationwide Public Safety Broadband Network (NPSBN) to provide national interoperability and next generation public safety communications. The project is called FirstNet.

FirstNet is an independent authority within the U.S. Department of Commerce. Authorized by Congress on February 22, 2012, as a part of the Middle Class Tax Relief and Job Creation Act, its mission is to develop, build, and operate the nationwide broadband network. The new required Radio Access Network (RAN) system will operate in the 758 to 769 MHz and 788 to 799 MHz frequencies of radio spectrum and

will utilize long term evolution (LTE) broadband technology (the current standard of cellular telephone commercial networks). DivTel is participating, in conjunction with federal, state, and local government stakeholders, in the planning and development of this public safety telecommunications requirements for the FirstNet buildout.

5a. Radio Access Network (RAN)

- All states are included in the FirstNet network.
- A state may opt out if it builds its own RAN that can connect to the FirstNet core.
- A state’s own RAN must be approved by FirstNet, the Federal Communications Commission, and the National Telecommunications and Information Administration.

5b. Each state will receive its own state plan from FirstNet. Within 90 calendar days following FirstNet’s release of each state plan, the governor of that state must determine whether to opt in or opt out.

AT&T was selected by FirstNet to build and manage America’s first NPSBN. Under the terms of the 25-year FirstNet contract, AT&T will gain access to the 20 MHz of Band 14 700 MHz spectrum licensed to FirstNet, which the carrier will use to support the deployment of the network. While the primary purpose of the NPSBN is to provide mission-critical communications to public safety users, remaining bandwidth capacity on the system can be sold to AT&T commercial customers on a secondary basis.

Conclusion

DivTel’s mission as the state telecommunications service provider is provide the most efficient, cost-effective, and secure telecommunications systems and services. In turn, the DivTel customer base, including state agencies, local governments, educational institutions, and eligible non-profit organizations, provides routine and critical services affecting the daily lives of Florida’s citizens. The division ensures customized telecommunications services for these customers and ensures that the services delivered meet daily requirements and remain fully operational and highly secure.

Division of Real Estate Development and Management

Authorized in section 20.22, Florida Statutes, the Facilities Program oversees the construction of public buildings, the operation and maintenance of the Florida Facilities Pool (Pool) and other DMS-managed facilities, and administers public and private leasing, including parking services.

The applicable statutes related to the Facilities Program are found in Chapters 215, 216, 255, 272, 281, 288, and 489, Florida Statutes. These chapters provide administrative responsibilities related to state workspace development and management and establish the Facilities Program as a customer-driven organization serving state agencies, local governments, the business community, and the citizens of Florida.

Chapter 215, Florida Statutes, authorizes the Architects Incidental Trust Fund for DMS to levy and assess fees for cost recovery for the administration of fixed capital outlay projects and to serve as the representative on behalf of the state.

Chapter 216, Florida Statutes, provides requirements for planning and budgeting related to Capitol facilities and defines requirements for DMS to maintain an inventory of state facilities, including their usage, condition, and maintenance needs. DMS, in coordination with the Department of Environmental Protection, annually submits the State Facilities Inventory Report to the Governor and Legislature. This report provides summary-level information of state-owned facilities and is used in planning and budgeting for and advising agencies on all facility-related matters, such as new construction, bond financing, maintenance, and disposition recommendations.

Chapter 255, Florida Statutes, defines requirements for how publicly owned buildings are developed, operated, and maintained. Sections 255.501 through 255.525, Florida Statutes, comprise the Building and Facilities Act, which relates specifically to the creation and management of the Pool. This includes implementation of construction appropriations, project management oversight, building maintenance, leasing, and long-range strategic planning to address the state's future workspace needs. This chapter also authorizes responsibility for the operation and maintenance of state-owned structures, defines energy conservation and building sustainability, and directs DMS to develop and maintain a state energy management plan. The chapter directs DMS to develop and implement a master leasing report to forecast space needs for all state agencies in an effort to identify opportunities for cost reduction through consolidation, relocation, and reconfiguration and to provide recommendations for the construction, improvement, or acquisition of state-owned buildings.

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

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

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

Chapter 489, Florida Statutes, requires DMS to provide technical assistance to state agencies in the development of energy-related performance contracts.

Primary Responsibilities

Building Construction

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

Operations and Maintenance

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

Lease Administration

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

Strategic Planning

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

Business Support

- Administer the Fixed Capital Outlay and Operating Budget.
- Administer and manage the division's services, construction, and other contracts.
- Manage the division's purchasing and procurement services.
- Manage the Capitol Complex reservations process.

Funding

The Facilities Program's funding sources are the Supervision Trust Fund, Architects Incidental Trust Fund, Operating Trust Fund, Pool Clearing Trust Fund, and General Revenue. Some of the Pool buildings are bond financed. Agency rental fees paid into the Supervision Trust Fund support all revenue-producing buildings. These funds are obligated to the debt service of the bonds and, as required by the respective bond resolutions, maintain the public's investment in real property. To support Fixed Capital Outlay administration and the oversight of appropriated projects, agencies pay a service fee into the Architects Incidental Trust Fund. As directed by statute, these two trust funds enable DMS to be a prudent custodian of taxpayer dollars and allow the department to manage the public's real property holdings efficiently.

For fiscal year 2017-18, the Facilities Program received funding from the following sources. The percentage of funding for each also follows:

- Supervision Trust Fund (60.04 percent)
- Architects Incidental Trust Fund (0.9 percent)
- Operating Trust Fund (0.00 percent)
- Pool Clearing Trust Fund (23.01 percent)
- General Revenue (16.05 percent)

Priorities

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

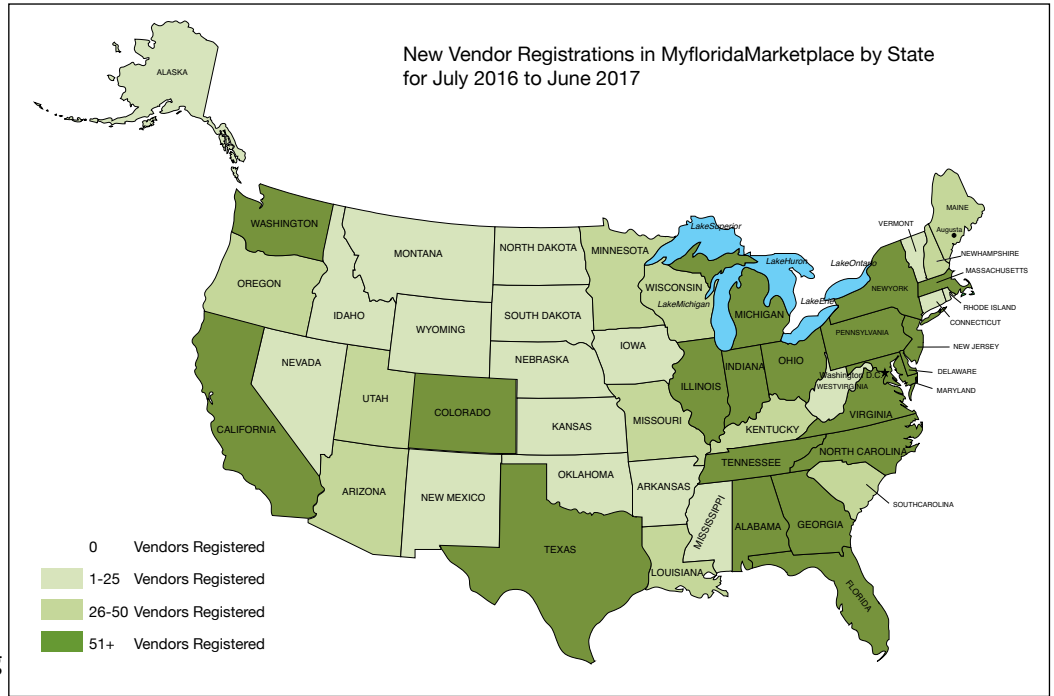
- **Reducing the cost of private-leased space by renegotiating and/or re-procuring all private leases expiring before June 2020.** As directed by Chapter 2017-71, Laws of Florida, DMS will work with the state's tenant brokers and partner agencies to seek to renegotiate or re-procure all private leases expiring between July 1, 2018, and June 30, 2020, in order to reduce costs in future years. With the economy continuing to improve, rental rates are trending upward in all major markets throughout Florida, making it more difficult to realize cost savings through renegotiation efforts. Between July 1, 2015, and June 30, 2016, DMS and partner agencies have re-procured lease contracts for a cost avoidance of \$480,000, or 1.7 percent. Fiscal year 2016-17 reporting is currently being collected and is due to the Executive Office of the Governor on November 1, 2017.
- **Addressing the Aging Infrastructure Study.** DMS partnered with a tenant broker to perform a study of the state buildings in Leon County in order to make recommendations on current and future utilizations and needs. Recommendations considered known future capital expenses; current private-lease costs; future private-lease needs and estimated costs; and construction, tenant improvement requests, and space needs and costs. The study also identified portfolio-wide asset management strategies that will lower the overall costs for the state, specifically with respect to portfolio management. The study was submitted to the Governor, President of the Senate and Speaker of the House of Representatives on February 1, 2017.
- **Managing backlog of deferred maintenance.** In fiscal year 2016-17, \$43.3 million was appropriated to address building deficiencies in the following areas: general projects, \$36.9 million; ADA, \$4.8 million; and life-safety projects, \$1.6 million. In fiscal year 2017-18, an appropriation of \$31.1 million was allocated to DMS to continue to address and reduce deficiencies in the following amounts: general projects, \$24.8 million; priority ADA, \$1.8 million; and life-safety projects, \$4.5 million.
- **Overseeing and efficiently managing the day-to-day operations of the Florida Facilities Pool.** DMS manages daily operations of the Pool, a responsibility which is essential to fulfilling bond covenants and sustaining building service and efficiency. Maintaining building performance requires both short- and long-range planning, including current efforts to improve sustainability and energy efficiency.

- **Managing energy consumption.** DMS' focus on energy conservation through commissioning and data-driven energy decisions has reduced utility expenditures and has allowed the department to reduce its annual energy budget by more than \$4 million since fiscal year 2013-14. While DMS identified a slight up-tick in energy costs in fiscal year 2015-16, the department was able to achieve an overall reduction in energy consumption and will continue to identify additional opportunities to reduce consumption going forward.
- **Increasing Florida Facilities Pool occupancy.** In an effort to provide effective space utilization to state agencies and to increase Pool occupancy, DMS continually reassesses portfolio opportunities and identifies Pool space for reconfiguration based on the amount of vacant space, the opportunity for revenue generation, and potential private-lease cost savings. Such reconfiguration allows DMS to better utilize owned space and to backfill vacant space with state agencies that are relocating from more expensive private-leased office space. This results in reduced office space expenditures for the tenant agencies and increased rented space and efficiency within the Pool. As of June 30, 2017, the Pool has a 98 percent occupancy rate.
- **Memorials.** Legislative directives from the 2017 session include the Arthur G. Dozier Memorial and a \$1.2 million appropriation. The appropriated funds will also provide reinternment services for the unclaimed or unidentified remains exhumed by the University of South Florida.

Division of State Purchasing

Florida’s purchasing power allows the Division of State Purchasing to deliver the best value in goods and services for state agencies and local governments. The division strives to develop and implement sound procurement practices throughout the state and is dedicated to building strong relationships with all state agencies, local governments, and vendors. Applicable statutes specific to the division’s mission are found in Chapters 112, 283, and 287, as well as sections 119.071, 120.57, 286.0113, 413.031, 413.036, 413.037, 812.081, and 946.515, Florida Statutes.

The division promotes fair and open competition in the state’s procurement process and provides professional leadership and guidance in understanding and using the best resources available. It solicits supply sources and pricing schedules and implements contracts for the acquisition of commodities and services. In addition, the division promotes efficiency, economy, and conservation of energy through vehicles, natural gas, fuel oil, virgin paper, recycled products, and other climate-friendly contracting efforts. Aggregating spend by state agencies and



eligible users on commodities and services allows the division to negotiate better contracts with vendors based on economies of scale. As a result, buyers benefit from increased competition among the state’s vendors. In support of the Governor’s economic development initiatives, the division continues to provide outreach services to broaden contracting opportunities to a more diverse vendor population. In addition to encouraging vendors to register to do business with state agencies, the division promotes vendor participation with state universities, local governments, and other eligible users.

