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Ron DeSantis, Governor
Jonathan R. Satter, Secretary

LONG-RANGE PROGRAM PLAN

Department of Management Services
Tallahassee, Florida

September 30, 2020

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

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House Appropriations Committee
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Tallahassee, FL 32399-1300

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

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long-Range Program Plan (LRPP) for the Department of Management Services is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our mission, goals, objectives and measures for the Fiscal Year 2021-22 through Fiscal Year 2025-26. 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 Jonathan Satter, Secretary of Department of Management Services.

Sincerely,

Jonathan R. Satter
Secretary

JS/mbh
Enclosure



Department of
**MANAGEMENT
SERVICES**



▶ We serve those who serve Florida

2020

**LONG-RANGE
PROGRAM PLAN**

Fiscal Year 2021-2022 through 2025-2026

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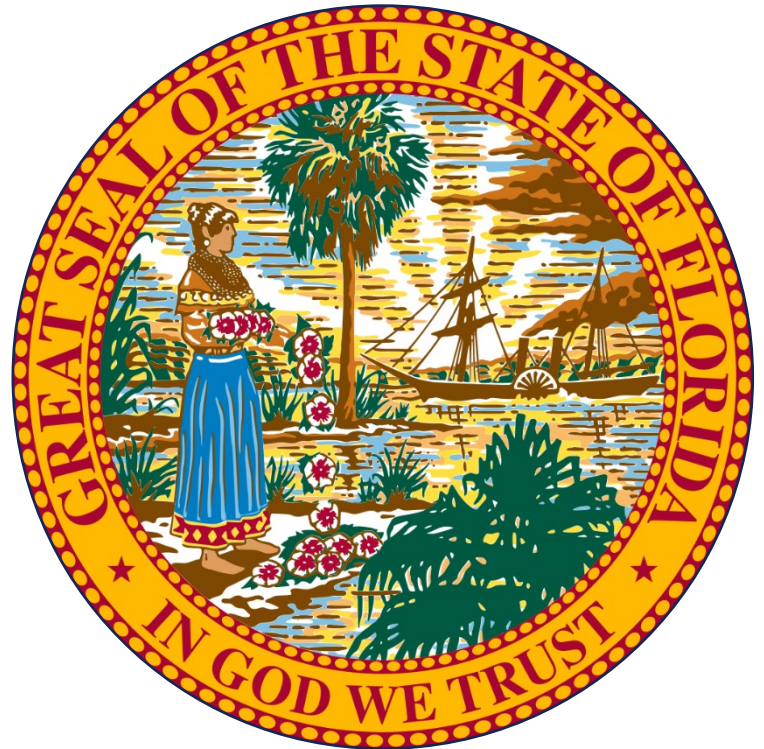
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AGENCY MISSION, GOALS AND LINKAGE TO THE GOVERNOR'S PRIORITIES

The Florida Department of Management Services (DMS) is the primary business, workforce, and technology services provider to Florida Government. DMS is proud to serve those who serve Florida, working every day to create efficiencies, value, and sustainable cost savings for Florida taxpayers. DMS fosters opportunities to strategically utilize resources to deliver results that reflect Governor DeSantis' vision for an innovative, resilient and tech-centered state. Dedicated to delivering a more cost-effective government focused on innovative solutions and superior customer service, DMS continues to actively pursue every available opportunity to increase efficiency, foster innovation, and leverage technology to better serve and protect Florida taxpayers.

With approximately 950 employees, DMS is comparatively small but effective in serving more than three million customers annually, which include state agencies, state employees, retirees, universities, community colleges, local governments, law enforcement and nonprofit organizations. By centralizing the workforce, technology, and business



functions of state government, stakeholders have a standalone shared services provider that supports their administrative functions so that they can focus on their core mission.

DMS Priorities

DMS embraces four pillars when fulfilling its mission to serve all state agencies and the citizens of Florida. The Pillars of Performance include the following: Lead by Example, Serve with Excellence, Create Efficiencies, and Challenge the Status Quo.

To build on the success of the Pillars of Performance and to ensure DMS maintains high levels of achievement, Secretary Satter has set forth the following seven sustainable goals:

- Increase excellent customer service;
- Memorialize knowledge through employee cross training, desk guides, and process mapping;

- Create efficiencies and maximize performance;
- Increase inclusive communication throughout the agency;
- Develop proactive stakeholder education;
- Leverage technology to resolve problems, avoid costs, and save time; and
- Embrace agility and adaptability.

These seven goals will assist DMS in building on strengths and expanding and developing opportunities for success while minimizing risks. DMS' commitment to achievement through excellent customer service and passion for creating efficiencies, combined with our values, Pillars of Performance, and sustainable goals, will continue to allow DMS to excel in serving state government and its employees.

The values exemplified by each employee are the core tenets of DMS' work environment: accountability, communication, empowerment, flexibility, integrity, respect, and teamwork. Every member of DMS is expected to embody these foundational elements and demonstrate them in their daily work and interaction with their customers and co-workers.

Organizational Culture

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

Strategic Attribute	Purpose	Result
Our Mission	Who We Are	DMS serves those who serve Florida
Our Vision	What We Aspire to Become	DMS will empower Florida's state government to lead
Our Guiding Principles	How We Interact with One Another and with our Customers	Pillars of Performance <ul style="list-style-type: none"> ▪ Lead by Example - Clearly and consistently communicate direction and appreciation. ▪ Serve with Excellence – Ensure customers and stakeholders receive excellent and consistent service, communication, value, and respect. ▪ Create Efficiencies - Create value and sustainable cost savings for taxpayers through new initiatives. ▪ Challenge the Status Quo - Challenge each other with innovative ideas, turning them into tangible results that propel our agency forward.
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

Stakeholders and Customers

Our Stakeholders and Customers

The Governor	Florida Taxpayers
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

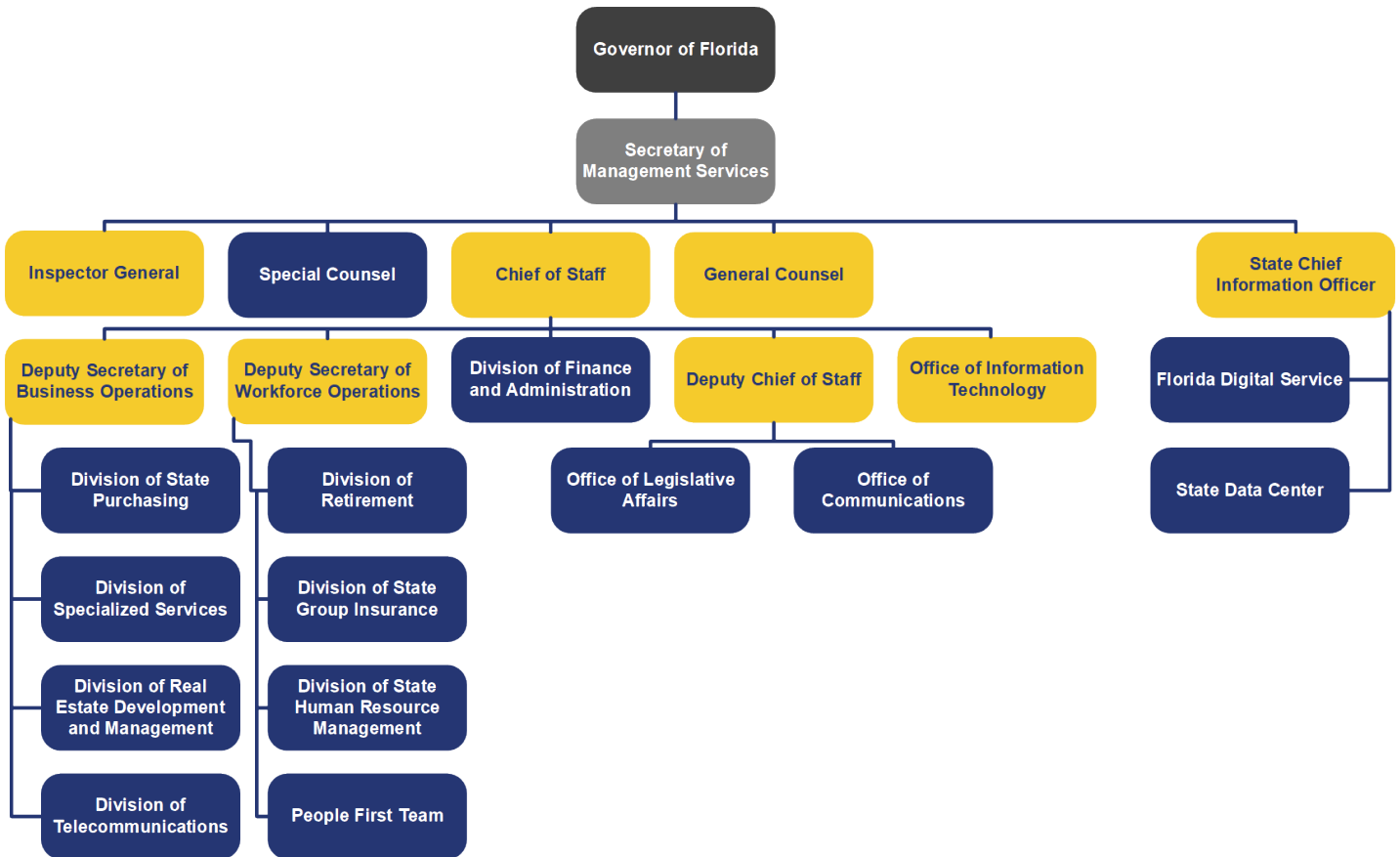
Governor DeSantis' Priorities

1. Restore and Protect Florida's Environment
2. Improve Florida's Education System
3. Economic Development and Job Creation
4. Health Care
5. Public Safety
6. Public Integrity



Department of Management Services

Leadership Team



Workforce Operations

The DMS Workforce Operations portfolio is responsible for managing primary services aimed to serve state employees including:

State Group Insurance Program- offers and manages a portfolio of health and welfare insurance benefits for active and retired state employees and their families, including a \$2.7 billion state health plan serving approximately 368,000 individuals.

Florida Retirement System (FRS)- administers functions of the nation’s fourth-largest public state retirement system in the nation working with more than 1,000 employers, 2.9 million plan members, and paying \$10 billion a year in retirement benefits to retirees and their beneficiaries.

People First - administers the state’s secure, web-based human resource information system and services and provides in depth data analytics related to the state of Florida’s dynamic workforce.

State Human Resource Management- provides enterprise guidance and technical assistance to state agencies in the effective administration of the more than 106,000 employees in the state personnel system and represents the Governor in collective bargaining activities- including 13 units covered by 10 contracts.

Business Operations

The DMS Business Operations portfolio is responsible for managing primary back office business operations of state government, including:

State Purchasing- leverages economies of scale to procure statewide contracts and agreements for commodities and services.

Fleet Management & Federal Surplus Property Administration- administers the state's fleet program of 26,000 air/sea/land vehicles and manages the surplus federal government property program through the General Services Administration.

Private Prison Administration- oversees the contracts and facilities of the state's seven privatized correctional institutions housing approximately 10 percent of the state's inmate population.

Real Estate Development & Management- supervises the development, leasing and facility management of buildings within the State's bonded facility pool.

Telecommunications- oversees service for land and mobile voice and data services to agency customers while also managing the state's public safety communications (911 and LMR).

Florida Digital Service

Under the leadership of Governor DeSantis, the Florida Digital Service was established in 2020 to deliver better government services and transparency to Floridians through design and technology.

The Florida Digital Service has several key objectives including facilitating data interoperability, establishing enterprise architecture standards, transforming aging systems using agile methodologies, and strengthening Florida's cyber hygiene. The Florida Digital Service is also in the process of procuring a managed service provider for the state data center as agency customers transition to cloud computing providers.