Procurement and Contract Management

The division procures state term contracts and alternate contract source agreements for commodities and services that are frequently used by multiple state agencies:

- Agriculture and Lawn Equipment
- Construction and Industrial Equipment
- Custodial Services
- Elevator Maintenance Services
- Facilities Maintenance Supplies
- Fleet Maintenance Services
- Floor Maintenance Machines
- Furniture
- Language and Interpretation Services
- Lawn Care Services
- Law Enforcement Supplies

- Library Materials
- Mail Processing Equipment
- Mail Services
- Medical and Dental Supplies
- Medium and Heavy Duty Trucks
- Motor Vehicles
- Office Supplies and Paper
- Pest Control Services
- Power and Hand Tools
- Research Laboratory Supplies
- Security Officer Services
- Shredding Services
- Tires, Tubes, and Services

The division also procures information technology commodities and services, such as computer software and hardware, operating systems, networking equipment, cloud solutions, equipment maintenance, audio and video equipment, disaster recovery services, and staff augmentation services. Statewide technology standards and best practices are identified with the assistance of the Agency for State Technology (AST), and department needs are identified through surveys and roundtable meetings facilitated by the division.

State term contracts and alternative contract source agreements procured by the division are also managed by the division. As of June 30, 2017, the division manages 39 state term contracts and 31 alternate contract source agreements with 740 vendors, representing an estimated \$1.5 billion dollars in annual sales. The division's contract managers enforce performance of contract terms and conditions, serve as a liaison with the vendor, and provide customer service to state agencies, eligible users, and the general public.

Additionally, in accordance with section 287.022, Florida Statutes, the division procures various types of insurance on behalf of the State of Florida, such as accidental death and dismemberment, automobile, electronic data processing equipment, miscellaneous property, and ocean marine. As of June 30, 2017, the division manages 20 insurance policies covering \$54 billion in tangible property for state agencies and eligible users.

Professional Development Program

The division manages a professional development program designed to provide procurement professionals with the knowledge and skills necessary to implement sound procurement practices at their respective state agencies. The program provides the following statutorily required certification programs:

- **Florida Certified Contract Manager (FCCM)**

In accordance with subsection 287.057(14), Florida Statutes, "Each contract manager who is responsible for contracts in excess of \$100,000 annually must complete training in contract management and become a certified contract manager." Certification requires successful completion of eight online training modules, a two-day instructor-led training, and a final assessment with a minimum score of 80 percent. In fiscal year 2016-17, the division offered 35 instructor-led training sessions and issued 1,287 certifications. Whereas the statutory requirement began during Fiscal Year 2014-15 and certification is valid for four years, the division anticipates a significant need for recertification training beginning in Fiscal Year 2018-19, with approximately 900 staff requiring recertification; this need is expected to increase to approximately 1,400 staff annually beginning in fiscal year 2019-20. The division will continue to offer new certification training as needed.

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

In accordance with subsection 287.057(16), Florida Statutes, “If the value of a contract is in excess of \$1 million in any fiscal year, at least one of the persons conducting negotiations must be certified as a contract negotiator.” Certification requires at least 12 months of work experience related to procurement, participation in at least two government contract negotiations, completion of a three-day instructor-led training, and a final assessment with a minimum score of 80 percent. In fiscal year 2016-17, the division offered nine instructor-led training sessions and issued 62 certifications.

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

In accordance with subsection 287.057(16), Florida Statutes, “If the value of a contract is in excess of \$10 million in any fiscal year, at least one of the persons conducting negotiations must be a Project Management Professional, as certified by the Project Management Institute.” Additionally, in August 2016, Agency for State Technology (AST) implemented Rule 74-1.009(7), Florida Administrative Code, which states that “A PMP Certified Project Manager is required for any project meeting the criteria for AST oversight.” The division uses contracted services to provide instructor-led training and manages the certification process; in fiscal year 2016-17, the division funded services for 40 new certifications. The division also uses contracted services to provide professional development units (PDUs), which are required for PMP-certified employees to maintain their certification; in fiscal year 2016-17, the division funded PDUs for 350 employees.

In addition to statutorily required certification programs, the division is in the process of implementing the following additional training opportunities for procurement professionals:

- **Procurement Operations Preparation (POP)**

Beginning in fiscal year 2017-18, the division will offer a three-day instructor-led training designed to educate new state agency purchasing professionals on the seven stages of public procurement. The curriculum will provide procurement professionals with the knowledge and skills necessary to develop successful solicitations, evaluate responses, and effectively write and manage contracts.

- **Procurement Professional Resource Center**

Beginning in Fiscal Year 2017-18, the division will offer an online resource center for procurement professionals to enhance knowledge among state agencies. Resources will include job aids, checklists, and short, highly focused learning opportunities (e.g., online training modules, videos, and how-to materials) in an interactive framework. The division will add resources as training needs are identified and will update existing resources as needed.

Online Procurement System

MyFloridaMarketPlace (MFMP) is the State of Florida's online procurement system, providing a web-based program for state agencies and vendors to exchange products and services. MFMP allows for the registration of vendors, creation of solicitations by customers, management and display of catalogs for contracted commodities and services, order placement, purchase approvals, invoice reconciliations, and payment approvals. In accordance with sub section 287.057(22), Florida Statutes, the department collects fees for the use of its online procurement system; in accordance with Chapter 2017-71, section 27, Laws of Florida, the transaction fee for fiscal year 2017-18 is 0.7 percent.

Utilization and Support Activities

The MFMP Utilization Scorecard measures utilization in five key online procurement functions: (1) purchase orders and contracts, (2) invoicing, (3) catalog requisitions, (4) receiving, and (5) e-Quote. The division supports state agencies and vendors through activities such as training opportunities and process reviews. As a result, state agencies have maintained an average statewide utilization of more than 80 percent in metrics one through four, as evidenced by the following chart. The division supports achievement of the metric five goal (i.e., e-Quote utilization) through monthly office hours, focus groups, updated training materials, and engagement efforts with vendors. As of June 30, 2017, agencies continue to achieve the metric five goal (i.e., 50 percent) with approximately 51 percent utilization statewide.

MFMP Agency Utilization

7/15/2017 Scorecard for data through 6/30/2017

Group	Agency	Overall Monthly Trend	MFMP Purchase Order and Contract Utilization	Monthly Trend	MFMP Invoice Utilization	Monthly Trend	MFMP Catalog Utilization	Monthly Trend	Receiving Goods in MFMP Utilization	Monthly Trend	Agency eQuote Utilization*	Monthly Trend
		Goal >= 80%	Monthly Trend	Goal >= 80%	Monthly Trend	Goal >= 80%	Monthly Trend	Goal >= 80%	Monthly Trend	Goal >= 50%	Monthly Trend	
Phase 3 (Target Enablement Date: 12/31/2013)	Department of Education	+	89.72%	-	56.09%	-	95.37%	+	93.69%	+	84.97%	+
	Department of Financial Services	•	100% +	•	64.34%	-	-	•	71.43%	-	-	•
	Department of Revenue	•	100% +	•	100% +	•	99.19%	+	81.24%	-	49.68%	-
	Department of State	•	100% +	•	100% +	•	98.28%	+	87.12%	-	67.08%	-
	Department of Transportation	•	100% +	•	100% +	•	29.96%	-	77.87%	-	9.86%	+
Phase 2 (Target Enablement Date: 10/31/2013)	Department of Economic Opportunity (DEO)	•	100% +	•	100% +	•	93.86%	+	84.09%	-	98.11%	+
	Department of Health	+	100% +	•	100% +	•	86.77%	+	89.41%	+	51.67%	+
	Department of Law Enforcement	•	100% +	•	85.68%	-	88.44%	-	96.01%	+	19.55%	+
	Department of Military Affairs	-	92.01%	-	90.03%	-	97.19%	-	89.61%	+	-	•
Phase 1 (Target Enablement Date: 7/1/2013)	Department of the Lottery	•	11.68%	+	9.51%	•	77.55%	-	64.65%	-	-	•
	Agency for Health Care Administration	•	100% +	•	100% +	•	97.70%	+	95.92%	+	100% +	•
	Department of Children and Families	•	100% +	•	100% +	•	92.95%	-	94.92%	+	78.89%	+
	Department of Citrus	•	100% +	•	100% +	•	-	•	12.50%	-	32.88%	+
On-Going Training Support	Florida Department of Corrections	+	92.63%	-	60.39%	+	86.97%	-	94.26%	+	4.28%	+
	Agency for Persons with Disabilities	•	100% +	•	88.82%	-	90.52%	+	95.16%	+	73.28%	-
	Department of Business and Professional Regulation	•	100% +	•	91.36%	-	51.49%	-	84.95%	+	98.24%	+
	Department of Elder Affairs	•	100% +	•	100% +	•	97.66%	+	85.76%	-	100% +	+
	Division of Emergency Management	•	100% +	•	100% +	•	86.36%	-	92.62%	-	73.27%	+
	Department of Environmental Protection	•	100% +	•	100% +	•	94.07%	-	97.49%	+	100% +	+
	Department of Highway Safety and Motor Vehicles	-	100% +	•	100% +	•	79.45%	-	91.00%	-	45.44%	-
	Department of Juvenile Justice	•	100% +	•	70.18%	-	89.48%	+	93.55%	+	100% +	•
	Department of Management Services	•	100% +	•	100% +	•	97.43%	+	95.12%	+	100% +	•
	Department of Veterans Affairs	•	100% +	•	100% +	•	94.09%	+	96.49%	+	100% +	•
	Executive Office of the Governor	•	100% +	•	100% +	•	84.69%	-	95.21%	-	-	•
	Fish and Wildlife Conservation Commission	+	100% +	•	100% +	•	78.04%	+	90.42%	+	0.22%	+
	Florida School for the Deaf and Blind	•	78.23%	-	67.85%	+	88.38%	•	79.42%	-	-	•
	Florida Commission on Offender Review (FCOR)	•	100% +	•	100% +	•	93.26%	-	97.99%	+	N/A	•
	Agency for State Technology (AST)	•	100% +	•	99.08%	-	90.27%	-	90.91%	+	32.65%	+

Average Utilization All Agencies

95.15%

88.69%

80.69%

86.39%

50.72%

Legend
+ Improvement in the metrics in the previous month
- Decrease in the metrics from the previous month
• No change in the metrics from the previous month
Utilization metric is between 80%-100%*
Utilization metric is between 60%-79%*
Utilization metric is <60%*

The division provides agencies and vendors with ongoing training opportunities, including in-person seminars and workshops, webinars, online recordings, job aids, manuals, and reference documents. The division offers more than 120 in-person training sessions annually, providing agency customers and vendors with hands-on instruction for common application functionality. In addition, the division offers in-person training sessions statewide for customers and vendors located outside of Tallahassee. The goal of in-person training is to increase knowledge of MFMP application functionality, foster relationships and communication between the division and agencies, and learn about any issues that customers and vendors may face while using the online procurement system. In fiscal year 2017-18, the division will continue to update and enhance all training opportunities for customers and vendors using a variety of methods including surveys, polls, and practical exercises.

FISCAL YEAR 2016-17 TRAINING SESSIONS	Total Trainings Offered	Total Number of Participants
Agency Customer Training Sessions	103	1,135
Vendor Training Sessions	21	736

To determine where to offer in-person training outside of Tallahassee, the division developed a map that shows

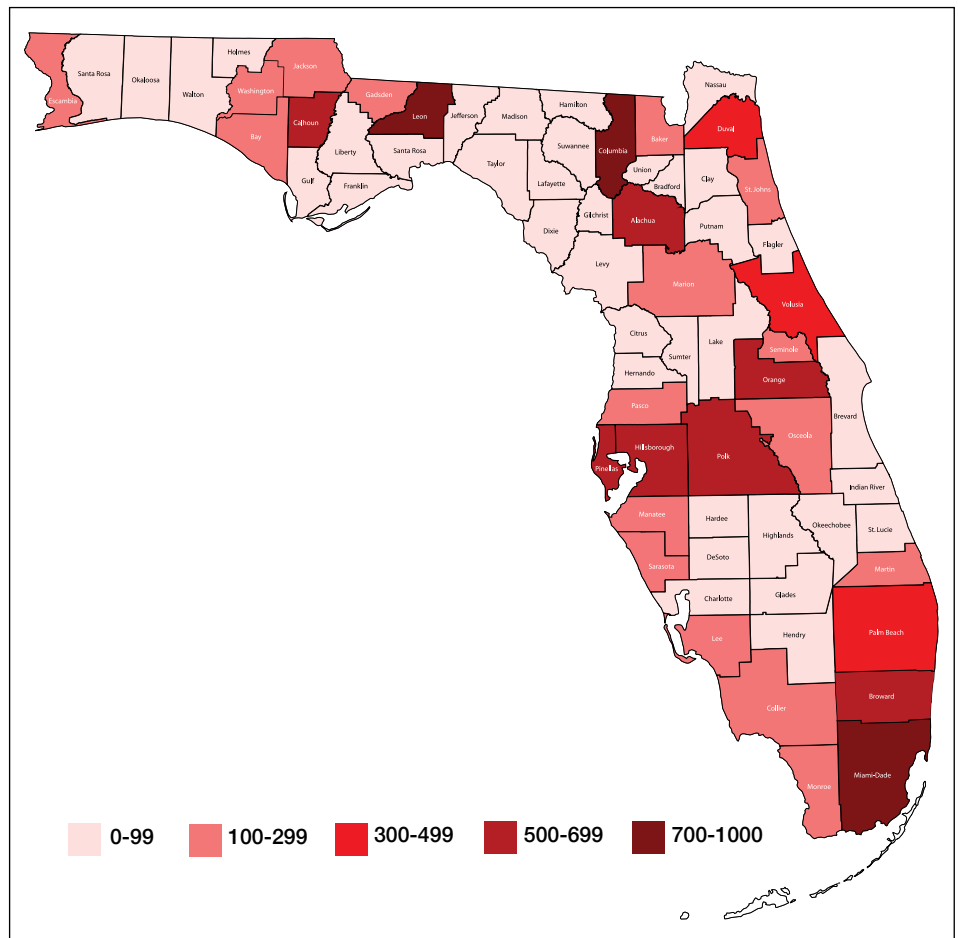
the number of agency customers in each Florida county. The division identified three target regions for in-person training sessions during fiscal year 2017-18: Duval, Hillsborough/Orange, and Escambia counties. The division surveys local agency customers and vendors to ascertain which training courses are desired and will use this information to determine course offerings and schedules per location.

The division also developed nine new learning paths based on the different types of transactions in MFMP. Each learning path contains a combination of training resources (interactive webinars, seminars, workshops, online trainings, job aids, and manuals) with the goal of accommodating various learning styles.

- **Catalogs and Punchout Audits**

In fiscal year 2016-17, the division implemented improvements to increase catalog options within the online procurement system. MFMP supports two types of catalogs for easy purchasing from state term contracts and alternate contract sources: punchout and line item catalogs. Using a catalog in MFMP makes purchasing easier for both agency customers and vendors by pre-populating information on the MFMP requisition. Agency customers continue to indicate a desire for more catalogs through annual surveys and customer meetings. The division identifies contracts for potential catalog implementation with the goal of increasing agency utilization through the availability of catalogs in MFMP.

In May 2016, the division implemented new functionality to automatically validate punch-out catalog item prices with approved state term contract or alternate contract source pricing. Punchout catalogs allow agency customers to connect directly to a vendor’s website to purchase items from a contract.



Office of Supplier Diversity

The Office of Supplier Diversity (OSD), in accordance with Chapter 287, Florida Statutes, assists with state certification for woman-, veteran-, and minority-owned small businesses by providing outreach to state agencies, community organizations, and vendors in all matters relating to state contracting opportunities.

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

Following are OSD's priorities for the next five years:

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

The Florida Advisory Council on Small and Minority Business Development exists under OSD. The Florida Advisory Council on Small and Minority Business Development (Council) provides insight and expertise to the state regarding small and minority business development. Council members research the role the small and minority businesses in the state's economy and provide recommendations on how to improve engagement of and support for Florida's small and minority business community.

Responsibilities of the Council include:

- Research and review the roles of small and minority businesses in the state's economy.
- Review the issues and emerging topics relating to small and minority business economic development.
- Study and understand financial markets' and institutions' abilities to meet small business-credit needs and determining the impact of government demands on credit for small businesses.
- Evaluate the execution of section 287.09451, Florida Statutes, which requires a state economic development comprehensive plan, as it relates to small and minority businesses.
- Assesses the efforts of state agencies to assist minority business enterprises.
- Advising the Governor, the Secretary of DMS, and the Legislature on matters relating to small and minority business development that are important to the international strategic planning and activities of this state.

Division of Specialized Services

The Division of Specialized Services oversees the Bureau of Private Prison Monitoring and the Fleet Management and Federal Property Assistance Program. The Bureau of Private Prison Monitoring's responsibilities include the oversight and contractual compliance for the private prison system within the State of Florida. In accordance with Chapter 957, Florida Statutes, the Bureau of Private Prison Monitoring is responsible for entering into contracts for the design, construction, and operation of privately operated correctional facilities. The Bureau of Private Prison Monitoring manages and oversees the operational contracts for the seven private correctional facilities. The bureau ensures that vendors comply with contracts to improve the efficiency and effectiveness of corrections in Florida. The Bureau of Fleet Management and Federal Property Assistance provides oversight responsibility for the state's fleet of motor vehicles and mobile equipment and the federal surplus property program. Fleet Management approves all purchases, administers the disposal, and tracks inventory and utilization management of state motor vehicles and mobile equipment. The Federal Property Assistance Program acquires surplus or excess military equipment from the federal government and transfers it to eligible public entities and non-profit organizations to assist in deferring the cost of new equipment. Each year, the Federal Property Assistance Program coordinates the distribution of donated federal property valued at several million dollars.

Bureau of Private Prison Monitoring

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

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

The Criminal Justice Estimating Conference projects the number of beds needed each year, looking forward five years at a time. Between 2005 and 2009, as a result of additional bed needs and at the direction of the Legislature, five existing facilities underwent expansions, and two new privatized facilities were constructed. The total contract bed capacity is now 10,239 inmates.

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

Facilities

Facility	Mission/Custody Levels	Contract Beds
Bay	Adult Male, Minimum/Medium	985
Blackwater River	Adult Male, Medium/Close	2,000
Gadsden	Adult Female, Community/Minimum/Medium	1,544 – 950 by December 1, 2017
Graceville	Adult Male, Community/Minimum/Medium/Close	1,884
Lake City	Youthful Male, Community/Minimum/Medium/Close	893
Moore Haven	Adult Male, Community/Minimum/Medium	985
South Bay	Adult Male, Community/Minimum/Medium/Close	1,948
Total		10,239

Additional Funding

Privately Operated Institutions Inmate Welfare Trust Fund. The fund collects revenues from facilities' canteen and commissary sales and telephone commissions. In fiscal year 2016-17, the facilities generated a total of \$3.3 million in revenue. The Legislature appropriates \$2 million annually for unique and innovative programming that benefits the inmate population, including canines, welding, and commercial driving.

Major Maintenance and Repair Reserve Fund. The bureau deducts monies from contractors per diem payments for deposit into this fund to reimburse the contractors for major maintenance and repairs to the physical plant of the facility. The Legislature appropriates spending authority of \$1.5 million annually to be distributed as needed for reimbursement to the contractors. The value at the end of fiscal year 2016-17 was \$8.5 million.

Bureau of Fleet Management and Federal Property Assistance

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

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

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

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

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

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

Special Projects and Initiatives

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

From the funds appropriated, DMS has procured a commercially available solution to support a centralized FMIS with the capacity to manage all state-owned and leased equipment pursuant to section 287.16, Florida Statutes. The solution will replace the existing fleet management application with a solution that, at a minimum, shall have the capability to a) manage the state-owned and leased fleet, including all equipment currently required to be tracked and the ability to track optional equipment such as heavy trucks, tractors, trailers, forklifts, heavy equipment, marine engines, and other mobile equipment; b) provide the ability to monitor and report utilization of the fleet; c) provide centralized motor vehicle replacement planning and budgeting; d) facilitate an optimized fleet acquisition process; e) manage and maintain records of the maintenance and repair of the fleet; f) monitor and manage the disposal of fleet assets; and g) provide a standard methodology for reporting fuel data. All agencies utilizing the existing fleet management application or assessed service charges for required assets will be required to transition to the new FMIS. Additionally, DMS will contract with a third-party consulting firm with experience in conducting independent verification and validation assessments to provide independent verification and validation for the FMIS replacement.

DMS provides quarterly reports on the status of the project to the Chair of the Senate Committee on Appropriations, the Chair of the House of Representatives Appropriations Committee, and the Executive Office of the Governor's Office of Policy and Budget.

Federal Property Assistance

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

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

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

Public Employees Relations Commission

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

Essential Functions and Authority

The Public Employees Relations Commission's authority and responsibilities are derived from Article I, section 6, and Article III, Section 14, Florida Constitution, sections 110.124, 110.227, 112.044, 112.0455, 112.31895, 295.11, and, principally, Chapter 447, Part II, Florida Statutes.

The Public Employees Relations Commission includes three commissioners appointed by the Governor, subject to Senate confirmation, for overlapping four-year terms; a small cadre of legally-trained hearing officers with expertise in public-sector labor and employment law; and a small administrative staff to support elections, the clerk's office, and administration. The commission is located, for administrative purposes only, within the Department of Management Services (DMS), but it is not subject to control, supervision or direction by department.

Responsibilities

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

Labor - By way of background, the Legislature created PERC in 1974 to adjudicate public-sector labor disputes between state and local government employees and employers. This is a constitutionally required function under Article I, section 6, Florida Constitution, which guarantees public employees the right to form and join unions and to collectively bargain, but prohibits strikes. In carrying out these mandates, PERC conducts formal evidentiary hearings and issues final orders to resolve labor disputes regarding bargaining unit configuration/modification and alleged unfair labor practices involving state and local governments. This includes monitoring disputes that have the potential to result in strikes, working to prevent strikes, imposing punishment on strikers, if necessary, and issuing declaratory statements to avoid future labor disputes. The commission has exclusive jurisdiction of labor cases involving financial urgency and the funding of collective bargaining agreements. The commission's final orders are appealable directly to the state appellate courts. In addition, PERC performs essential non-adjudicatory functions, such as appointing special magistrates to resolve impasses in labor negotiations, registering labor organizations, and ensuring that public-sector unions and officers provide required financial disclosure. It also conducts secret ballot elections throughout Florida for state and local government employees voting for or against establishing or maintaining union representation.

Career Service – In 1986, PERC assumed jurisdiction over state career service appeals. Article III, Section 14, Florida Constitution, establishes a civil service system for state employees, of which the career service class possesses appeal rights for certain disciplinary actions. PERC conducts formal evidentiary hearings and issues final orders to adjudicate career service appeals between state government employees and their employers. PERC's final orders are appealable directly to the state appellate courts. The State of Florida Workforce 2000 Study Commission concluded that PERC was a cost-efficient means of providing this required due process function.

Other Employment – Between 1986 and 1992, PERC's jurisdiction was again expanded to adjudicate other employment cases, including veterans' preference appeals pursuant to Chapter 295, Florida Statutes; drug-free workplace act appeals pursuant to section 112.0455, Florida Statutes; "forced retirement" appeals pursuant to section 110.124, Florida Statutes; age discrimination appeals pursuant to section 112.044, Florida Statutes; and whistle blower act appeals pursuant to section 112.31895, Florida Statutes.