DMS Goals

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.
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 OMS pool facilities.
GOAL #12:	Deliver and promote the development of high-quality, innovative, cost-effective digital and 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 State Human Resource Management:** Develop human resource policies, practices and strategies that reflect current trends and best practices; address the needs of our customers; and attain a 96 percent customer satisfaction rating.
- **People First:** Monitor the People First vendor contract performance metrics to ensure that 100 percent of the metrics are met in accordance with the contract.
- **Division of State Group Insurance:** Achieve a three percent annual decrease in operational costs.
- **Division of Retirement:** Achieve 100 percent timely processing of retired payrolls.
- **Office of Supplier Diversity:** Increase overall efficiency of the certification process and implement ways to decrease lag time.
- **Division of State Purchasing:** Use the combined purchasing power of the State of Florida to deliver the best total value in goods and services purchased by the state and its eligible users, attaining at least a 28 percent savings over retail or other reference prices.
- **Division of State Purchasing/MyFloridaMarketPlace (MFMP):** Achieve an 85 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:** Process approval requests for agencies to procure and dispose of motor vehicles and watercrafts within 48 hours for 95 percent of the requests received.
- **Private Prison Monitoring:** 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.
- **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 achieve a 25 percent aggregated discount on commercially available rates for voice and data services.
- **Florida Digital Service:** Develop risk-based rules, standards, and guidance for IT security by promoting standardization and consolidation of technology services that support state agencies, and embed continual improvement into situational awareness campaigns so that the workforce supporting the State's mission is informed and more resilient to cyberattacks.
- **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. 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 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
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 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
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 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Division of State Group Insurance	\$10.27 (2005-06 Standard)	\$9.66	\$9.37	\$9.09	\$8.82	\$8.82

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

OBJECTIVE: Achieve 100 percent timely processing of retired payrolls.

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

	Baseline/Year	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
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 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
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 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Division of State Purchasing	23% (1996/97)	28%	28%	28%	28%	28%

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

OBJECTIVE: Achieve an 85 percent customer satisfaction rating among MFMP purchasers.

OUTCOME: Percent of customers satisfied with purchasing functionality.

	Baseline/Year	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
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 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
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 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
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 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Private Prison Monitoring	100% (2005-06)	100%	100%	100%	100%	100%

Real Estate Development and Management Services

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

OBJECTIVE: Maintain a competitive rental rate in DMS Florida Facilities Pool.

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 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
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

Division of Telecommunications

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

OBJECTIVE: Leverage technology to gain efficiencies across the enterprise, simplify citizens' electronic access, improve customer service and attain a 25 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 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Division of Tele-communications	50% (2004-05)	25%	25%	25%	25%	25%

Florida Digital Service

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

OBJECTIVE: Develop risk-based rules, standards, and guidance for IT security by promoting standardization and consolidation of technology services that support state agencies. Security guidance may include: interpretation of certain parts of the security rule; template policies, procedures or guidelines; standards; or other more detailed guidance publications.

OUTCOME: Number of Security Guidance Artifacts Published

	Baseline	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Florida Digital Service	2	4	4	4	4	4

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

OBJECTIVE: Embed continual improvement into situational awareness campaigns so that the workforce supporting the State’s mission is informed and more resilient to cyberattacks.

OUTCOME: Number of Trainings or Security Meetings with a Training Component for Agency Information Security Managers (ISMs) and Partners on Cyber Threats and Security Management Practices

	Baseline	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Florida Digital Service	10 trainings or meetings with training component	15 trainings or meetings with training component	15 trainings or meetings with training component	15 trainings or meetings with training component	15 trainings or meetings with training component	15 trainings or meetings with training component

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 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
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 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Public Employees Relations Commission	92% 2001-02	94%	94%	94%	94%	94%

TRENDS AND CONDITIONS STATEMENT

Division of Retirement

The mission of the Division of Retirement (division) is to deliver a high-quality, innovative, and cost-effective retirement system. Our vision is to exceed our 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 administers the state retirement plans, including the Florida Retirement System (FRS). The FRS is the fourth-largest public state retirement system in the nation, one that is comprised of more than one million active and retired employees of more than 1,000 agencies within 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 approximately \$15.1 million to 748 Florida National Guard retirees and maintains oversight of the actuarially sound funding of 485 local government retirement systems, pursuant to Part VII, Chapter 112, Florida Statutes.

The division'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 delivering quality customer service, as reflected in the recurrent high satisfaction ratings that its



customers report. Having completed Fiscal Year 2019-20 with a 93.7 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 division administers for FRS members (both Pension Plan and IP) the disability retirement

program, which determines eligibility, processes applications for eligible members, and pays monthly disability benefit.

The division administers the in-line-of-duty survivor benefit retirement program for FRS members (both Pension Plan and IP) as well, and this program determines eligibility, processes applications for eligible survivors, and pays monthly survivor 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), Customer Relationship Management

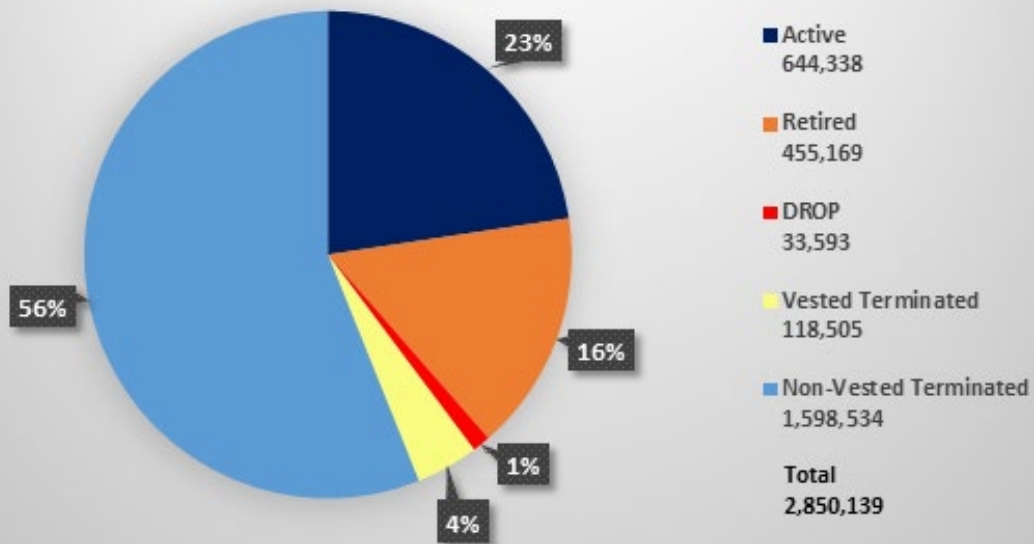
(CRM), enterprise content management (imaging and workflow), business rules management, correspondence and forms management, an integration approach with other state IT platforms, member and employer self-service, and internal and external security design. The division relies on this business application 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 one million active and retired members of the FRS, and business partners. The application's functionality allows FRS members to go seamlessly from the preliminary stages of employment to the end of employment, including through retirement

Outcome Measures

The outcome measures of the division 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, data security, 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 \$10 billion annually to approximately 455,000 retired members or their beneficiaries.

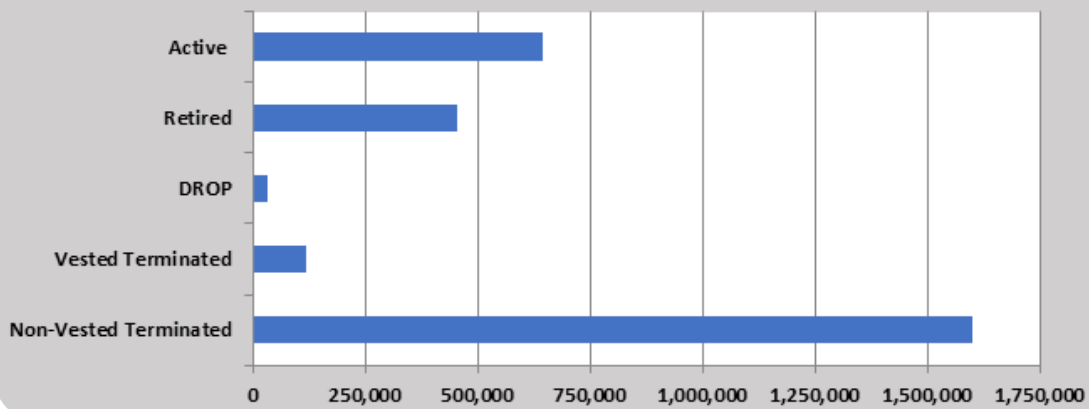
Total FRS Members

as of June 2020



Total FRS Membership

as of June 2020



Division of State Group Insurance

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

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

The primary goal of the 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 a Shared Savings Program that has generated approximately \$5.8 million in net savings for the state and approximately \$1.4 million in rewards to date to state employees for shopping and selecting high quality, lower cost healthcare services, strategic contracting, improved enrollment and eligibility oversight, and providing tools and resources that help plan participants understand and maximize their benefit options.

In meeting the needs of those retired from the workforce, the DMS continues to offer health care coverage to retirees at competitive premiums. For those Medicare-eligible, the state offered prescription drug coverage that is, on average, expected to pay as

much as the standard Medicare prescription drug coverage will pay and is considered Creditable Coverage.

Effective January 1, 2020, two fully-insured Health Maintenance Organization(s) (HMOs) and one statewide Preferred Provider Organization (PPO) began administering a Medicare Advantage and Prescription Drug plan for Medicare-eligible retirees enrolled in the State Group Insurance Program. The program has projected savings to both the state and the retirees with even a small percentage of retiree migration to the program.

To achieve the ongoing objective of quality, choice, and affordability, while increasing customer satisfaction, the DSGI has established performance measures to evaluate its progress. DSGI 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 2019-20, the aggregated results equated to a 97 percent compliance rating with a standard of 95 percent. To ensure resources are appropriately allocated in a manner that will produce cost effectiveness and efficiencies in services, 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 \$7.68 per insurance enrollee for Fiscal Year 2019-20

The DSGI continues to operate under current state and federal policies in effect. The DSGI, is currently staffed with 27 positions, due to legislation passed during the 2020 Legislative Session.

The DSGI manages several vendor contracts which provide services to state employees and will have procurement activity in the upcoming fiscal year, such as health insurance, dental, vision, and pharmacy benefits. The chart below provides a summary of those contracts.

Summary of the Division of State Group Insurance Vendor Contracts

Services	Effective Date	Termination Date
Health Plans (HMOs, PPO)	January 1, 2018	December 31, 2020 Renewals available through December 31, 2022
Dental Plans 5 Dental Plans	January 1, 2018	December 31, 2020 Renewals available through December 31, 2022
Vision Vendor	January 1, 2015	June 30, 2021 Renewals available through December 31, 2021
Pharmacy Benefit Manager	January 1, 2015	December 31, 2020

Other changes passed during the 2020 legislative session include: 1) The Weight Management Pilot was extended to a fourth year. The year-end progress reports submitted by 35 percent of participants indicate participants lost approximately 12 pounds per participant. Reports reflected improvements in Body Mass Index, cholesterol, A1C or blood glucose, and blood pressure, which, in turn, should drive down health care cost for these participants; 2) Three new positions were created within the DSGI to serve as a program integrity unit, focused on identifying and preventing potential fraud, waste, and abuse; 3) immunizations may be received in retail pharmacies by in-network pharmacies effective July 1, 2020; and 4) members may access telehealth services for primary care services effective January 1, 2021.

Due to the pandemic, Executive Order 20-85 provided state employees access to telehealth services and immunizations at retail pharmacies at no cost beginning March 26, 2020. COVID testing was provided at no cost under the federal Families First Coronavirus Response Act, PL 116.127. COVID testing and telehealth services at no cost will end at the end of the public health emergency. As stated above, telehealth services may be accessed for primary care services effective January 1, 2021.

The current Employee Assistant Program (EAP) services for state employees are provided through the DMS's contract with Kepro. The current EAP vendor contract began July 1, 2020 and ends December 31, 2024.

The DSGI contracted with Ernst & Young to provide consulting support services to assist with compliance of the reporting requirements of section 6055 and section 6056 of the Internal Revenue Code. Over 210,000 IRS forms were provided to employees and retirees in early 2020.

With the implementation of certain aspects of the Patient Protection and Affordable Care Act (PPACA), the DSGI has and will continue to work with employee benefit consultants and legal experts to ensure potential impacts of the federal regulations to the State Group Insurance Program are fully vetted and planned for in accordance with applicable state statutes, guidance, and directives. The mandates established under PPACA were implemented in phases between 2011 and 2019.

The following chart is the State Employees' Group Health Insurance Program's Fiscal Year 2019-20 Average Enrollment broken out by employer type:

DSGI Enrollees
Average Enrollment FY 2019-20

State Agencies	81,088
Universities	46,414
Benefits Only - Retirees, COBRA, Others	34,263
Central Florida Expressway Authority	76
Florida Board of Bar Examiners	41
Florida Inland Navigation District	4
Florida Legislature	1,439
Justice Administration Commission	8,920
Miami-Dade Expressway Authority	31
State Board of Administration	230
State Courts	3,917
South Florida Regional Transportation Authority	89
Volunteer Florida	23
West Coast Inland Navigation District	3
Total Enrollees	176,537

Division of State Human Resource Management

The Division of State 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; subsections 216.251(2)-(3) and section 216.262, Florida Statutes; paragraph 295.07(5)(b), Florida Statutes; and certain sections within Chapter 447, Florida Statutes. The SPS is the system of personnel administration for authorized Career Service, Selected Exempt Service, and Senior Management Service positions,

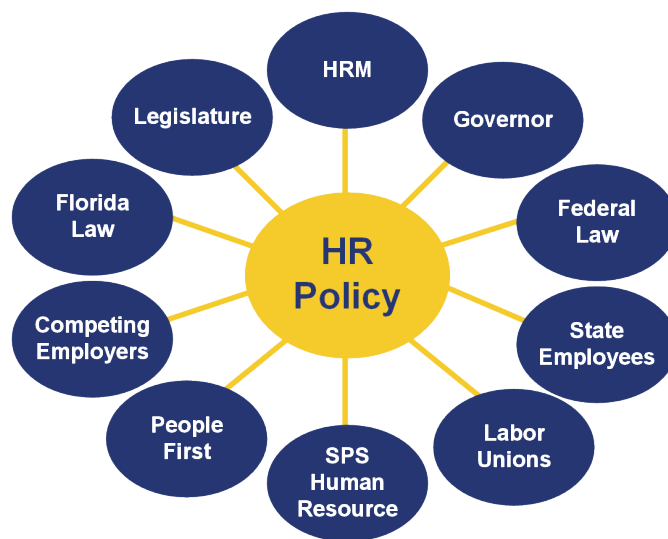
as well as Other Personal Services employment, within 30 executive-branch agencies, totaling approximately 106,647 positions. It is one of the largest primary employment systems in Florida's state government.

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.

SPS agencies operate under a single set of employment laws, policies, and practices and are viewed by the U.S. Department of Labor as a single employer. 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; and
 - 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; and
- Addresses the changing needs of the state, the SPS, and the agencies that serve Florida.

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



Responsibilities

The division 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 by People First and the outside vendor 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; and
- 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, e.g., flexible work schedules, job sharing, paid and unpaid family leave, etc.); and
 - State Employee Child Care Program (approves agency plans to provide workplace childcare 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):

Professional Development for HR Practitioners: In January 2016, HRM, in an effort to identify inexpensive yet effective continuing education to the hundreds of human resource professionals within the State Personnel System agencies, developed the Communities of Interest program. The Communities of Interest program is a low-cost professional development opportunity provided to subject matter experts and human resource professionals that leverages seasoned staff knowledge through collaboration on issues, idea sharing, discussion of common challenges, the creation of efficiencies, and recommendations for improvements to enhance HR practices and the overall workforce experience. Communities of Interest meetings have been established for the following areas of HR: Attendance and Leave; Classification and Organizational Structure; Employee Relations; Equal Employment Opportunity/Affirmative Action; Performance and Talent Management; and Recruitment and Selection. These quarterly professional development opportunities continue to aid in the building of positive working relationships between agencies. Each subject area is moderated by a member of the Division of Human Resource Management (HRM) and meetings are held on a quarterly basis, or as needed, to discuss common or emerging issues in the HR world. Guest speakers from various private and public organizations are now added into the rotation; adding another layer to the program. HRM will continue its quarterly outreach to state agency HR offices through facilitation of its Communities of Interest in an effort to ensure the open exchange of information and ideas.

Fundamentals of HR E-learning Series: In 2018, HRM undertook an initiative to develop and deploy a series of electronically accessible training courses for HR practitioners to provide them with a baseline understanding of the functional areas of human resources and to create a consistent and equitable application of federal and state laws and personnel rules. The subject areas to be covered in this series include Introduction to State Government, Classification and Compensation, Recruitment and Selection, Onboarding and Benefits, Attendance and Leave, Performance Management, Employee Programs and Responsibilities, Workplace Issues, Employee Relations, and Separations. In 2018-19, HRM released the first two modules, Introduction to State Government and Classification and Compensation. In 2019-20, HRM continued the series by developing Recruitment and Selection module along with the On-boarding and Benefits module. HRM will continue to expand its course offerings in the upcoming fiscal years with the ultimate goal of expanding course offerings to include more advanced and diverse offerings, potentially leading to certifications in various subject matter areas of human resources.

Improving the Workforce Experience for Employees: In 2020, HRM started an initiative to examine the workforce trends and data within the State Personnel System and assist agencies with implementing strategies to improve the overall workforce experience for employees in an effort to confront workforce challenges highlighted by the data, such as turnover, retention of quality employees and overall job engagement. While this multi-year initiative is in the beginning stages, HRM is leading the initial short-term goals of developing HR metric dashboards for agencies that will highlight key indicators of the effectiveness of workforce programs and policies and then engaging selected agencies in ongoing consultative discussions to share the workforce data with them and identify strategies for improving the workforce experience at their agencies, with the ultimate long-term goal of expanding the initiative to all State Personnel System agencies. As a part of this initiative to improve the overall workforce experience, HRM is also facilitating an effort to identify ways to fully leverage telework as an ongoing, long-term strategy for agencies in addressing some of the recruitment and retention as well as space utilization challenges facing them today with the goal of expanding the usage of telework to the greatest extent possible by effectively incorporating it into everyday operations of the agencies.

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.

	Fiscal Year 2015-16	Fiscal Year 2016-17	Fiscal Year 2017-18	Fiscal Year 2018-19	Fiscal Year 2019-20
Overall Customer Satisfaction *	100%	100%	100%	100%	96%
Clear Communication	100%	100%	100%	100%	100%
Courteousness	100%	100%	100%	100%	100%
Helpfulness	100%	100%	97%	100%	96%
Listening Skills	100%	97%	100%	100%	100%
Staff Availability	100%	100%	100%	100%	100%
Accuracy	100%	100%	100%	100%	93%
Consistency	93%	100%	100%	100%	93%
Easy to Understand	97%	100%	100%	96%	100%
Timeliness	100%	100%	100%	100%	100%
Usefulness	93%	97%	97%	100%	93%

People First

[People First](#) is the State of Florida's self-service, secure, web-based Human Resource Information System (HRIS), the public-facing State of Florida [job site](#), and the enterprise-wide suite of human resource (HR) and insurance benefit services as performed by outsourced service center staff. The objectives of People First 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 HR transactional processes, and to reduce the cost of government. The system streamlines and automates many of the state's HR functions and promotes paperless work processes (e.g., timesheet submission and approval, insurance benefits transactions, performance evaluations, and direct deposit).

Agency HR professionals, employees, managers, job applicants, retirees, and insurance benefits participants use the system, all of whom have access to their own personnel information at any time through online employee or manager self-service or by calling 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 • Maintain direct deposit authorization and Form W-4 elections • Enroll in and elect insurance benefits • View and update personal information • Acknowledge job expectations and performance evaluations • Complete on-line training 	<ul style="list-style-type: none"> • Approve timesheets • Initiate personnel actions • Advertise job vacancies • Process reports • View their employees' 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. To provide the state with an HRIS and a suite of HR services, the state executed the People First Next Generation contract with NorthgateArinso (NGA) (service provider). The Next Generation contract became effective on August 21, 2016 and provides several system and service center enhancements and overall contract improvements.

The HRIS is comprised of appointments and status details, time and attendance, insurance benefits administration, classification and organizational management, payroll preparation, talent management (performance management, recruiting and learning management) and reporting. In June 2017, the system was successfully upgraded to the latest version of SAP, followed by a major portal upgrade in March 2018. Upgrades have been completed annually since.

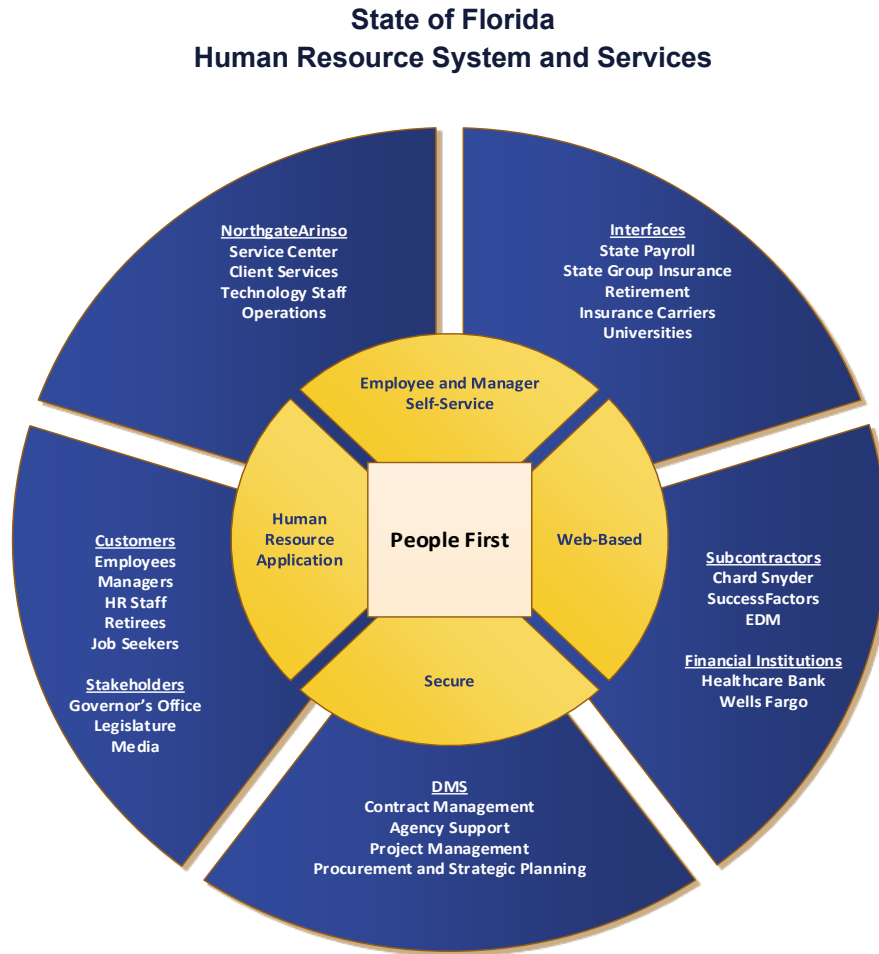
The system utilizes three-tiered architecture (web, application, and database). The data is maintained in an Oracle database (central instance) and is extracted to a custom Oracle data warehouse nightly. The system includes an integrated talent management solution, SuccessFactor's Talent Management product. 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. The newest addition to the talent management solution is the learning management system which was implemented on January 13, 2020. This module allows agencies to create and deliver training based on the agency's chosen practices. It also allows agencies with enterprise responsibility (e.g., the Department of Management Services, the Department of Financial Services) to publish enterprise-wide training.