Performance Measures

The commission's primary performance measures relate to the timeliness of the adjudication process and the percentage of final orders that are upheld by the state appellate courts when appealed. On these measures in fiscal year 2016-17, PERC closed 98.46 percent of its cases within the statutory time frame (105 days after filing in employment cases and 180 days after filing in labor cases). Of the final orders that were appealed and disposed of by the state appellate courts, the commission's decisions were affirmed or the cases were dismissed/withdrawn 92 percent of the time. These impressive outcomes are consistent with PERC's performance in recent years and are attributable to the expertise and experience of PERC's staff in public-sector labor and employment matters.

Trends and Projections

As with any quasi-judicial or judicial entity, it is difficult to predict with any degree of certainty the future demand for PERC's services because the parties practicing before it controls demand through their case filings and labor activity. The commission has upgraded its technological hardware and software to improve monitoring of caseload for staff and legislatively imposed reporting requirements, as well as archival of data. In addition, PERC has implemented significant website enhancements that offer simpler and more efficient means of accessing PERC and conducting business. Visitors to the site are now able to electronically file case documents, view case dockets and download case data, search final and recommended orders, and view hearing and oral argument schedules, forms, publications and newsletters. The commission is not aware of any significant policy changes that would affect its fiscal year 2018-19 Legislative Budget Request and there are no requested changes in PERC's approved program, services, or activities that would require substantive legislative action for fiscal year 2018-19. Further, PERC is not aware of any task forces or studies in progress relating to its operations.

Florida Commission on Human Relations

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

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

Throughout its 48-year history, the commission has served the people of Florida by assuring equal protection against discrimination in employment, housing, certain public accommodations and state employee whistleblower retaliation. At the same time, it provides an invaluable service to employers in Florida by providing an effective and efficient way to resolve allegations of discrimination, often at significantly less expense than court-based alternatives.

Current Status and Future Prospects

General Demographics

Within the next generation, Florida is expected to experience a significant growth in population, particularly among racial and ethnic minorities. Florida is the third most populous state in the nation, with a population estimate of 20,612,439 as of July 2016.¹ Females garner the majority position at 51.1 percent. The U.S. Census Bureau estimates that about 41.8 percent of Florida's net migration between 2000 and 2009 was due to international migration. Florida's racial composition is becoming increasingly non-white; the percentage of white fell only slightly from 78 percent to 75 percent between 2000 and 2010. According to the 2010 census, 23 percent of Florida's population is of Hispanic origin, an increase of 9 percent from 2000. This percentage already meets the U.S. Census Bureau's projection for the year 2025. African Americans make up 15 percent of the state's population. Although Native Americans account for only 1 percent of Florida's total population, Native-American Floridians are distributed within approximately 40 distinct tribal affiliations throughout the state. By the end of 2008, there were 14 major religions practiced in Florida and 17 major language communities. About 74 percent of Florida residents speak English as a first language; more than 19 percent speak Spanish; and almost 2 percent speak French Creole, predominantly Haitian Creole.

Projections also indicate that by 2025, Florida will be first in the nation in terms of the number of elderly persons residing here, with more than 1 in 4 residents aged 65 and older. Approximately 16.5 percent of Florida's population over the age of five has some form of disability, with 3 percent experiencing difficulty performing daily living activities.² There are around 1.4 million persons in Florida who have some form of work disability. Approximately 477,000 disabled persons are employed, 73,000 unemployed, and more than 2.4 million not in the workforce.

Age Discrimination

During 2016, the U.S. Equal Employment Opportunity Commission (EEOC) accepted 1,661 age-related discrimination complaints against Florida employers—a 6 percent increase from 2015.³ The number of age

¹ https://factfinder.census.gov/aces/nav/jsf/pages/community_facts.xhtml

² <http://www.disabled-world.com/news/america/florida/#stats>

³ <http://www.orlandosentinel.com/business/consumer/os-bz-age-discrimination-20170417-story.html>

discrimination complaints in Florida, although below the peak in 2011 of 1,782, is higher than pre-recession years. As a result of a 2009 Supreme Court hearing,⁴ age discrimination is often difficult to prove; therefore, the number of such

complaints may be conservative because of underreporting. A 2013 study from AARP⁵ found that two out of three workers ages 45 to 74 report some kind of age discrimination in the workplace, such as workers being assigned unpleasant duties, a decrease in raises, and negative performance reviews that can be seen as efforts to force out older workers. The EEOC has, in recent years, taken aim at the food industry, restaurants in particular, over their hiring practices involving workers over 40 years of age.⁶ The labor force participation rate for workers ages 65 and older is projected to increase to 21.7 percent by 2024, from 18.6 percent in 2014, according to a 2015 report from the Bureau of Labor Statistics.⁷ Given Florida's significantly large composition of aging baby boomers and seniors (the median age in Florida is 41.4 years of age⁸) who wish to remain employed or anticipate seeking employment, the commission anticipates that age discrimination in the workplace will continue to occur and the number of age-related discrimination complaints received by both EEOC and the commission will continue to increase.

Hate Crimes

The Florida Office of the Attorney General's annual Hate Crimes in Florida Report provides statistics on the number of hate crimes reported by Florida law enforcement agencies in two broad categories: crimes against persons and crimes against property. The 2015 Hate Crimes in Florida Report⁹ revealed that hate crimes against persons accounted for 66.7 percent of all hate crimes (up from 65.8 percent the previous year); the remaining 33.3 percent were against property (vandalism, graffiti, arson, and other damage to religious buildings, businesses, or residences expressing hatred). The total number of reported hate crimes for 2015 was 102 (up from 73 in 2014). Race and color hate crimes rose to 55.9 percent (up from 49.3 percent from the previous year), followed by sexual orientation, religion, and ethnicity/national origin. According to the Southern Poverty Law Center and found on its 2015 hate group map, the number of documented hate groups in Florida rose from 58 to 63 during the past year, moving Florida into the number two position (displacing Texas, which saw a decrease in the number of hate groups). California remains number one, with 79 hate groups¹⁰

Housing Trends

A 2017 fair housing report¹¹ by the National Fair Housing Alliance revealed the following trends in housing discrimination occurring in the U.S.:

- There were 28,181 complaints of housing discrimination in 2016.
- Discrimination based on disability accounted for 55 percent of all complaints.
- Race-based housing discrimination accounted for nearly 20 percent of housing discrimination complaints.
- Only a fraction of racial, ethnic, and religious discrimination in housing is reported because research shows that most people do not report suspected discriminatory treatment.

It is estimated that more than 4 million instances of housing discrimination occur annually.

The report went on to say that, in 2016, there was an increase in housing-related hate activity, with hate crimes involving people who were harassed in their neighborhoods or at their apartments, university dormitories, or homes.

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

⁴ Gross v. FBL Financial Services, Inc., 557 US 167 (2009)

⁵ <http://www.aarp.org/content/dam/aarp/ppi/2014-10/age-discrimination-fact-sheet-aarp.pdf>

⁶ <http://www.orlandosentinel.com/business/consumer/os-bz-age-discrimination-20170417-story.html>

⁷ https://stats.bls.gov/spotlight/2008/older_workers/

⁸ https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

⁹ [http://myfloridalegal.com/webfiles.nsf/WF/RMAS-AHSNME/\\$file/2015HateCrimesInFloridaReport.pdf](http://myfloridalegal.com/webfiles.nsf/WF/RMAS-AHSNME/$file/2015HateCrimesInFloridaReport.pdf)

¹⁰ <http://www.splcenter.org/hate-map>

¹¹ <http://nationalfairhousing.org/2017-fair-housing-trends-report/>

recognizes that in addition to potential conflict arising from cultural, religious, racial, and ethnic differences, persistent and deepening economic inequality can also be a potential source of conflict, particularly between majority and minority racial and ethnic groups. Population diversity and economic challenges can contribute to increases in the number of complaints filed, both in the areas of housing and employment. In addition, the commission anticipates that with local human relations offices throughout Florida reducing staff and/or closing offices

(as local governments attempt to prioritize and allocate limited fiscal resources), the commission could potentially receive even more complaints. It is evident that the commission is a vital component in transforming Florida's economic and commercial infrastructure in ways that will make the state globally competitive and able to attract the best and brightest talent. Such efforts require individuals, communities, and businesses to work together in conflict-free environments.

Outcomes and Priorities

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

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

This is the commission's top priority. In recent years, external and internal factors have impacted the commission's ability to ensure the timeliness of completing discrimination complaint investigations. However, given that, commission staff works diligently to meet statutory timelines for completing cases because failure to do so results in delayed resolution for the parties and can potentially result in costly litigation for businesses. The commission's mediation services enable parties to resolve their disputes expeditiously and at substantially reduced costs; the commission attempts to mediate every case it possibly can, with the willingness of the parties involved.

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

Outreach, Education and Training

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

Florida Civil Rights Hall of Fame

Pursuant to section 760.065, Florida Statutes, the commission is statutorily authorized to administer the Florida Civil Rights Hall of Fame program. This program, created in 2010, was established to recognize persons, living or dead, who have made significant contributions to the state as leaders in the struggle for equality and justice for all persons. Wall space in Florida's Capitol Building has been set aside for the display. The commission annually seeks nominations, reviews and evaluates the quality of the applications and submits 10 nominees to the Governor. The Governor is then to select up to three members for induction into the Hall of Fame. The commission launched the program in 2011, with its inaugural induction ceremony held in February, 2012. The commission continues to promote and administer the program and is currently in the process of planning the next induction ceremony tentatively scheduled for May 2018.

Communications

During fiscal year 2016-17, the commission continued to see an increase in media impressions, including print, television, radio, newsletter and electronic media outlets statewide. Topics covered included fair housing, elder discrimination, hate crimes, civil rights laws, sexual harassment, community events, the Florida Civil Rights Hall of Fame, Fair Housing Month (April) and information about the commission's programs and services. The commission developed and distributed opinion editorials to media outlets across the state on a variety of issues, including the elimination of racial discrimination, National Hispanic Heritage Month, Black History Month,

MLK Day, Women's History Month, Florida Civil Rights Hall of Fame and Juneteenth Celebration. Electronic communications, including email, Twitter and Facebook, were sent to hundreds of grassroots human rights, human resources and legal organizations and associations statewide on various discrimination topics and changes to civil rights laws. Targeted audiences for communications and outreach efforts include Florida's housing industry, business owners, employers and employees, residents of and visitors to Florida, local community groups and organizations, state and local governmental entities, elected officials, teachers and students at all educational levels and the legal community.

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

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

3. Promote public confidence in commission services:

Customer Service

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

Governance and Accountability

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

Public Access

All meetings of the commission are open to the public and subject to Florida's open government laws relating to access, notice, and requests for meeting minutes. All information and records in the possession of the commission, unless specifically exempted by law from public disclosure pursuant to subsection 760.11(12), Florida Statutes, are available to the public upon request or through the commission's website. Pursuant to section 120.54, Florida Statutes, the commission publishes all proposed rules, subsequent changes, and repeals in the Florida Administrative Register at least 28 days before adoption. A notice to the public contains the procedure to be used when requesting a public hearing on any proposed rule. Although to date the commission has received no requests for a public hearing on any of its rules, any requests from the public to do so would be conducted according to Florida law. The commission fully complies with legislative requirements that agencies post meeting agendas and associated materials to their respective websites, in addition to publishing notices in the Florida Administrative Register. The commission does this for its quarterly commission meetings and any other public commission meetings as they occur.