In addition, the service provider subcontracts with other companies to supplement the SAP platform and Oracle database that make up the foundation of the HRIS: Chard Snyder manages the flexible spending accounts (health-care, limited purpose and dependent care), health savings account, and health reimbursement account; and EDM provides mail room, printing, forms, imaging, and document management services.

The service provider is required to maintain a service center to effectively meet customer needs. HR specialists at the People First Service Center provide navigational and transactional assistance and perform other administrative

functions previously handled by the state, such as insurance 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 Program.



The HRIS has been built to support multiple personnel systems (e.g., the Justice Administrative Commission, the Legislature, the Florida Lottery, the State Courts System, the State Personnel System, and the State University System of Florida (12 separate state universities and corresponding personnel systems for each), 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 nine 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 approximately 600 special interfaces have been built to exchange data between the People First systems and external systems (e.g., Department of Financial Services, university personnel systems, insurance carriers).

Who We Serve

People First supports more than 232,000 users. The group includes all 33 state agencies, all 12 state universities, all State of Florida retirees who have elected to continue with pretax health insurance or life insurance benefits, and other users. It is important to note that these customers use the People First system differently, so the system has incorporated additional customizations and special interfaces in order to capture and exchange data between

various systems. Other People First customers include job applicants who search and apply for state positions and maintain their applications online. Over the last 5 years, more than 91,000 State of Florida positions have been posted in the State of Florida job site, and more than 4 million employment applications have been submitted (see below).

Recruitment Center Metrics Updated

	Fiscal Year 2015-16	Fiscal Year 2016-17	Fiscal Year 2017-18	Fiscal Year 2018-19	Fiscal Year 2019-20	Total
Jobs Posted	19,446	21,281	15,005	17,304	18,708	91,744
Total Views	20,940,490	14,612,377	11,914,851	11,752,372	11,829,635	71,049,725
Applications Submitted	1,042,688	894,543	902,880	856,377	723,264	4,419,752

Our Role

People First strives to ensure excellence in HR services through the development and delivery of a user-friendly, reliable online system and service center. The team acts as both the contract manager and project manager over this program, which includes the following responsibilities (among others):

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 contract compliance of the service provider’s subcontractors, all aspects of adequately securing State of Florida production data, the day-to-day functionality of the system, and the operations of the service center. The team researches best practices, analyzes trends, identifies strengths and weaknesses of the current contract, and proactively plans for 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 business 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 insurance benefits to more than 210,000 subscribers;

- Oversee the annual open enrollment process;
- Provide accurate and timely data warehouse information to 33 state agencies;
- Correct HRIS and data warehouse deficiencies;
- Change system functionality based on state policy revisions and union agreements;
- Implement legislatively mandated system changes; and
- 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 2,445 mass loads for state agencies, and since January 2009, the team has produced 6,321 reports and responded to 1,019 public records requests.

Trends

People First 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. To constantly gauge customers' satisfaction with People First, the team utilizes a customer satisfaction survey tool to assess users' experience and satisfaction with the system and its related services.

The team administers the annual DMS People First Customer Satisfaction Survey, and this survey provides valuable information on customers' overall experiences with People First. The team analyzes the results and subsequently discusses with the service provider to formulate an action plan that addresses issues and implements improvements. Results from the 2020 survey demonstrate that approximately 86.5 percent of respondents are satisfied with the overall performance of People First. The recent portal upgrade and the additional new functionality planned through 2020 should result in continued higher customer satisfaction ratings. We will continue to monitor and dissect the results to ensure we are focused on those changes that will continue to improve customer satisfaction.

The customer satisfaction survey 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 HRIS and State of Florida job site, and enrolling in insurance benefits. The number of calls to the service center in Fiscal Year 2018-19 was 30 percent less than the number of calls in Fiscal Year 2017-18, a result of the many system enhancements made by the portal upgrade that went live on March 26, 2018. In fact, for the first three months after the portal upgrade deployment, the service center saw a 27 percent reduction in total calls. In Fiscal Year 2019-20, the number of calls continued to fall with a 14 percent decrease from Fiscal Year 2018-19.

Our Priorities

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

- Oversee the People First contract to ensure that the terms and conditions of the contract are met, all deliverables are received timely and accurately, and continual service center improvements are implemented.
- Manage the implementation of the remaining major system projects. Over the next three years, the service provider will be responsible for providing the following new system enhancements: automated position description, total compensation statement, and onboarding functionality (spring 2021).
- Implement other directives that may impact the People First system and service center.
- Plan for the next contract cycle (August 2021 – August 2026 optional renewal period) by researching best practices, analyzing trends, and identifying strengths and weaknesses of the current contract.
- Implement updates to the People First system and integrations to fully integrate with FL PALM.

Division of Telecommunications

The Department of Management Services (DMS) 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 agency to develop and maintain a statewide system of regional law enforcement communications.

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.

DivTel 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 of the E911 Board under section 365.172, Florida Statutes.

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. DivTel provides assistance in the preparation of radio frequency

coordination forms, Federal Communications Commission license applications, and Federal Aviation Administration registrations for tower clearance. DivTel, in accordance with sections 282.7101 and 401.024, Florida Statutes, ensures that no law enforcement communications system is established, or emergency medical services communications system expanded without appropriate departmental oversight. Section 401.015, Florida Statutes, assigns DivTel the responsibility of developing and overseeing the statewide system of regional emergency medical communications services.

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. 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.

Participation, Oversight and Reports

DivTel is associated with the following councils, boards and task forces, and provides certain oversight and 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 (800 MHz)* – DivTel assists the Region 9 Committee with the coordination and maintenance of this plan based on the frequency allocation responsibility delegated in paragraph 282.7101(2)(c), Florida Statutes.
- *700 MHz Public Safety Interoperability Channel Plan* – In accordance with chapters 252, 282, 318, 395, and 401, Florida Statutes, DivTel has oversight of the administration, technical standards, and operational policies for the 700MHz “interoperable-use” spectrum within Florida.
- *700 MHz Public Safety State Channel Plan* – In accordance with chapters 252, 282, 395, and 401, Florida Statutes, DivTel has oversight of the administration, technical standards, and operational policies for the 700MHz “state-use” spectrum within Florida.

- *E911 Board* – 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 Function 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

Technology continues to be a pervasive and driving force in virtually every facet of modern life. This is due, in part, to the broad range of accessible and powerful applications provided through elegant interfaces on inexpensive devices. This modernization of technology has created an environment where citizens are accustomed to instant, convenient access to the information and services that they need.

As government attempts to keep pace with the expectations of its constituents, it is often faced with challenges that slow the improvement of existing approaches for delivering services. Many of these challenges are due to the persistent desire to increase the efficiency and lower the cost of providing government services. Other challenges include ensuring that the information entrusted to the stewardship of the state is protected from increasingly sophisticated and persistent security threats.

As new technology products are developed, there will be increasing opportunities for the use of centralized, shared services provided by private entities commonly referred to as “cloud” services. These services sometimes offer an opportunity for the government to modernize service delivery while reducing some of the risk and cost of the traditional approach of creating custom applications.

Trends in both the market and in technology have the potential to provide long-term cost reduction through efficiencies.

- *Efficiencies through Cloud* - The commoditization of applications and services in the marketplace continue to provide opportunities to increase the agility and improve efficiencies of operation. Unfortunately, the ability to customize traditional COTS (Commercial off the Shelf) applications often led to challenges upgrading and sustaining them. Cloud services and applications help overcome that challenge by limiting the options to customize the applications and hosting environment. While limiting application customization may require updated business processes that align with the cloud applications, adopting these highly commoditized,

continuously improved services will result in a far more sustainable application that can significantly reduce or eliminate the cost and complexity of iterative application refreshes over the life of the application. As the cloud marketplace continues to mature, and the scope and maturity of commoditized cloud applications expands, more options to leverage these cloud services will occur.

- *Standardization* - Open standards that offer interoperability of common services are improving rapidly. Adopting industry standards for services and protocols used by identity management, service integration, data management, security, and many others will position the state to leverage commoditized services to the greatest extent possible.
- *Competition and Pricing* - Tough competition in the vendor communities for the fewer, often larger state IT acquisitions and projects results in better competition and better pricing for the provision of goods and services.
- *Affordability of Technology* - The costs continue to fall for a vast array of computing devices: tablets, smartphones, servers, storage systems, networking equipment, and computer-embedded industrial products. A host of new technologies are becoming affordable enough to be integrated and applied to solve business problems.
- *Internet protocol (IP) networks and unified communications* - 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 agency processes. It is expected that mobile wireless communications will be joining this convergence at an accelerating rate, and the industry is amid 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 an increasing speed, no matter the type of device or its location.
- *Telecommunications technology transition* - 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 (e.g., 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.
- *Public safety* - DMS will continue to maintain SLERS to meet the public safety communications requirements of state and local governments. DivTel 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.
- *Security processes, services, and tools* – These are improving rapidly to address the increased severity and sophistication of attackers. While a significant investment in people, process, and technology will be necessary to adequately address the security risk, it is possible to address security concerns if the efforts are prioritized appropriately.

Telecommunication

In the next five years, the continued delivery of high-quality, secure telecommunications services will remain a top priority for DivTel. DivTel represents the state as a technical agent in the volume purchase of telecommunications services and strives to obtain best value for all its customers. DivTel relies on the need's assessment and demand from its state agency customers to determine its purchasing schedule and to establish contracts for the provisioning of services. DivTel 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 communications environment. One such example this past year includes DivTel's procurement of 15 Telecommunications Infrastructure Project Services (TIPS) regional contracts that offer E-rate services, a federal program that enables schools and libraries to qualify for deep discounts on Internet access and hardware.

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. MFN-2 eliminates frame relay connections and other outdated technologies as well.

Planning for MFN-2 began in 2013 with the release of a 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 it was executed on Oct. 28, 2016. The network stand-up is complete, with customer migration 100% complete. MFN-2 continues to provide the same telecommunications services but with enhanced security features, increased bandwidth, and stricter performance requirements.

SUNCOM Communication Services – 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 issued a competitive procurement in the fall of 2018 for newly structured telecommunications infrastructure service and support contracts encompassing these services. This procurement has established multi-year, multi-vendor contracts that will leverage technological advances, reduce the cost of communications services, and increase the long-term value to the state. DMS references this initiative as SUNCOM Communications Services. As of May 2020, DivTel successfully completed the procurement, giving customers new cloud-first options and a robust catalog of cost-efficient and high-quality telecommunications voice services moving forward.

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, and push to talk (PTT) phones; 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 completed the business case required by section 287.0571, Florida Statutes, during Fiscal Year 2019-20. The procurement will occur during Fiscal Year 2020-21.