Performance Measures and Standards

LRPP Exhibit II

LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES

Department No.: 72

Program: Administration Program		Code: 72010000		
Service/Budget Entity: Executive Direction and Support Services		Code: 72010100		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2017-18 Standard
Administrative costs as a percent of total agency costs	1.54%	1.58%	1.54%	1.54%
Administrative positions as a percent of total agency positions	9.26%	9.62%	9.26%	9.26%
Program: Administration Program		Code: 72010000		
Service/Budget Entity: State Employee Leasing		Code: 72010300		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2017-18 Standard
Number of employees in the State Employee Leasing Service	1	1	1	1
Business Operations Support		Code: 72400000		
Service/Budget Entity: Facilities Management		Code: 72400100		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2017-18 Standard
Average Department of Management Services full service rent-composite cost per net square foot (actual) compared to Average Private Sector full service rent-composite cost per net square foot in markets where the Department manages office facilities	\$17.18/\$20.79	\$17.18/\$21.13	\$17.18/\$20.79	\$17.18/\$20.79
DMS average operations and maintenance cost per square foot maintained	\$6.12	\$5.03	\$6.12	\$6.12
Number of maintained square feet (private contract and agency)	7,834,639	7,872,792	7,834,639	7,834,639
Number of leases managed	1,325	1,571	1,325	1,325
Gross square feet of state-owned office space occupied by state agencies	17,334,920	17,243,976	17,334,920	17,334,920
Net square feet of private sector office space occupied by state agencies	7,110,120	5,663,246	7,110,120	7,110,120
Number of facilities secured	18	18	18	18

LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES

Department No.: 72

Business Operations Support				
Code: 72400000				
Service/Budget Entity: Building Construction		Code: 72400200		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2017-18 Standard
Gross square foot construction cost of office facilities for the Department of Management Services compared to gross square foot construction cost of office facilities for private industry average	\$146.27/\$149.30	\$154.56/\$160.06	\$157.65/\$162.25	\$151.65/\$162.25
Dollar volume of fixed capital outlay project starts	\$25,000,000	\$119,229,417	\$25,000,000	\$25,000,000
Business Operations Support				
Code: 72600000				
Service/Budget Entity: Federal Property Assistance		Code: 72600200		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2017-18 Standard
Federal property distribution rate	75%	103%	75%	75%
Number of federal property orders processed	500	480	500	500
Business Operations Support				
Code: 72600000				
Service/Budget Entity: Motor Vehicle and Watercraft Management		Code: 72600300		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2017-18 Standard
Percent of requests for approval processed for the acquisition and disposal of vehicles within 48 hours	95%	95%	95%	95%
State contract daily vehicle rental rate vs. Private provider daily vehicle rental rate	\$28.00/\$59.00	\$25.55/\$81.00	\$28.00/\$59.00	\$28.00/\$59.00
Business Operations Support				
Code: 72600000				
Service/Budget Entity: Purchasing Oversight		Code: 72600400		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2017-18 Standard
Percent of state term contract savings	28%	37%	28%	28%
Dollars expended by State Agencies using the State Term Contracts and Negotiated Agreements	\$432,145,935	\$731,755,030	\$432,145,935	\$432,145,935

LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES

Department No.: 72

Office of Supplier Diversity				
	Code: 72600000			
Service/Budget Entity: Office of Supplier Diversity		Code: 72600500		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2017-18 Standard
Average minority certification process time (indays)	15	15	15	15
Number of businesses certified and registered	500	1,267	500	500
Number of businesses reviewed and audited	100	280	100	100
Private Prison Monitoring				
	Code: 72600000			
Service/Budget Entity: Private Prison Monitoring		Code: 72600800		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2017-18 Standard
Number of Beds Occupied	9,215	10,145	9,215	9,215
Human Resource Support				
	Code: 72750000			
Service/Budget Entity: Insurance Benefits Administration		Code: 72750200		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2017-18 Standard
Percent of all contracted performance standards met	95%	96%	95%	95%
State Employees' Preferred Provider Organization Plan - per member/per year cost - (State) compared to the per member/per year cost - (National Benchmark)	\$9,824/\$10,558	TBD 11/17	\$9,824/\$10,558	\$9,824/\$10,558
DMS administrative cost per insurance enrollee	\$10.27	\$9.29	\$10.27	\$10.27
State Employees' Preferred Provider Organization Plan - vendor's administrative cost per insurance enrollee	\$393.93	\$318.63	\$393.93	\$393.93
Number of Enrollees (Total)	526,457	609,315	526,457	526,457

LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES

Department No.: 72

Human Resource Support				
Code: 72750000				
Service/Budget Entity: Retirement Benefits Administration		Code: 72750300		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2017-18 Standard
Percent of members satisfied with retirement services	93.50%	97%	93.50%	93.50%
Percent of retired payrolls processed timely	100%	100%	100%	100%
Percent of service retirees added to the next payroll after receipt of all documents	99%	99%	99%	99%
Percent of monthly payrolls from FRS Employers processed within 5 days	99%	100%	99%	99%
Turn around times for benefit calculations - Information Requests (business days)	14	5.73	14	14
Percent of participating agencies satisfied with retirement services	98%	98%	98%	98%
Percent of agency payroll transactions correctly reported	98%	100%	98%	98%
Administrative cost per active and retired member	\$21	TBD 12/17	\$21	\$21
Number of local pension plans reviewed	167	169	167	167
Number of FRS members	1,000,000	1,076,251	1,000,000	1,000,000
Human Resource Support				
Code: 72750000				
Service/Budget Entity: State Personnel Policy Administration		Code: 72750400		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2017-18 Standard
Total state cost per FTE in the state agencies	\$338.14	\$338.14	\$329.07	\$329.07
Number of state agencies with established training plans	29	27	29	29
Overall customer satisfaction rating	96%	100%	96%	96%
Percent of agencies at or above EEO gender parity with available labor market	87%	78%	87%	87%
Percent of agencies at or above EEO minority parity with available labor market	77%	44%	77%	77%
Number of responses to technical assistance requests	8,300	9,777	8,300	8,300
Percent of dollars saved by eliminating and reducing expenses	19.25%	0.00%	19.25%	19.25%
Number of authorized full time equivalent (FTE) and Other Personal Services (OPS) employees in the State Personnel System	108,906	107,158	108,906	108,906

LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES

Department No.: 72

Human Resource Support		Code: 72750000		
Service/Budget Entity: People First		Code: 72750500		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2017-18 Standard
Percent of all contracted performance standards met (Outsourced HR)	100%	91.08%	100%	100%
Number of users supported by the automated Human Resources system	217,000	226,000	217,000	217,000
Division of Telecommunications		Code: 72900000		
Service/Budget Entity: Telecommunications Services		Code: 72900100		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2017-18 Standard
Aggregated discount from commercially available rates for voice and data services	40%	52%	40%	30%
Percent of telecommunications customers satisfied	90%	N/A	NA	N/A
Total revenue for voice service	\$60,000,000	\$65,553,645	\$60,000,000	\$60,000,000
Total revenue for data service	\$60,000,000	\$58,850,982	\$60,000,000	\$60,000,000
Division of Telecommunications		Code: 72900000		
Service/Budget Entity: Wireless Services		Code: 72900200		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2017-18 Standard
Percent of all 800 MHz law enforcement radio system contracted performance standards met	98.75%	99.90%	98.75%	98.75%
Number of engineering projects and approvals handled for state and local governments	35	47	35	35
Program: Public Employees Relations Commission		Code: 72920000		
Service/Budget Entity: Public Employees Relations		Code: 72920100		
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2017-18 Standard
Percent of timely labor dispositions	98%	99%	98%	98%
Percent of timely employment dispositions	90%	100%	90%	90%
Percent of appealed dispositions affirmed or dismissed/withdrawn	90%	92%	90%	90%
Number of labor dispositions	819	698	819	819
Number of employment dispositions	391	125	391	391
Number of labor and employment dispositions	1,170	823	1,170	1,170

LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES

Department No.: 72

Program: Commission on Human Relations	Code: 72950000			
Service/Budget Entity: Human Relations	Code: 72950100			
Approved Performance Measures for FY 2016-17	Approved Prior Year Standards FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2017-18 Standard
Percent of civil rights cases resolved within 180 days of filing	75%	58%	75%	75%
Number of inquiries and investigations	10,000	9,886	10,000	10,000



Assessment of Performance for Approved Performance Measures

LRPP Exhibit III

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Administration

Service/Budget Entity: Executive Direction and Support Services

Measure: Administrative costs as a percent of total agency costs

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1.54%	1.58%	0.04%	2.46%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

The standard was not met but the difference is negligible. Overall, we continue to try to keep the administrative overhead cost to less than 2%.

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

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

Recommendations:

None.

Office of Policy and Budget – July 2017

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Administration
Service/Budget Entity: Executive Direction and Support Services
Measure: Administrative positions as a percent of total agency positions

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
9.26%	9.60%	0.34%	3.67%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

The standard was not met but the difference is negligible.

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

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

Recommendations:

None.

Office of Policy and Budget – July 2017

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

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

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$17.18 / \$20.79	\$17.18 / \$21.13	\$0.00 / \$0.34	0.0% / 1.6%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

The \$0.34 difference between the approved standard and the actual performance results for the average private sector full service rent – composite cost per net square foot in markets where the Department manages office facilities is due to the fact that the increase in private sector rental rate was more than estimated.

External Factors (check all that apply):

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

Explanation:

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

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

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

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

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

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$17,334,920	\$17,243,976	(\$90,944)	(0.5%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

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

External Factors (check all that apply):

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

Explanation:

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

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

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

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

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

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$146.27/\$149.30	\$154.56/\$160.06	\$8.29/\$10.76	5.7%/7.2%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

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

External Factors (check all that apply):

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

Explanation:

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

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

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

Recommendations:

Revise approved standard to reflect the increasing cost of construction.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

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

Measure: Dollar volume of fixed capital outlay project starts

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$25,000,000	\$119,229,417	\$94,229,417	377%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

The actual performance results increase in Fiscal Year 2016-2017 is due to an increase in General Appropriation Act FCO funded projects where DMS is the Owner-Representative on behalf of the State, and in Client Agency Agreements, allowed by subsection 255.31(2), F.S., where State of Florida agencies may enter into an agreement with DMS for Fixed Capital Outlay project management services.

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

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

Recommendations:

Office of Policy and Budget – July 2017

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

Measure: Number of State Agencies with Established Training Plans

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
29	27	(2)	(7%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

Sub section 110.235(2), Florida Statutes, requires state entities to implement training programs that encompass modern management principles, and that provide a framework to develop human resources through empowerment, training and rewards for productivity enhancements; to continuously improve the quality of services; and to satisfy the expectations of the public. Each year, state entities are required to provide to the Division of Human Resource Management an evaluation of the implemented training and the progress made in the area of training. The Department of Management Services annually distributes a survey to these entities in which one question asks, "For FY _____, did your agency have an established training plan?" For Fiscal Year 2016-17, only 27 entities reported having an established training plan.

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

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

Recommendations:

None.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services
Program: Workforce
Service/Budget Entity: People First
Measure: Percent of All Contracted Performance Standards Met (Outsourced HR)

Action:

- 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
100%	91.08%	(8.92%)	(8.92%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

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

The Department manages the contract and oversees the performance of the service provider to ensure compliance with the provisions. This performance measure provides an assessment of the service provider's performance. For fiscal year 2016-17, the service provider met 286 of the 314 performance metrics achieving 91.08% of the standard (as measured on a monthly basis). The service provider faces financial penalties if a performance metric is not met. Although financial penalties are based on the performance of an individual metric and not whether the service provider met 100% of all contracted performance standards in a given time period, the Department expects the service provider to meet 100% of their contractually required performance metrics.

External Factors (check all that apply):

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

Explanation:

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

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

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
87%	78%	(9%)	(10.3%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

This measure provides information on gender representation in executive branch entities, including the Department of Lottery and the Public Service Commission as compared to the available labor market. The Division of Human Resource Management provides entities with a fair and equitable employment infrastructure that includes core human resource policies, strategies and practices for agencies to follow in recruiting, selecting, and managing their human resources. However, the Division of Human Resource Management does not have the authority to make hiring decisions within the state agencies. For fiscal year 2016-17, 25 out of 32 entities were at or above Equal Employment Opportunity (EEO) gender parity (Gender Parity = 46% and higher) with the available labor market.

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

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

Recommendations:

None.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
77%	44%	(33%)	(43%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

This measure provides information on minority representation in executive branch entities, including the Department of Lottery and the Public Service Commission as compared to the available labor market. The Division of Human Resource Management provides entities with a fair and equitable employment infrastructure that includes core human resource policies, strategies and practices for agencies to follow in recruiting, selecting, and managing their human resources. However, the Division of Human Resource Management does not have the authority to make hiring decisions within the state agencies. For fiscal year 2016-17, 14 out of 32 entities were at or above Equal Employment Opportunity (EEO) minority parity (Minority Parity = 39% and higher) with the available labor market.