Statewide Law Enforcement Radio System (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 awarded vendor subsequently decided not to move forward with contract execution in Fiscal Year 2019-20. DivTel is in the process of working with a consultant to draft a new business case and procurement. The current SLERS initial term ends June 2021, with 20 renewal years available.

FirstNet – FirstNet is an independent authority within the U.S. Department of Commerce. Authorized by Congress on Feb. 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 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).

The FirstNet Public Safety Broadband contract was issued to AT&T in March of 2017 by FirstNet to build and manage America's first National Public Safety Broadband Network (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 data to public safety users, remaining bandwidth capacity on the system can be sold to AT&T commercial customers on a secondary basis.

DivTel provides state public safety agencies and eligible local public safety agencies a contract vehicle to purchase FirstNet services utilizing a current Mobile Communication Services contract.

Florida Digital Service

Under the leadership of Governor DeSantis, the Florida Digital Service (FL[DS]) was established in 2020 to deliver better government services and transparency to Floridians through design and technology. The Florida Digital Service has several key objectives including facilitating data interoperability, establishing enterprise architecture standards, transforming aging systems using agile methodologies, and strengthening Florida's cyber hygiene.

FL[DS] partners with state agencies in leveraging data and technology to transform state government digital services, with the goal of creating a better experience for Floridians.

Objectives

Cybersecurity

Cybercrime is not only a growing threat to citizens interaction with government but also continues to become a growing financial threat to state budgets. FL [DS] is working to improve the state's cyber hygiene and protect Floridians' personal information from cyber threats through partnerships with the public and private sector.

Florida Cybersecurity Task Force

House Bill 5301, passed during the 2019 Regular Session of the Florida Legislature, established the Florida Cybersecurity Task Force (task force). The task operates adjunct to the Department of Management Services to

review and assess the state's cybersecurity infrastructure, governance, and operations. The task force's charge is to analyze the current state and potential for improvement in the security program of state government and that of the individual agencies and prioritizing the risks posed by identified threats.

With a final report expected in January 2021, the Task Force is currently developing recommendations to leverage technologies, eliminate duplication, and deploy the resources necessary to close shortfalls, mitigate risk, and to ultimately better Florida's posture.

FL[DS] Cyber Team

As we await the finalized recommendations from the Cybersecurity Task Force, the FL [DS] Cyber Team is focused on improving Florida's cyber hygiene through strategic partnerships with a host of state and federal partners. Ensuring the availability, confidentiality, and integrity of Florida's data requires a highly skilled cybersecurity workforce. FL [DS] provides cybersecurity training opportunities through partnerships with the University of West Florida Center for Cybersecurity and Cyber Florida. Additional program responsibilities are outlined in s. 282.318, Florida Statutes.

Data Interoperability

Upon taking office, Governor Ron DeSantis immediately called for Florida's Health and Human Services (HHS) agencies to better collaborate when developing future technology systems to ultimately improve efficiency and deliver better outcomes for Floridians. He directed the Florida Department of Management Services, the primary shared services provider for Florida Government, to work alongside HHS agencies in developing strategies to support data interoperability and systems transformation.

FL [DS] recently received funding to complete a comprehensive state data catalog and dictionary. As part of these efforts, FL [DS] is establishing open data standards and reviewing data management policies that prevent data sharing to ensure data can be aggregated, sorted, stored, and shared among different state agencies.

Enterprise Architecture

Pursuant to s. 282.0051(1)(b), Florida Statutes, FL[DS] is in the process of creating a cloud ready architecture that supports scalability, acknowledges the unique needs of our partners, and facilitates digital interoperability. The architecture will be established to support emerging innovative technologies and the deployment of API's to facilitate integration. Following adoption FL[DS] will participate in the development of specifications and recommend modifications to planned procurements of state agencies to ensure compliance with the enterprise architecture.

Project Management and Strategic Planning

Section 282.0051(c) (d) and (n) Florida Statutes, establishing project management and oversight standards, performing project oversight on IT projects with total costs of \$10 million or more and cabinet agency IT projects with total project costs of \$25 million or more, providing operational management and oversight of the State Data Center, identifying opportunities for standardization and consolidation of information technology services that support business functions and operations, including administrative functions such as purchasing, accounting and reporting, cash management, and personnel, and that are common across state agencies.

Participation, Oversight and Reports

Enterprise Architecture

Pursuant to s. 282.0051(1)(b), Florida Statutes FL[DS] is in the process of creating a cloud ready architecture that supports scalability, acknowledges the unique needs of our partners, and facilitates digital interoperability. The architecture will be established to support emerging innovative technologies and the deployment of API's to facilitate

integration. Following adoption FL[DS] will participate in the development of specifications and recommend modifications to planned procurements of state agencies to ensure compliance with the enterprise architecture.

Standardizing data

In accordance with section 282.0051(17), Florida Statutes, recommend potential methods for standardizing data across state agencies which will promote interoperability and reduce the collection of duplicative data.

Project Management and Oversight

In accordance with sections 282.0051(c), (d) and (n), Florida Statutes, FL[DS] is to establish project management and oversight standards which state agencies must comply with when implementing information technology projects. FL[DS] also performs project oversight on all state agency information technology projects over \$10 million for Executive agencies, and projects over \$25 million for Cabinet agencies.

Standards and Consolidation Report

In accordance with section 282.0051(e), Florida Statutes, identify opportunities for standardization and consolidation of information technology services that interoperability and the cloud-first policy, as specified in s. 282.206, Florida Statutes, and business functions and operations, including administrative functions such as purchasing, accounting and reporting, cash management, and personnel, and that are common across state agencies.

Best practices in Procurement

In accordance with section 282.0051(f), Florida Statutes, establish best practices for the procurement of information technology products and cloud-computing services in order to reduce costs, increase the quality of data center services and improve government services.

Standards for information technology reports and Updates

In accordance with section 282.0051(g), Florida Statutes, develop standards for information technology reports and updates, including, but not limited to, operational work plans, project spend plans, and project status reports, for use by state agencies.

Compliance with information technology standards

In accordance with section 282.0051(i), Florida Statutes, conduct annual assessments of state agencies to determine compliance with all IT standards and guidelines developed by FL[DS].

Technical Standards

In accordance with section 282.0051(18), Florida Statutes, recommend open data technical standards and terminologies for use by state agencies.

Statewide IT Security Strategic Plan

In accordance with section 282.318(3)(b), Florida Statutes, develop, and annually update by February 1, a statewide information technology security strategic plan that includes security goals and objectives for the strategic issues of information technology security policy, risk management, training, incident management, and disaster recovery planning.

IT Security Framework

In accordance with section 282.318(3)(c), Florida Statutes, develop and publish for use by state agencies an information technology security framework.

Trends

Companies, agencies and entities responsible for the delivery of information technology resources are updating strategies to include dramatic decreases in the ownership of real estate, hardware, software and man-power required to support the infrastructure needed to host applications and services used by customers, constituents and clients. Instead, investments are being made in the use of cloud-hosted services, which allows providers of critical and necessary services to focus on ensuring applications are reliable, available, secure and as easy as possible for recipients to access. Investing in cloud-hosted products can build efficiencies, by allowing agencies to put efforts towards building applications that can “go where the recipient is”, because many of these services can be accessed using any computer with an internet connection, including mobile devices, usually at no additional cost. The transition away from platform ownership also allows agencies to focus on the development of applications and systems based on the total experience of a customer and not be limited to the process managed by the agencies. Instead agencies can now work together to build an application or system that is truly interoperable and shares data collected by multiple agencies, no longer requiring a customer to know which agency is responsible for a delivering a service. Application and systems can be made aware of data existing in other databases managed by other agencies, to improve the interactions with agencies experienced by our citizens. Many of these benefits can be realized due to no longer being limited by the spending, skills, priorities required when an agency is the owner of the infrastructure and associated resources for ensuring applications and systems are available.

The State of Florida, understanding the benefits experienced by transitioning from an capital expenditure model to an operational expenditure model, passed legislation in 2019 creating the Cybersecurity Task Force to review and recommend changes to the state’s cybersecurity framework, and changing the direction of the state’s strategy to focus on cloud computing solutions outside of the state data center, requiring each state agency to adopt a cloud first strategy, which is to show a preference for cloud computing solutions to minimize the investment in infrastructure located at the state data center. And in 2020 legislation was passed creating the Florida Digital Service (FL[DS]) and to further efficiencies through systems transformation and data interoperability, though the development of Enterprise Architecture standards, an enterprise data catalog and a data dictionary. Finally, the State of Florida is in the process of procuring a managed services provider, committing to the transition away from infrastructure ownership and further supporting the transition to cloud solutions.

Additionally, the FL[DS] is working with multiple agencies to explore opportunities to increase interoperability between agencies and explore synergies for multi-agency IT systems redesign. At the direction of Governor DeSantis, a workgroup(s) was formed, responsible for improving the sharing of data between agencies, modularizing applications, identifying cost savings by avoiding redundant efforts and ensuring system integration. These workgroups will produce enterprise-level improvements by standardizing the process for developing and managing data sharing agreements, building online services to provide better experiences for Florida citizens and identifying and negotiating better pricing for business intelligence, data analysis, artificial intelligence and data integration tools that can be used by agencies.

The FL[DS] continues to provide a significant investment in ensuring the availability, confidentiality, and integrity of Florida’s data by acquiring and providing continuous training for a highly skilled cybersecurity workforce. Recognizing the critical need for continuous training, the Florida Digital service maintains its investment in procuring high-quality cybersecurity training. To the end, the Florida Digital Service continues its partnership with the University of West Florida to provide an innovative training program for Information Technology practitioners at any State of Florida agency. The training aims to strengthen and build on cybersecurity skills with the goal of strengthening the State of Florida’s overall cybersecurity posture. Over the year, 134 students attended the courses for a total of 2010 cybersecurity training hours awarded. The UWF/State of Florida cybersecurity training program allows for agencies to build more robust information security teams without incurring the costs of expensive

certifications. Since its inception in 2018, the training program saved state agencies \$440,000 in potential training costs while providing verifiable continuing education hours. Additionally, offering the courses ensures that a wide spectrum of State information technology personnel receive consistent training and skills.

In addition to the UWF training initiative the enterprise utilizes an integrated cybersecurity training solution for security awareness training and simulated phishing platform. The platform serves all enterprise state agency employees and provides security awareness training and a simulated phishing platform, which are known to be the most effective ways to manage social engineering attempts.

The technological capabilities of the integrated cybersecurity training solution product include incorporating Active Directory integration with the tool for dynamic user onboarding and offloading, eliminating the need for an administrator to manually add and remove employees and users as they come and go. Based on these groups, the product can then set up automatic training campaigns for new users or users who require extra training. The product also includes a feature, which is a simple ribbon add-on within a user's email pane that a user can click on to report a malicious or unsolicited email to the agency's administrators for further inspection.

The simple yet effective nature of its training and phishing campaigns proved to be a welcomed innovation for all agencies, especially those who did not have a streamlined process for security awareness training in their environment. Today, since 31 agencies are fully onboarded and utilizing the capabilities that the integrated cybersecurity training solution has to offer, meaning 97% of Florida's executive agencies have a standard method of training users and reporting spam emails. To date, the program has over 87,000 users that can be phished as part of an exercise or trained in cybersecurity fundamentals.

The Florida Digital Service expanded its threat intelligence capabilities and provides enhanced dissemination and analysis of threat data. This renewed focus on threat intelligence resulted in an enhanced vulnerability management program, which catalogues and assesses vulnerability scan data for State of Florida enterprise systems. The enhancements to the current vulnerability management program provides agencies with a more efficient approach to prioritizing and remediating information security vulnerabilities based on vulnerability severity, which, in turn, ensures Florida continues to make strides to improve the overall security posture of the state.