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

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

Recommendations:

None.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Workforce
Service/Budget Entity: Human Resource Management
Measure: Percent of Dollars Saved by Eliminating and Reducing Expenses

Action:

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

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

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

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

Survey responses were received from all 31 entities for fiscal year 2016-17; however, no agencies participated in the Savings Sharing program. Due to lack of entity participation, the “Percent of Dollars Saved by Eliminating and Reducing Expense”

failed to meet the approved performance standard for fiscal year 2016-17. For the past several years, agencies have not participated in this program.

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

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

Recommendations:

None.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Workforce
Service/Budget Entity: Retirement Benefits
Administration Measure: Number of FRS Members

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,000,000	1,076,251	76,251	7.63%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

The total Florida Retirement System (FRS) members is a performance measure that the department cannot control or influence the outcome. The Florida Legislature mandates FRS participation by certain employers and employee groups and provides other employers the ability to join the FRS. FRS participating employers determine the number of employees that will be FRS members and vested, benefit eligible members determine when they will become retirees.

External Factors (check all that apply):

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

Explanation:

The standard reflects previous employment and retirement trends which have changed. The hiring and employment practices of the more than 1,000 Florida Retirement System (FRS) employing agencies are in response to available revenue and services required by law, the Legislature, and/or the local electorate and their authorized budgets. The pace of the economic recovery continues to

impact the level of hiring by state and local governments and in turn the growth of FRS membership. Membership growth is further impacted by workforce reductions, use of temporary and leased employees instead of hiring employees into FRS-covered positions, privatization of functions formerly performed by FRS members, and the closure of renewed membership for all retirees initially reemployed on or after July 1, 2010, through June 30, 2017. Renewed membership re-opens for retirees of the Investment Plan, The State University System Optional Retirement Program (SUSORP), the State Community College System Optional Retirement Program (SCCSORP) and the Senior Management Service Optional Annuity Program (SMSOAP) who are initially reemployed on or after July 1, 2010; and filling a regularly established position on or after July 2017. These renewed members may be enrolled in the FRS Investment Plan, the SUSORP, or the SCCSORP. The combination of the current economic climate and these other external factors noted affect the growth of FRS membership but are outside the control of the department.

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

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

Recommendations:

Remove "Number of FRS Members" as a Performance Measure but retain the count of FRS members as a Unit Cost Measure of customers served.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
819	698	(121)	(14.8%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

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

External Factors (check all that apply):

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

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

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

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

Recommendations:

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

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
391	125	(266)	(68%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

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

External Factors (check all that apply):

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

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

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

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

Recommendations:

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

Office of Policy and Budget – July 2017

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Commission on Human Relations
Service/Budget Entity: Human Relations
Measure: Percent of civil rights cases resolved within 180 days of filing.

Action:

- 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
75%	58%	(17%)	(22.7%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

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:

Employment and public accommodation discrimination complaints must be resolved within 180 days of the filing date. In fiscal year 2016-17, the Commission received 1,298 such complaints. There are four key factors in the Commission's recurring inability to meet this measure: fewer number of investigators in the enforcement unit, high turnover, lack of competitive salary rate and lengthy and comprehensive training requirements for newly-hired investigators. First, in fiscal year 2011-12, the enforcement unit was staffed with 16 investigators and had an average of 567 open cases (35 open cases per investigator). The compliance rate (completion of investigations within 180 days) was 84%. In fiscal year 2016-17, the enforcement unit, with 14 investigators, had an average of 636 open cases (45 cases per investigator). The compliance rate dropped significantly to 44%. Second, new investigators have a methodical

nine month training period. A new investigator will not be ready accept a full caseload until most of that training has been completed. Third, other state agencies and governmental and private entities that employ investigators pay at least 25% higher for a skilled investigator than what the Commission pays because of the lack of available rate. The Commission cannot compete with this salary edge by both other state agencies and the private sector, resulting in the fourth problem factor, an average turnover rate of 25% over the last five years.

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

None at this time.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Commission on Human Relations

Service/Budget Entity: Human Relations

Measure: Number of inquiries and investigations

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
10,000	9886	(114)	(1.14%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

This is a unit cost measure. It reflects the majority of workload that the Commission handles on an annual basis pertaining to investigating Employment, Housing, Public Accommodations and Whistle-blower Retaliation cases. The data is extracted from the Florida Commission on Human Relations, (FCHR) Case Management System (CMS), which is designed both to document the intake and investigations process, as well as to enhance the reporting process for state-specific inquiries/investigations. Housing data is compiled and extracted from the Housing and Urban Development web-based computer system known as HEMS. In FY 2016-17, the Commission responded to 9,886 technical assistance requests.

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

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

Recommendations:

None at this time.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$60,000,000	\$58,850,982	(\$1,149,018)	(1.9%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

During this reporting period DIVTEL provided 3.2 million in credits to all Rural Health Care customers. The federal Rural Health Care (RHC) program supports health care facilities in bringing world-class medical care to rural areas through increased connectivity and provides a 65% percent discount on eligible expenses related to broadband connectivity to both individual rural health care providers and consortia. The credits were collected during FY14/15 and FY15/16 which accounts for the underage in Data Services for FY16/17.

External Factors (check all that apply):

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

Explanation:

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

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

Recommendations:

Because of the cyclical nature of the Rural Health Care credits DivTel believes the approved standard should remain at \$60,000,000 for now.

Office of Policy and Budget – July 2017



Performance Measure Validity and Reliability

LRPP Exhibit IV

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Management Services

Program: Facilities

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

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

Action (check one):

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

Data Sources and Methodology:

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

Validity:

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

Reliability:

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

Office of Policy and Budget – July 2017

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Support Program

Service/Budget Entity: Bureau of Private Prison Monitoring

Measure: Number of Beds Occupied

Action (check one):

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

Data Sources and Methodology: Pursuant to the operations and management contracts between DMS and the private vendors each facility is required to have 90% capacity. The current standard is 9,215 and the program is requesting that the standard be lowered to 8,681. The revised measure will be based upon whether each facility meets the contract requirement. The source of data is the Man-Days report that is submitted monthly by the facility and verified by the Department of Corrections. Currently, the Bureau of Private Prison Monitoring provides contractual oversight over (seven) private correctional facilities.

Validity: The current standard is 90% of 10,239 or 9,215 beds occupied. The total number of beds decreased by 594 beds to bring the total number of beds to 9,645. The new standard will be 90% or 8,681 beds occupied. This will reflect the requirements of the operations and management contracts.

Reliability: This measure is reliable because the number of beds occupied is specified in the operations and management contracts. The population can be verified by the Contract Manager. A budget amendment will be submitted after September 30, 2017, with the request to decrease the standard from 9,215 to 8,681.

Office of Policy and Budget – July 2017

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

Measure: Total State Cost per FTE in the State Agencies

Action (check one):

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

Data Sources and Methodology:

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

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

The approved performance standard for FY 2017-18 is \$338.14. We are requesting the performance standard be adjusted to \$329.07, which represents the assessment in the General Appropriations Act for FY 2017-18.

Validity:

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

A budget amendment will be submitted after September 30, 2017, to request the performance standard for FY 2018-19 be adjusted to \$329.07, which represents the assessment in the General Appropriations Act for FY 2017-18.

Reliability:

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

Office of Policy and Budget – July 2017

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Workforce

Service/Budget Entity: Retirement Benefits Administration

Measure: Number of local pension plans reviewed

Action (check one):

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

Data Sources and Methodology:

Retirement Benefits Administration uses this measure to provide documentation that DMS has complied with the statutory requirement that each local plan be reviewed on a triennial basis. The data source for this measure is the program area's "Plan Review by Date" Report that is derived from its Local Retirement Systems' Actuarial Database. The methodology used to determine this measure is to track the number of plans that received an actuarial plan review for compliance with Part VII of Chapter 112, Florida Statutes, during the fiscal year.

Section 112.63(4), Florida Statutes, requires that each retirement plan's valuations be reviewed on a triennial basis. This requires that the division review one-third of all plans each year. When this measure was originally approved per EOG# O0071, DMS 0809 37-720000, on 03/06/09, the number of plans to be reviewed was 501, meaning the division was required to review 167 plans per year ($501 / 3 = 167$). The number of local retirement plans in the state has decreased in recent years from 501 to 489. This means the division is now required to review 163 plans per year ($489 / 3 = 163$). This change will allow the division to ensure that its statutory obligation is satisfied, while continuing to allow the division to review a plan earlier than required by statute if the division has particular areas of concern for a specific plan.

The Division of Retirement is requesting that the standard for the measure entitled "Number of local pension plans reviewed" be revised to 163 plans per year from the current 167.

Validity:

This measure provides a valid evaluation of what the program area is statutorily charged with performing, i.e., an actuarial review of each local plan on a triennial basis.

Reliability:

Local governments annually prepare comprehensive financial statements and this financial data is included in the State of Florida Local Government Financial Reporting System. The Auditor General conducts a performance audit of the Local Government Financial Reporting Systems. These actions provide the necessary consistency to this measure.

Office of Policy and Budget – July 2017

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Management Services

Program: Commission on Human Relations

Service/Budget Entity: Human Relations

Measure: Percentage of Civil Rights Cases Resolved within Statutory Compliance

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure nor previously approved or for which validity, reliability and/or methodology information has not been provided.

Data Sources and Methodology:

This measure was developed to determine the responsiveness of the Commission to resolve civil rights complaints regarding employment and public accommodation (pursuant to Part I, Chapter 760, Florida Statutes, the Florida Civil Rights Act of 1992) within the 180-day statutory requirement. However, this measure does not, as currently wrote, include measuring the Commission's responsiveness to resolving housing complaints within 100 days and state employee whistle-blower retaliation complaints within 90 days. The measure still ensures fair treatment of both complainants and respondents in instances of alleged discrimination. The data is gathered from three (3) sources:

1. The commission's Case Management System (CMS), consisting of four reports: (1) Open Docketed Cases, (2) Closed Docketed Cases, (3) Cases Sent to Equal Employment Opportunity Commission (EEOC), and (4) Cases Sent to Department of Housing & Urban Development (HUD). This system contains information that is initially gathered during the intake process.
2. The Charge Data System (CDS) used by the U.S. EEOC and relates to employment cases only.
3. HUD Enforcement Management System (HEMS) used by the U.S. HUD. This system is internet-based and is designed to allow the Commission to not only receive cases from HUD via the Internet, but to forward cases to HUD as well. The actual data on file are, therefore, maintained via the Internet.

Upon receiving the data generated from these sources, the Commission used the following methodology to calculate the baseline:

Definitions/Data

A – Number of one case type received during FY 2016-17

B – Number of one case type resolved within statutory compliance during FY 2016-17

C – Percent of one case type resolved within statutory compliance

Computation: Baseline Measure Formula= $C (\%) = B / A$


Overall Compliance reported in Long Range Program Plan: Sum of all C percentages / Number of case types percentages added for C

Validity:

Currently, the sources of data are validated by reconciling CMS records with EEOC and HUD records. This allows the comparison of the captured state data and statistics with the federal information. The data assist in identifying trends and patterns that are useful in developing strategies to combat unlawful employment and housing discriminatory practices. Furthermore, the Commission is able to compare its performance to other states by researching activities of other anti-discrimination agencies.

Reliability:

This measure is reliable because all case information is entered into CMS by Commission staff (investigators, intake, legal) and then compared data are supplied by the web-based system utilized by HUD and EEOC systems. Communication with federal counterparts will continue as the Commission further develops CMS to ensure accurate and complete data, as well as to develop web-based online services for our customers. The overall objective is to provide excellent service to our customers in the most cost-effective manner possible. Through the establishment of a new integrated web-based system, the Commission anticipates being able to accommodate the residents of Florida more efficiently and to provide more timely services.