Currently, the state lacks an enterprise level assessment of its security capabilities. The state must improve its understanding of its overall risk posture. To address this, the state has completed the purchase of a governance risk and compliance tool to provide a means for agencies to submit their statutorily required triennial risk assessments. Such a platform will provide the means to perform analysis of multiple risk data points from a strategic perspective at both the enterprise and agency level. The current approach leverages multiple spreadsheets and has many inherent shortcomings. This initiative will improve the state's capability to assess and manage cyber-risk across the enterprise.

While the Florida Digital Service continues to make significant investment in the continued training and retention of trained cyber security professionals, the recruitment of highly technical positions required to support the information technology needs of state government continues to present difficulties. The state has the unique challenge of retaining highly skilled employees within the constraints of state salaries and benefits packages. Further, the retirement of staff with institutional knowledge leaves severe gaps in application support areas, making it more difficult to operate existing legacy systems and creating even greater risks in developing strategies for their replacement. The state continues to broaden state employee cybersecurity training by exploring potential relationships with other training providers in both the public and private sector. To better define cybersecurity skills requirements the Florida Digital Service continues to work toward standardizing cybersecurity related job roles with

the National Initiative for Cybersecurity Education (NICE) workforce framework. Such efforts will improve the state's cybersecurity employee skills baseline which is foundational for all cyber initiatives.

Though significant strides in vulnerability management have been made, there is still the challenge of anticipating and mitigating ever-evolving attacks leveraged on state entities. It is no longer enough to take a reactive approach to threats, and it is becoming more challenging to contain the potentially long-reaching negative effects of cyber-attacks by sophisticated bad actors. A number of critical vulnerabilities disclosed within the last year with a high probability to impact enterprise systems underscores the need to develop a robust cybersecurity program. Securing the state requires the implementation of a highly evolved program which will allow the agency to identify, contain, and finally, resolve and remediate vulnerabilities.

Division of Real Estate Development and Management

Authorized in section 20.22, Florida Statutes, the Facilities Program oversees the construction of public buildings and the operation and maintenance of the Florida Facilities Pool (FFP) 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 statutes 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 publishes the State Facilities Inventory Report. 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, compose the Florida Building and Facilities Act, which relates specifically to the creation and management of the FFP. 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 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 and 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, including 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 content 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; and
- Act as construction managers for agencies through client-agency agreements.

Operations and Maintenance

- Manage the FFP 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; and
- Ensure compliance with the Americans with Disabilities Act (ADA).

Property Services (previously Lease Administration)

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

Business Support

- Administer the Fixed Capital Outlay and Operating Budget;

- Administer and manage the division's services, construction, and other contracts; and
- Manage the division's purchasing and procurement services.

Building Systems

- Manages the strategic integration and upgrade of building automation systems and energy management systems using the latest technology to modernize the FFP.
- Oversees the division's Operations & Controls team and Fire and Life Safety section to install, repair, and maintain industrial controls, fire & life safety, access control, intrusion detection and video surveillance equipment in DMS-managed facilities.
- Leads the division's Property Management team, which is responsible for gathering, compiling, and analyzing data for annual legislatively required reports and making recommendations for strategies to maximize the utilization of state-owned and state-leased space.

Funding

The Facilities Program's funding sources are the Supervision Trust Fund, Architects Incidental Trust Fund, Operating Trust Fund, FFP Clearing Trust Fund, and General Revenue. Some of the FFP buildings are bond-financed. Agency rental fees paid into the Supervision Trust Fund support all revenue-producing buildings. These funds are obligated to the debt service of the bonds and, as required by the respective bond resolutions, 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 agency to manage the public's real property holdings efficiently.

For Fiscal Year 2020-21, the Facilities Program received funding from the following sources. The percentage of funding for each also follows:

- Supervision Trust Fund (50.82 percent);
- Architects Incidental Trust Fund (0.71 percent);
- FFP Clearing Trust Fund (13.03 percent); and
- General Revenue (35.45 percent).

Priorities

The Facilities Program continues to address its ongoing responsibilities by fulfilling the requirements of the FFP bond covenants and resolutions and by focusing on providing cost-effective, accessible, clean, and safe work environments for the customers we serve. 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 2023.** As directed by 2020-114, 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, 2021, and June 30, 2023, in order to reduce costs in future years. The improved economic outlook in Florida

and rising rental rates in all major markets precluded additional cost avoidances. The current DMS policy to minimize square footage allocation per full-time equivalent (FTE) and encourage agencies to co-locate with other agencies providing a similar mission, when feasible, to offset the rising rental rates across the state is ongoing. Between July 1, 2019, and June 30, 2020, overall state leasing costs decreased by \$1,268,995.28, a 0.52 percent decrease across the entire lease portfolio of 13,295,885 square feet.

- **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 utilization 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 Feb. 1, 2017. The division continues to address the aging infrastructure annually with planning and reprioritization of the needs.
- **Managing the backlog of deferred maintenance.** In fiscal year 2017-18, an appropriation of \$31.1 million was allocated 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. In fiscal year 2018-19, an appropriation of \$56.3 million was allocated to continue to address and reduce deficiencies in the following amounts: general projects, \$53.1 million; priority ADA, \$1.3 million; and life-safety projects, \$1.9 million. In fiscal year 2019-20, an appropriation of \$47.3 million was allocated to continue to address and reduce deficiencies in the following amounts: general projects, \$44.3 million; priority ADA, \$1.6 million; and life-safety projects, \$1.4 million. In fiscal year 2020-21 an appropriation of \$70.5 million was allocated to continue to address and reduce deficiencies in the following amounts: general projects \$68 million; priority ADA \$1.1 million; and life-safety projects \$1.4 million.
- **Overseeing and efficiently managing the day-to-day operations of the FFP.** DMS manages daily operations of the FFP, 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. At the direction of Secretary Satter to cut energy usage in DMS-managed facilities, REDM achieved a 6.1 percent reduction in the first six months of 2020. REDM also successfully piloted Quick Response (QR) Code technology in several locations to allow customers to provide direct feedback.
- **Increasing FFP occupancy.** To provide effective space utilization to state agencies and to increase FFP occupancy, DMS continually reassesses portfolio opportunities and identifies FFP space for reconfiguration based on the amount of vacant space, the opportunity for revenue generation, and potential private-lease cost savings. Such reconfiguration allows DMS to better utilize owned space and to backfill vacant space with state agencies that are relocating from more expensive private-leased office space. This results in reduced office space expenditures for the tenant agencies and increased rented space and efficiency within the FFP. As of June 30, 2020, the FFP has a 98.7 percent occupancy rate.
- **Memorials.** Legislative directives from 2016 session include the Florida Holocaust Memorial to honor survivors, victims and those lost in the Holocaust through the establishment of the Florida Holocaust Memorial. 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. Legislative directives from 2018 session include the Florida Slavery Memorial to

recognize the fundamental injustice, cruelty, brutality, and inhumanity of slavery in the United States and the American Colonies and to honor the nameless and forgotten men, women, and children who have gone unrecognized for their undeniable and weighty contributions to the United States.

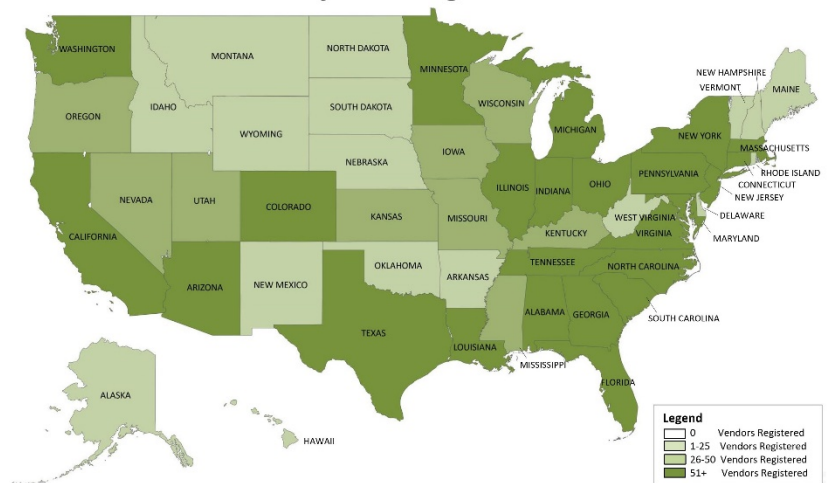
- **Building Automation System Modernization.** Five disparate, proprietary, building automation systems (BAS) are used in DMS-managed facilities. Three of the five systems are functionally obsolete. REDM developed a BAS master plan focused on adopting open source technology to connect autonomous systems and integrate a variety of devices and protocols into a common, distributed platform with Tridium Niagara serving as the single pane of glass. This vendor-agnostic approach will support future use of smart building technology, enable integration with the energy management platform, and will provide fault detection and diagnostics with the addition of analytics software. Priority is replacing obsolete equipment controllers and migrating facilities to the Niagara BAS to mitigate the financial and operational risks associated with continued use of unsupported BAS.

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. 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.

**New Vendor Registrations in MyFloridaMarketPlace by State
July 2019 through June 2020**



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, including:

- Agriculture and Lawn Equipment
- Body Armor and Defense Products
- Bulk Fuel and Liquified Petroleum Gas
- Construction and Industrial Equipment
- Custodial Services
- Elevator Maintenance Services
- Floorcovering and Installation Services
- Furniture
- Industrial Equipment and Tool Rental
- Laboratory Equipment and Supplies
- Lawn Care Services
- Mail Processing Equipment
- Mail Services
- Management Consulting Services
- Medical and Dental Supplies
- Medium and Heavy Trucks
- Mobile On-Site Shredding Services
- Motor Vehicles
- Office Supplies and Paper
- Online Auction Services
- Pest Control Services
- Public Safety Communication Equipment
- Purchasing Card and Fuel Card Services
- Rental Vehicles
- Security Guard Services
- Temporary Staffing Services

The division also procures information technology commodities and services, such as computer software and hardware, networking equipment, cloud solutions, technical support and consulting services, staff augmentation services, independent verification and validation, communications products and services, audio visual equipment and accessories, and copiers and managed print services. Statewide technology standards and best practices are identified with the assistance of the Florida Digital Service, and agency needs are identified through customer surveys and focus groups facilitated by the division.

State term contracts and alternate contract source agreements procured by the division are also managed by the division. As of June 30, 2020, the division manages 30 state term contracts and 35 alternate contract source agreements with 664 vendors, representing an estimated \$1.3 billion in annual sales. The division's contract managers enforce performance of contract terms and conditions, serve as a liaison with vendors, 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, 2020, the division manages 25 insurance policies covering \$52 billion in tangible property for state agencies and the State University System.

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 2019-20, prior to the COVID-19 public health emergency, the division offered 35 instructor-led training sessions, trained 1,199 staff, and issued 1,177 certifications. Due to the COVID-19 public health emergency, the division will temporarily transition training to a virtual environment beginning in fiscal year 2020-21. Whereas the statutory requirement began during fiscal year 2014-15 and certification is valid for four years, the need for recertification training began to increase in fiscal year 2018-19; during fiscal year 2020-21, approximately 2,000 staff will require recertification training. The division will continue to offer new certification and recertification 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 2019-20, prior to the COVID-19 public health emergency, the division offered three instructor-led training sessions, trained 43 staff, and issued 40 certifications; whereas completion of instructor-led training is one of several requirements for certification, staff may attend training and apply for certification in different fiscal years. Due to the COVID-19 public health emergency, the division may temporarily transition training to a virtual environment beginning in fiscal year 2020-21. Whereas the statutory requirement began during fiscal year 2014-15 and certification is valid for five years, the need for recertification training began to increase in fiscal year 2019-20; during fiscal year 2020-21, approximately 50 will staff require recertification training. The division will continue to offer new certification and recertification training as needed.

- **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.” Also, in accordance with Rule 60GG-1.009(7), Florida Administrative Code, “A PMP Certified Project Manager is required for any [information technology] project meeting the criteria for DMS oversight.” The division uses contracted services to provide instructor-led training and manage the certification process; in fiscal year 2019-20, the division funded services for 90 staff. Due to the COVID-19 public health emergency, the division temporarily transitioned training to a virtual environment beginning in fiscal year 2019-20.

In addition to being responsible for statutorily required certification programs, the division provides additional training opportunities for procurement professionals, such as:

- **Procurement Operations Prep (POP)**

The division offers a three-day instructor-led training designed to educate new state agency purchasing professionals on the seven stages of public procurement. The curriculum provides procurement professionals with the knowledge and skills necessary to develop successful solicitations, evaluate responses, and write and manage contracts effectively. In fiscal year 2019-20, prior to the COVID-19 public health emergency, the division offered one instructor-led training session and trained 27 staff. Due to the COVID-19 public health emergency,

the division may temporarily transition training to a virtual environment during fiscal year 2020-21. The division is currently developing supplements to the POP curriculum that will offer further comprehensive information for more seasoned procurement professionals. These supplements are expected to be available during fiscal year 2020-21.

- **Procurement Professional Resource Center**

Beginning in fiscal year 2020-21, 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 subsection 287.057(22), Florida Statutes, the department collects fees for the use of its online procurement system; in accordance with Chapter 2020-114, section 67, Laws of Florida, the transaction fee for fiscal year 2020-21 is 0.7 percent.

- **Utilization and Support Activities**

The MFMP Agency Utilization Scorecard measures utilization in five key online procurement functions: (1) purchase orders and contracts, (2) invoicing, (3) catalog requisitions, (4) receiving goods, and (5) eQuote. 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 89 percent in metrics one through four. The division supports achievement of the metric five goal (i.e., eQuote utilization) through focus groups, updated training materials, and engagement efforts with vendors.

MyFloridaMarketPlace Agency Utilization Scorecard

July 15, 2020 scorecard for data through June 30, 2020

Group	Agency	Overall Monthly Trend	Purchase Order and Contract Utilization	Monthly Trend	Invoice Utilization	Monthly Trend	Catalog Utilization	Monthly Trend	Receiving Goods in MFMP Utilization	Monthly Trend	eQuote Utilization*	Monthly Trend
		Goal >= 80%	Goal >= 80%	Goal >= 80%	Goal >= 80%	Goal >= 80%	Goal >= 50%					
Phase 3 (Target Enablement Date: 12/31/2013)	Department of Education	-	89.15%	-	64.22%	-	97.57%	-	94.11%	+	91.20%	+
	Department of Financial Services	-	100% +	•	91.72%	-	92.19%	-	89.87%	-	19.53%	+
	Department of Revenue	•	100% +	•	100% +	•	98.43%	-	82.77%	+	34.80%	-
	Department of State	-	100% +	•	100% +	•	91.80%	-	83.95%	-	46.32%	-
	Department of Transportation	-	100% +	•	100% +	•	48.38%	-	81.95%	-	11.68%	-
Phase 2 (Target Enablement Date: 10/31/2013)	Department of Economic Opportunity (DEO)	•	100% +	•	100% +	•	63.32%	-	88.43%	+	30.48%	+
	Department of Health	•	100% +	•	82.06%	-	96.32%	-	90.05%	+	14.84%	+
	Department of Law Enforcement	•	100% +	•	75.85%	-	85.75%	-	96.38%	+	20.23%	+
	Department of Military Affairs	-	94.75%	-	85.26%	-	96.33%	-	91.39%	+	-	•
	Department of the Lottery	+	15.78%	+	13.49%	-	96.33%	+	91.88%	+	20.80%	+
Phase 1 (Target Enablement Date: 7/1/2013)	Agency for Health Care Administration	•	100% +	•	100% +	•	95.26%	-	94.99%	+	100% +	•
	Department of Children and Families	-	100% +	•	97.10%	-	95.56%	-	93.93%	+	40.96%	-
	Department of Citrus	•	100% +	•	100% +	•	-	-	-	-	-	•
	Florida Department of Corrections	•	100% +	•	100% +	•	80.53%	-	93.55%	-	4.87%	+
	Agency for Persons with Disabilities	•	100% +	•	100% +	•	93.87%	-	92.80%	+	8.46%	-
On-Going Training Support	Department of Business and Professional Regulation	-	100% +	•	80.58%	-	77.47%	+	86.91%	-	20.14%	-
	Department of Elder Affairs	•	100% +	•	100% +	•	98.79%	-	94.66%	+	24.56%	-
	Division of Emergency Management	+	100% +	•	100% +	•	89.63%	+	57.77%	+	48.12%	+
	Department of Environmental Protection	•	100% +	•	100% +	•	93.16%	-	94.89%	+	20.14%	-
	Department of Highway Safety and Motor Vehicles	•	100% +	•	100% +	•	76.69%	-	90.51%	+	40.53%	-
	Department of Juvenile Justice	-	99.84%	-	72.06%	-	93.59%	-	90.55%	+	91.89%	-
	Department of Management Services	•	100% +	•	100% +	•	84.63%	+	90.66%	+	100% +	•
	Department of Veterans Affairs	•	100% +	•	100% +	•	97.46%	-	91.19%	+	100% +	•
	Executive Office of the Governor	•	100% +	•	100% +	•	73.54%	+	97.62%	-	-	•
	Fish and Wildlife Conservation Commission	•	100% +	•	100% +	•	78.21%	-	90.45%	+	0.12%	•
	Florida School for the Deaf and Blind	-	89.28%	-	68.37%	-	75.00%	-	79.21%	+	-	•
	Florida Commission on Offender Review (FCOR)	•	100% +	•	90.91%	-	94.80%	+	97.43%	+	-	•

Average Utilization All Agencies	95.88%	89.69%	83.87%	86.22%	32.95%
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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
Green	Utilization metric is between 80%-100%*
Yellow	Utilization metric is between 60%-79%*
Red	Utilization metric is <60%*

* As of 3/31/14, the eQuote utilization metric ranges are 50% - Green, 25%-49% - Yellow, and <25% Red.

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 50 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. Due to the COVID-19 public health emergency, the division temporarily transitioned in-person training to a virtual environment during fiscal year 2019-20. In fiscal year 2020-21, 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; additionally, the division will continue to update the MFMP website to improve the user experience for customers and vendors.

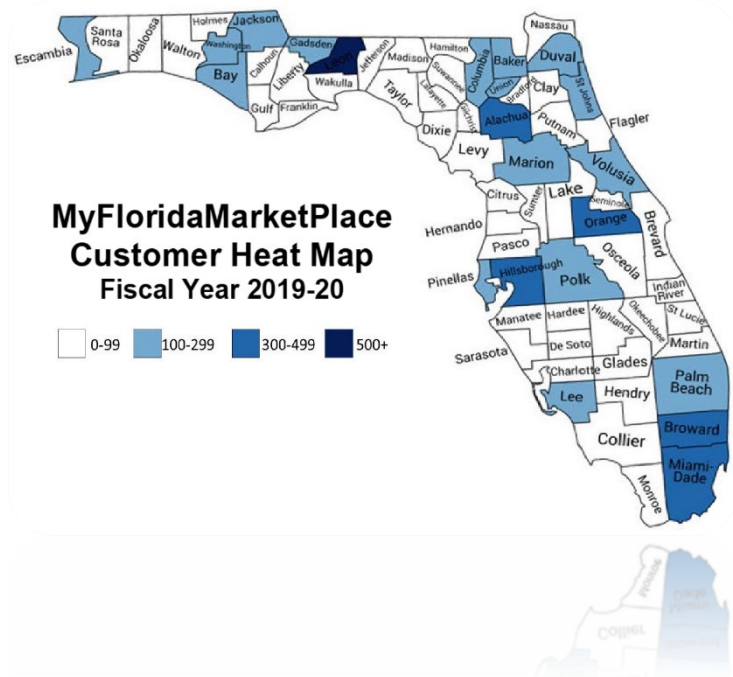
FISCAL YEAR 2019-20 TRAINING SESSIONS	Total Trainings Offered	Total Number of Participants
Agency Customer Training Sessions	72	1,892
Vendor Training Sessions	13	278

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 travel for in-person training sessions during fiscal year 2020-21: Alachua/Columbia counties, Hillsborough/Orange counties, and Miami-Dade County.

The division continuously updates the MFMP agency customer and vendor training materials, focusing on increasing customer engagement in training through increased interactions using a variety of methods including, instructor guides, surveys, quizzes, polls, and practical exercises.

Next Generation MFMP

The Department is seeking to identify and procure a cloud-based online procurement solution that will replace the existing MFMP platform. The next generation MFMP aims to provide the best long-term value to the state, will allow for reduced costs of online procurement, and will be adaptable to future process and law changes.



Office of Supplier Diversity

The Office of Supplier Diversity (OSD) manages a state certification program for woman-, veteran-, and minority-owned small businesses. Initial certification is valid for two years, and certified business enterprises (CBE’s) have the ability to recertify every two years via an online process. Additionally, OSD provides outreach to state agencies, community organizations, and vendors in all matters relating to supplier diversity. Applicable statutes specific to OSD’s mission are found in sections 287.094, 287.0943, 287.09431, 287.09451, 287.0947, and 295.187 Florida Statutes.

OSD’s priorities are guided by the mission of providing quality customer service and ensuring equity in relation to small businesses participating in procurement opportunities in Florida. OSD encourages state agencies to utilize

CBE's and is responsible for reporting the amount of spend with CBE's by state agencies. OSD serves as a liaison between state agencies and other community organizations to inform CBE's about potential contracting opportunities. OSD helps small businesses learn, network, and grow through its signature event, the Supplier Diversity Exchange, which is a networking-style event that allows small businesses and CBE's to meet with local, federal, and state buyers. OSD also manages the Mentor-Protégé Program, which pairs a seasoned company (mentor) with a CBE (protégé) seeking assistance to engage in government contracting. OSD's priorities for the next five years include:

- Increase the amount of spend with CBE's by state agencies each fiscal year;
- Increase the number of CBE's that are registered to do business with the State of Florida; and
- Create new opportunities for the inclusion of state agencies in diversity initiatives through educational outreach opportunities to optimize participation in state purchasing by CBE's.

In accordance with section 287.0947, Florida Statutes, 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 of 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 issues and emerging topics relating to small and minority business economic development;
- Study the ability of financial markets and institutions to meet small business credit needs and determine the impact of government demands on credit for small businesses;
- Assess the implementation of subsection 187.201(21), Florida Statutes, requiring a state economic development comprehensive plan, as it relates to small and minority businesses;
- Assess the reasonableness and effectiveness of efforts by any state agency or by all state agencies collectively to assist minority business enterprises; and
- Advise the Governor, the Secretary of DMS, and the Legislature on matters relating to small and minority business development which are of importance to the international strategic planning and activities of this state.

Division of Specialized Services

Bureau of Private Prison Monitoring

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

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

At the direction of the Legislature, the operations of all original and expansion construction for the contractor-operated 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 prison contractors are also appropriated to FDC; however, the bureau is mandated by statute to certify these pay applications and invoices.

The Criminal Justice Estimating Conference projects the number of beds needed each year, looking forward five years at a time. Between 2005 and 2009, as a result of additional bed needs and at the direction of the Legislature, five existing facilities underwent expansions, and two new privatized facilities were constructed. The total contract bed capacity is now 9,945 inmates. At this time, there are no plans for additional publicly or privately operated secure beds to be built.