Associated
Activities
Contributing to
Performance
Measures

LRPP Exhibit V

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures			
Measure Number	Approved Performance Measures for FY 2017-18 (Words)		Associated Activities Title
Administration			
1	Administrative costs as a percent of total agency costs	ACT 0010	Executive Direction
		ACT 0020	General Counsel/Legal
		ACT 0030	Legislative Affairs
		ACT 0060	Inspector General
		ACT 0070	Communications/Public Information
		ACT 0090	Planning and Budgeting
		ACT 0100	Finance and Accounting
		ACT 0110	Personnel Services/Human Resources
		ACT 0200	Procurement
		ACT 0300	Information Technology - Executive Direction
2	Administrative positions as a percent of total agency positions	ACT 0010	Executive Direction
		ACT 0020	General Counsel/Legal
		ACT 0030	Legislative affairs
		ACT 0060	Inspector General
		ACT 0070	Communications/Public Information
		ACT 0090	Planning and Budgeting
		ACT 0100	Finance and Accounting
		ACT 0110	Personnel Services/Human Resources
		ACT 0200	Procurement
		ACT 0300	Information Technology - Executive Direction
State Employee Leasing			
3	Number of employees in the State Employee Leasing Service	ACT 0510	Process payroll and benefits for leased state employees
Facilities Management			
4	Average Department of Management Services full service rent-composite cost per net square foot (actual) compared to average private sector full service rent-composite cost per net square foot in markets where the Department manages office facilities.	ACT 0620	Operate and maintain Department of Management Services' pool facilities
		ACT 0680	Special Category: Utility payments
		ACT 0010	Executive Direction
5	DMS average operations and maintenance cost per square foot maintained	ACT 0620	Operate and maintain Department of Management Services' pool facilities
		ACT 0680	Special Category: Utility payments
		ACT 0010	Executive Direction
6	Number of maintained square feet (private contract and agency)	ACT 0620	Operate and maintain Department of Management Services' pool facilities
		ACT 0630	Operate and maintain non-pool facilities
		ACT 0010	Executive Direction

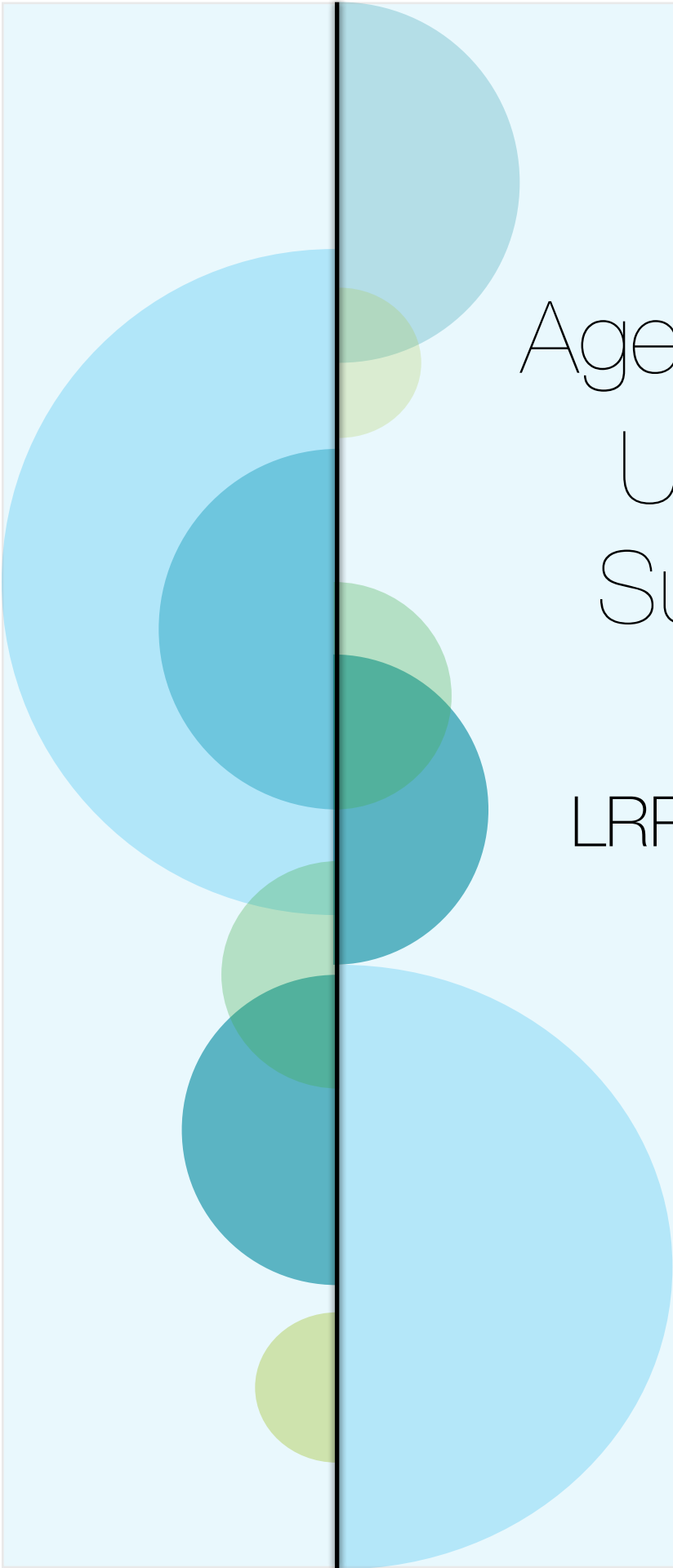
LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures			
Measure Number	Approved Performance Measures for FY 2017-18 (Words)		Associated Activities Title
7	Number of leases managed	ACT 0650	Manage private sector and state leases for state agencies
		ACT 0010	Executive Direction
8	Gross square feet of state-owned office space occupied by state agencies	ACT 0640	Administer bonding program and plan for state office space requirements
		ACT 0010	Executive Direction
9	Net square feet of private sector office space occupied by state agencies	ACT 0650	Manage private sector and state leases for state agencies
		ACT 0010	Executive Direction
10	Number of facilities secured	ACT 0690	Provide facilities security
		ACT 0010	Executive Direction
Building Construction			
11	Gross square foot construction cost of office facilities for the Department of Management Services compared to gross square foot construction cost of office facilities for private industry average	ACT 0750	Manage construction projects
		ACT 0010	Executive Direction
12	Dollar volume of fixed capital outlay project starts	ACT 0750	Manage construction projects
		ACT 0010	Executive Direction
Federal Property Assistance			
15	Federal property distribution rate	ACT 1000	Acquire and redistribute federal surplus property
		ACT 1010	Acquire and redistribute military excess property
		ACT 0010	Executive Direction
16	Number of federal property orders processed	ACT 1000	Acquire and redistribute federal surplus property
		ACT 1010	Acquire and redistribute military excess property
		ACT 0010	Executive Direction
Fleet Management			
17	Percent of Requests for Approval Processed for the Acquisition and Disposal of Vehicles within 48 Hours	ACT 0010	Executive Direction
18	State contract daily vehicle rental rate vs. private provider daily vehicle rental rate	ACT 0010	Executive Direction
Purchasing Oversight			
19	Percent of state term contract savings	ACT 1200	Establish and administer state term (master) contracts and negotiated agreements
		ACT 0010	Executive Direction
20	Dollars expended by state agencies using the state term contracts and negotiated agreements	ACT 1200	Establish and administer state term (master) contracts and negotiated agreements
		ACT 0010	Executive Direction

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures			
Measure Number	Approved Performance Measures for FY 2017-18 (Words)		Associated Activities Title
Private Prison Monitoring			
21	Number of Beds occupied	ACT 1700	Contract for the construction, operation and oversight of private prisons
Office of Supplier Diversity			
22	Average minority certification process time (in days)	ACT 1300	Provide minority access to contracting opportunities
		ACT 1310	Manage and oversee minority business compliance
23	Number of businesses certified and registered	ACT 1300	Provide minority access to contracting opportunities
		ACT 1310	Manage and oversee minority business compliance
24	Number of businesses reviewed and audited	ACT 1310	Manage and oversee minority business compliance
State Personnel Policy Administration			
25	Total state cost per FTE in the state agencies	ACT 1400	Provide human resource management expertise/consulting
		ACT 1420	Maintain the automated human resources system
		ACT 0010	Executive Direction
26	Number of state agencies with established training plans	ACT 1400	Provide human resource management expertise/consulting
		ACT 0010	Executive Direction
28	Overall customer satisfaction rating	ACT 1400	Provide human resource management expertise/consulting
		ACT 0010	Executive Direction
29	Percent of agencies at or above EEO gender parity with available labor market	ACT 1400	Provide human resource management expertise/consulting
		ACT 0010	Executive Direction
30	Percent of agencies at or above EEO minority parity with available labor market	ACT 1400	Provide human resource management expertise/consulting
		ACT 0010	Executive Direction
32	Number of responses to technical assistance requests	ACT 1400	Provide human resource management expertise/consulting
		ACT 1420	Maintain the automated human resources system
		ACT 0010	Executive Direction
33	Percent of dollars saved by eliminating positions and reducing expenses	ACT 1400	Provide human resource management expertise/consulting
		ACT 0010	Executive Direction
34	Number of authorized full time equivalent (FTE) and Other Personal Services (OPS) employees in the State Personnel System	ACT 1400	Provide human resource management expertise/consulting

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures			
Measure Number	Approved Performance Measures for FY 2017-18 (Words)		Associated Activities Title
People First			
27	Percent of all contracted performance standards met (Outsourced HR) (This is a People First measure)	ACT 1420	Maintain the automated human resources system
		ACT 0010	Executive Direction
31	Number of users supported by the automated human resources system (This is a People First measure)	ACT 1420	Maintain the automated human resources system
		ACT 1450	People First Contract Management
		ACT 0010	Executive Direction
	Insurance Benefit Administration (Division of State Group Insurance)		
35	Percent of all contracted performance standards met	ACT 1500	Administer the Health Insurance program
		ACT 1510	Administer the Life Insurance program
		ACT 1530	Administer the Supplemental Insurance program
		ACT 0010	Executive Direction
36	State Employees' Preferred Provider Organization Plan - per member/per year cost - (State) compared to the per member/per year cost - (National Benchmark)	ACT 1500	Administer the Health Insurance program
		ACT 0010	Executive Direction
37	DMS Administrative cost per insurance enrollee	ACT 1500	Administer the Health Insurance program
		ACT 1510	Administer the Life Insurance program
		ACT 1520	Administer the Flexible Spending Account program
		ACT 1530	Administer the Supplemental Insurance program
		ACT 1540	Administer the Disability Benefits program
		ACT 0010	Executive Direction
38	State Employees' Preferred Provider Organization Plan - vendor's administrative cost per insurance enrollee	ACT 1500	Administer the Health Insurance program
		ACT 0010	Executive Direction
39	Number of enrollees (Total)	ACT 1500	Administer the Health Insurance program
		ACT 1510	Administer the Life Insurance program
		ACT 1520	Administer the Flexible Spending Account program
		ACT 1530	Administer the Supplemental Insurance program
		ACT 1540	Administer the Disability Benefits program
		ACT 0010	Executive Direction

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures			
Measure Number	Approved Performance Measures for FY 2017-18 (Words)		Associated Activities Title
Retirement Benefits Administration (Division of Retirement)			
40	Percent of members satisfied with retirement services	ACT 0010	Executive Direction
		ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
41	Percent of retired payrolls processed timely	ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
		ACT 1640	Pension and benefits payments - General Revenue only
		ACT 0010	Executive Direction
42	Percent of service retirees added to the next payroll after receipt of all documents	ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
		ACT 1640	Pension and benefits payments - General Revenue only
		ACT 0010	Executive Direction
43	Percent of monthly payrolls from FRS Employers processed within 5 days	ACT 1610	Administer the Florida Retirement System
		ACT 0010	Executive Direction
44	Turn around times for benefit calculations - Information Requests (calendar days).	ACT 1610	Administer the Florida Retirement System
		ACT 0010	Executive Direction
45	Percent of participating agencies satisfied with retirement services	ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
		ACT 0010	Executive Direction
46	Percent of agency payroll transactions correctly reported	ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
		ACT 1630	Administer the State University System Optional Retirement program
		ACT 0010	Executive Direction
47	Administrative cost per active and retired member	ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
		ACT 1630	Administer the State University System Optional Retirement program
		ACT 0010	Executive Direction
48	Number of local pension plans reviewed	ACT 1600	Provide local government pension plan oversight
		ACT 0010	Executive Direction
49	Number of FRS members	ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
		ACT 0010	Executive Direction

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures			
Measure Number	Approved Performance Measures for FY 2017-18 (Words)		Associated Activities Title
Public Employees Relations Commission			
50	Percent of timely labor dispositions	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
51	Percent of timely employment dispositions	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
52	Percent of appealed dispositions affirmed or dismissed/withdrawn	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
53	Number of labor dispositions	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
54	Number of employment dispositions	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
Commission on Human Relations			
55	Percent of civil rights cases resolved within 180 days of filing	ACT 1800	Investigate complaints of civil rights violations
		ACT 0010	Executive Direction
56	Number of inquiries and investigations	ACT 1800	Investigate complaints of civil rights violations
		ACT 0010	Executive Direction
Division of Telecommunications			
57	Aggregated discount from commercially available rates for voice and data services	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments
58	Percent of telecommunications customers satisfied	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments
		ACT 8030	Pass through for Wireless 9-1-1 Distributions to Service Providers and Counties
59	Total revenue for voice service	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments
60	Total revenue for data service	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments
Wireless Services			
61	Percent of all 800 MHz law enforcement radio system contracted performance standards met	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
62	Number of engineering projects and approvals handled for state and local governments	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
Note: The order of the above listed measures is not sequential. The People First and State Personnel Policy Administration were previously one budget entity known as Human Resource Management. These two entities are now independent budget entities with their own unique budget entity numbers.			



Agency-Level Unit Cost Summary

LRPP Exhibit VI

MANAGEMENT SERVICES, DEPARTMENT OF	FISCAL YEAR 2016-17			
SECTION I: BUDGET	OPERATING			FIXED CAPITAL OUTLAY
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT		528,820,470		74,301,581
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)		4,336,913		0
FINAL BUDGET FOR AGENCY		533,157,383		74,301,581
SECTION II: ACTIVITIES * MEASURES	Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)				59,766,787
Process Payroll And Benefits For Leased State Employees * Number of employees in state leasing services	1	183,643.00	183,643	
Operate And Maintain Department Of Management Services' Pool Facilities * Number of maintained square feet (private contract and agency)	7,872,792	4.78	37,604,637	14,334,794
Operate And Maintain Non-pool Facilities * Number of maintained square feet (private contract and agency)	7,872,792	0.10	761,827	
Administer Bonding Program And Plan For State Office Space Requirements * Number of net square feet of pool facilities	6,203,677	1.93	11,966,768	
Manage Private Sector And State Leases For State Agencies * Number of leases managed	1,571	1,759.53	2,764,215	200,000
Special Category: Utility Payments * Utility cost per gross square foot	8,541,573	1.54	13,148,704	
Provide Facilities Security * Number of facilities secured	18	63,502.67	1,143,048	
Manage Construction Projects * Dollar volume of Fixed Capital Outlay project starts	119,229,417	0.02	1,918,197	
Adjudicate And Facilitate Mediation Of Labor And Employment Disputes Through The Public Employees Relations Commission * Number of labor and employment dispositions	823	5,537.21	4,557,121	
Acquire And Redistribute Federal Surplus Property * Dollar value of donated property	7,346,293	0.08	618,349	
Acquire And Redistribute Military Excess Property * Dollar value of donated property	7,346,293	0.02	143,563	
Provide New Vehicle And Watercraft Acquisition Support * Number of vehicles and watercraft acquired	1,548	106.77	165,286	
Operate And Maintain The Florida Equipment Electronic Tracking (fleet) System * Number of state vehicles tracked	25,574	69.19	1,769,419	
Establish And Administer State Term (master) Contracts And Negotiated Agreements * Dollars expended by State Agencies using the State Term Contracts and Negotiated Agreements	731,755,030	0.03	19,268,715	
Provide Minority Access To Contracting Opportunities * Number of businesses certified and registered	1,267	291.04	368,751	
Manage And Oversee Minority Business Compliance * Number of businesses reviewed and audited	280	1,316.96	368,750	
Provide Human Resource Management Expertise/Consulting * Number of authorized FTE and OPS employees in the State Personnel System.	107,158	26.39	2,828,023	
People First Contract Management * N/A	226,000	153.12	34,604,703	
Administer The Health Insurance Program * Number of enrollees	174,901	340.36	59,528,696	
Administer The Life Insurance Program * Number of enrollees	184,941	0.00	382	
Administer The Flexible Spending Account Program * Number of enrollees	17,708	2.42	42,793	
Administer The Supplemental Insurance Program * Number of enrollees	210,304	5.45	1,146,442	
Administer The Disability Benefits Program * Number of enrollees	21,461	1.32	28,257	
Provide Local Government Pension Plan Oversight * Number of Local Pension Plans Reviewed	169	10,257.21	1,733,468	
Administer The Florida Retirement System * Number of FRS members	1,076,251	29.44	31,685,619	
Administer The Retiree Health Insurance Subsidy Program * Number of Recipients of the Health Insurance Subsidy	366,285	0.52	189,841	
Administer The State University System Optional Retirement Program * Number of participants in the State University System Optional Retirement Program	20,001	17.71	354,308	
Contract For The Construction, Operation And Oversight Of Private Prisons * Number of beds occupied	10,145	345.51	3,505,246	
Investigate Complaints Of Civil Rights Violations * Number of inquiries/investigations	9,886	877.11	8,671,089	
TOTAL			241,069,860	74,301,581
SECTION III: RECONCILIATION TO BUDGET				
PASS THROUGHS				
TRANSFER - STATE AGENCIES			254,942,570	
AID TO LOCAL GOVERNMENTS				
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS			15,867,151	
OTHER				
REVERSIONS			21,277,882	8,238
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)			533,157,463	74,309,819
SCHEDULE XI/EXHIBIT VI: AGENCY-LEVEL UNIT COST SUMMARY				
(1) Some activity unit costs may be overstated due to the allocation of double budgeted items.				
(2) Expenditures associated with Executive Direction, Administrative Support and Information Technology have been allocated based on FTE. Other allocation methodologies could result in significantly different unit costs per activity.				
(3) Information for FCO depicts amounts for current year appropriations only. Additional information and systems are needed to develop meaningful FCO unit costs.				
(4) Final Budget for Agency and Total Budget for Agency may not equal due to rounding.				

ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:

1-8: ACT0700 ACT1120 ACT1640 ACT8020 ACT8030 ACT8040

AID TO LOCAL GOVERNMENTS ACTIVITY ISSUE CODES SELECTED:

1-8:

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

*** NO ACTIVITIES FOUND ***

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

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

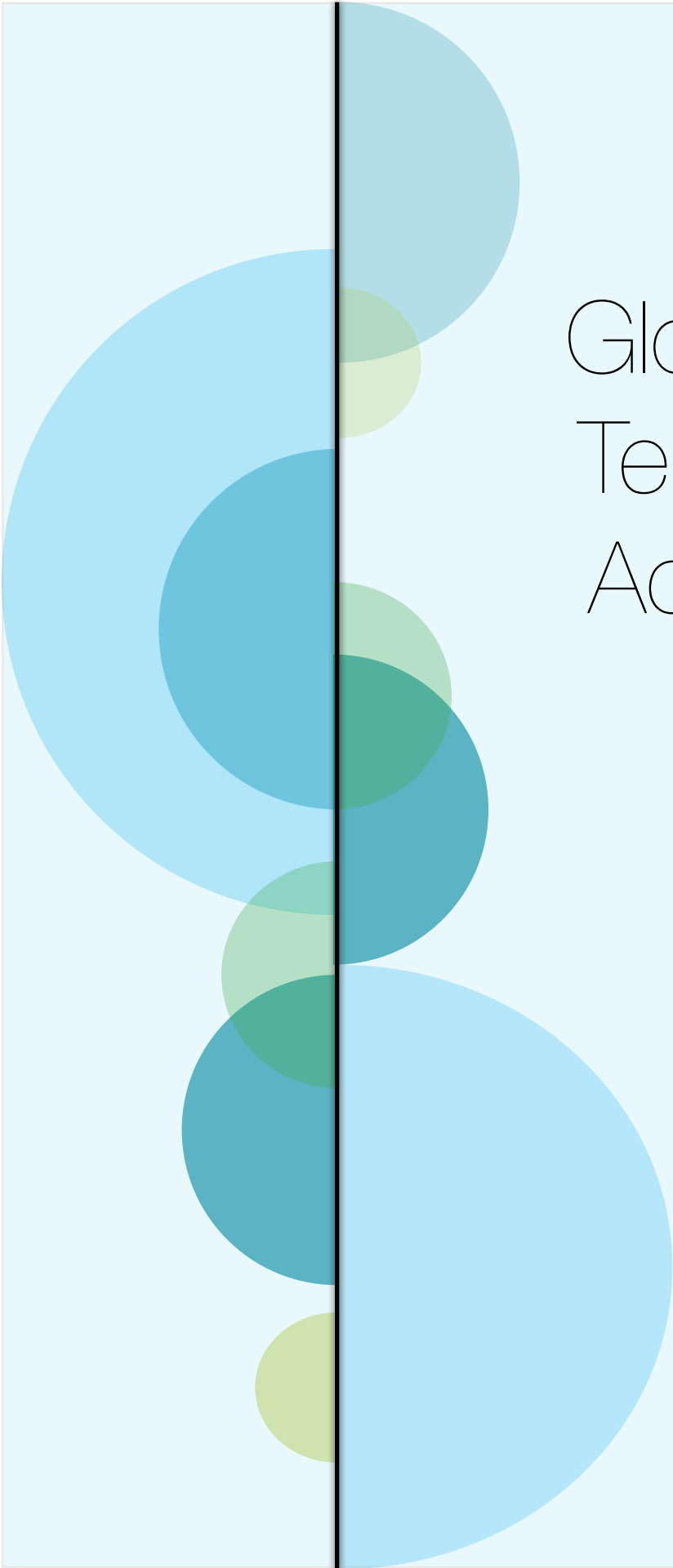
*** NO OPERATING CATEGORIES FOUND ***

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

*** NO ACTIVITIES FOUND ***

TOTALS FROM SECTION I AND SECTIONS II + III:

DEPARTMENT: 72	EXPENDITURES	FCO
FINAL BUDGET FOR AGENCY (SECTION I):	533,157,383	74,301,581
TOTAL BUDGET FOR AGENCY (SECTION III):	<u>533,157,463</u>	<u>74,309,819</u>
DIFFERENCE: (MAY NOT EQUAL DUE TO ROUNDING)	=====80-	=====8,238-



Glossary of Terms and Acronyms

Glossary of Terms and Acronyms

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

Actual Expenditures: Includes prior year actual disbursements, payables and encumbrances.

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

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

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

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

CIO: Chief information Officer.

CIP: Capital Improvements Program Plan.

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

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

EOG: Executive Office of the Governor.

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

FCO: Fixed Capital Outlay.

FFMIS: Florida Financial Management Information System.

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

FLAIR: Florida Accounting Information Resource Subsystem.

F.S.: Florida Statutes.

GAA: General Appropriations Act.

GR: General Revenue Fund.

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

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

Input: See Performance Measure.

IOE: Itemization of Expenditure.

IT: Information Technology.

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

LAN: Local Area Network.

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

LBC: Legislative Budget Commission.

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

Legislature to the organization of the next Legislature.

LBR: Legislative Budget Request.

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

LEED: Leadership in Energy and Environmental Design.

L.O.F.: Laws of Florida.

LRPP: Long-Range Program Plan.

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

NASBO: National Association of State Budget Officers.

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

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

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

Outcome: See Performance Measure.

Output: See Performance Measure.

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

BPBP/PB2: Performance-Based Program Budgeting.

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

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

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

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

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

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

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

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

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

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

Service: See Budget Entity.

SSRC: Southwood Shared Resource Center.

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

SWOT: Strengths, Weaknesses, Opportunities and Threats.

TCS: Trends and Conditions Statement.

TF: Trust Fund.

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

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