Facilities

Facility	Mission/Custody Levels	Contract Beds
Bay	Adult Male, Minimum/Medium	985
Blackwater River	Adult Male, Medium/Close	2,000
Gadsden	Adult Female, Community/Minimum/Medium	1250
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		9,945

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 2019-20, the facilities generated a total of \$3.4 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 2019-20 was \$5.3 million.

Bureau of Fleet Management and Federal Property Assistance

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

In accordance with Chapter 287, Part II, Florida Statutes, Fleet Management manages the acquisition, operation, maintenance, and disposal of the state's fleet of motor vehicles and watercraft. The state's fleet includes approximately 26,000 pieces of equipment: automobiles, light trucks, medium and heavy trucks, construction and industrial equipment, tractors, mowers, small utility vehicles, motorcycles, and all-terrain vehicles. In addition, Fleet Management determines 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 Fleet Information Management System (FIMS), which is a management and reporting system that includes more than 26,000 pieces of equipment (valued at more than \$650 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; and
- Totaled vehicle status (cannot be repaired).

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

Special Projects and Initiatives

Fleet Telematics

In December 2019, DMS conducted a Request for Information (RFI) to gather information of available telemetric options that yielded 22 responses.

The Fleet Information Management System (FIMS) is capable of harnessing information obtained through fleet telematics, a technology used to monitor a wide range of information relating to an individual vehicle or an entire fleet. Telematics systems gather data including vehicle location, driver behavior, engine diagnostics and vehicle activity, and visualize this data on software platforms that help fleet operators manage their resources.

There are many benefits of telematic devices, including:

- Accident Cost Reduction by driver behavior alerts and maintenance alerts;
- Reduce fuel consumption and Green House Emissions by route generators, idling reports, and maintenance reports;
- Speeding alerts and reporting;
- Enhance asset management with utilization reporting, GPS tracking, and active/inactive vehicles.
- Engine diagnostics by maintenance reports and alerts.

Information learned will be used to conduct a larger pilot. The goal is to remove the human element from the process.

Federal Property Assistance

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

Pursuant to section 217.03, Florida Statutes, and Executive Order #77-36, 40 USC 203.10, USC 2573 (A), Federal Statutes, Federal Property Assistance acquires and distributes federally owned tangible personal property declared in excess or surplus. This property, 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.

The 1122 Counter Drug Equipment Procurement Program is operated by the Florida Sheriffs Association; however, Federal Property Assistance retains audit and oversight authority.

Special Projects and Initiatives

State Agency for Surplus Property (SASP) Warehouse Closing effective December 31, 2020

The SASP is revising its business model to a virtual direct ship model. This means the Starke Distribution Center located at 14281 US HWY 301 South Starke, FL 32091 will close and offer surplus only through GSAXcess®. By following best practices of other leading business models, the State of Florida believes that a virtual direct ship model will be more efficient and effective in meeting all customer needs throughout Florida.

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 Employees 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 DMS. The Commission's core functions and responsibilities can be set forth in three categories:

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

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

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

Performance Measures – The Commission’s primary performance measures relate to the timeliness of the adjudication process and the percentage of final orders that are upheld by the state appellate courts when appealed. On these measures in fiscal year 2019-20, PERC closed 90 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 100 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 controlled 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 has also reestablished its externship program in conjunction with the Florida State University College of Law to foster the development of labor and employment law attorneys. 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) and the Florida Fair Housing Act (Part II, Chapter 760, Florida Statutes) is to promote and encourage fair treatment of all persons in Florida regardless of race, color, religion, sex, pregnancy, national origin, age, disability and familial or marital status. The FCHR’s primary responsibility is to enforce Florida’s employment and housing discrimination laws. In addition, the FCHR 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 FCHR also investigates discrimination in public accommodations (such

as lodging and food establishments). Finally, under the Florida Whistle-blower's Act, the FCHR investigates allegations of retaliation against state employees who "blow the whistle" on government fraud, misuse of public resources or gross neglect (section 112.81395, Florida Statutes).

These various acts require the FCHR 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 FCHR 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 FCHR is also authorized to conduct research to address civil and human rights issues as prescribed in the acts.

Throughout its 51-year history, the FCHR has served the people of Florida by assuring equal protection against discrimination in employment, housing, certain public accommodations and state employee whistle-blower retaliation. At the same time, it provides an invaluable service to employers in Florida by providing an effective and efficient way to resolve allegations of discrimination.

Current Status and Future Prospects

General Demographics- The Changing Face of Florida

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 projected population estimate of 21,477,737 as of July 2019.¹ Females garner the majority position at 51.1%. The U.S. Census Bureau estimates that about 20.5% of Florida's net migration between 2014 and 2018 was due to international migration. Also, according to the U.S. Census Bureau's 2014-2018 American Community Survey 5-Year Estimates, 20.5% of Florida's population is of foreign origin. African-Americans make up 16.9% of the state's population.² Although Native Americans account for only 1% of Florida's total population, Native American Floridians are distributed within approximately 40 distinct tribal affiliations throughout the state. About 74% of Florida residents speak English as a first language, more than 21% speak Spanish and almost 2% 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 (26.3%) residents aged 65 and older.³ As of 2016, approximately 13.4% of Florida's population has some form of disability.⁴ As of 2016, more than 700,000 Floridians with disabilities are not in the workforce.⁵

Age Discrimination

Age discrimination among older workers continues to be an issue. In a 2017 article in the Orlando Sentinel, it was reported that the U.S. Equal Employment Opportunity Commission (EEOC) accepted 1,661 age-related

¹ <https://www.census.gov/quickfacts/FL>

² Ibid.

³ http://www.npg.org/projects/flpoll/fl_pop_projections.htm

⁴ <https://www.disabled-world.com/disability/statistics/scc.php#state>

⁵ <https://www.flchamber.com/florida-chamber-foundation-research-shows-700000-floridians-disabilities-not-workforce/>

discrimination complaints against Florida employers -- a 6% increase from the previous year.⁶ The number of age discrimination complaints in Florida remains higher than in pre-recession years.

As a result of a 2009 Supreme Court hearing,⁷ age discrimination is often difficult to prove; therefore, the number of such complaints may be conservative due to underreporting. A 2013 study from AARP⁸ 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.

Average global life expectancy has surged in recent decades, from 53 years in 1960 to 72 in 2016. And every 10 years moving forward, it's forecast to grow another 1.5 years.⁹ The retirement savings deficit may hit \$400 trillion in eight leading economies by 2050, including the United States. Some older workers may have to work just to pay the bills. Still others may hang on for non-financial reasons: According to annual Employment Benefit Research Institute surveys, most retirement-aged Americans keep working simply because they enjoy it and want to stay engaged. In Deloitte's 2018 Global Human Capital Trends survey, 69 percent of respondents rated longevity as "important" or "very important." Yet nearly half said their companies have done nothing to help their talent find new careers as they age, while 20 percent of respondents see older workers as a competitive disadvantage.

In recent years, the EEOC has taken aim at the food industry over their hiring practices involving workers over 40 years of age.¹⁰ 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.¹¹

Given Florida's significantly large composition of aging baby boomers and seniors (the median age in Florida is 41.6 years of age¹²) 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.

LGBT Discrimination

Despite the significant progress the state has made, there is still no Florida statewide law that prohibits discrimination against lesbian, gay, bisexual, transgender and questioning (LGBTQ) people in Florida. This means that, according to state law, it is legal to fire someone, evict them from housing or deny them service at a restaurant or hotel just because they are LGBTQ. While it is illegal to discriminate in employment, housing and public accommodations based on race, color, religion, sex, pregnancy, national origin, age, handicap or marital status, the LGBTQ community is currently left out of statewide non-discrimination protections.¹³

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

⁷ *Gross v. FBL Financial Services, Inc.*, 557 US 167 (2009)

⁸ <http://www.aarp.org/content/dam/aarp/ppi/2014-10/age-discrimination-fact-sheet-aarp.pdf>

⁹ <https://www2.deloitte.com/insights/us/en/focus/human-capital-trends.html>

¹⁰ <http://www.orlandosentinel.com/business/consumer/os-bz-age-discrimination-20170417-story.html>

¹¹ https://stats.bls.gov/spotlight/2008/older_workers/

¹² https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

¹³ <http://www.eqfl.org/Discrimination>

Polls show that nearly 68% of Floridians and 69% of Americans support fully inclusive laws to protect LGBTQ people from discrimination. These high approvals cross age, race, gender, and political lines showing an overall support of inclusion. In 2020, after a three-year legal battle, the Jacksonville City Council passed an LGBTQ-inclusive non-discrimination ordinance with broad support. Jacksonville, the twelfth largest city in the United States, is one of the few top cities where LGBT people were not explicitly protected from discrimination. Currently, 41 cities and counties in Florida have some measure of protection from discrimination on the basis of their sexual orientation and gender identity/expression.¹⁴

CROWN Act

Chapter 760 Florida statutes protects individuals on specific basis including race, sex, and gender. While these protections have provided coverage to minimize discrimination in the workplace, cases are still presented nationally where employers have used an employee's hair as a way to discriminate.

Guidance was issued in 2006 by the Equal Employment Opportunity Commission (EEOC) that clarifies that race includes physical and cultural characteristics.¹⁵ Some Federal Courts have ruled that Title VII does not prohibit discrimination based on hairstyles,¹⁶ which leaves a need for statewide or federal legislation.

In 2019, legislatures across the country enacted laws that would protect people of color Black, Indigenous, and People of Color (BIPOC) from discrimination based on hair style. Employers and schools have used "hair standards" as a form of professionalism, however those hair standards are based on traditional non BIPOC standards of hair. Nationally, the legislation has not only targeted employment, but has also targeted schools. There have been situations where some schools receiving state funding have required students to cut their hair. Non-compliance has resulted in suspensions from school, and graduation ceremonies.¹⁷

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 2018 Hate Crimes in Florida Report¹⁸ revealed that hate crimes against persons accounted for 73.8% of all hate crimes; the remaining 26.2% 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 2016 was 168 (down from 169 in 2015). Race and color hate crimes were 43.5% (down from 45.6% the previous year), followed by sexual orientation (29.2%), religion (18.4%) and ethnicity/national origin (7.7%).¹⁹ 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 66 to 67 during the past year, surpassing Texas for the number two position. California remains number one, with 88 hate groups.²⁰

¹⁴ <https://www.freedomforallamericans.org/category/states/fl/>

¹⁵ <https://www.eeoc.gov/laws/guidance/section-15-race-and-color-discrimination>

¹⁶ <https://www.naacpldf.org/wp-content/uploads/LDF-Primer-on-Hair-Discrimination-Resources-FINAL.pdf>

¹⁷ <https://www.washingtonpost.com/education/2020/01/23/texas-dreadlocks-suspension/>

¹⁸ [http://myfloridalegal.com/webfiles.nsf/WF/TDGT-BKCR2R/\\$file/2018+Florida+Hate+Crimes+Report.pdf](http://myfloridalegal.com/webfiles.nsf/WF/TDGT-BKCR2R/$file/2018+Florida+Hate+Crimes+Report.pdf)

¹⁹ Ibid.

²⁰ <http://www.splcenter.org/hate-map>

Housing Trends

A 2019 fair housing report²¹ by the National Fair Housing Alliance revealed the following trends in housing discrimination occurring in the U.S.:

- The number of housing discrimination complaints in 2018 is up by eight percent to 31,202, the highest since NFHA began producing the annual Fair Housing Trends Report in 1995.
- 17,575 complaints of discrimination based on disability, representing 56.33 percent of all cases.
- The second most reported type of discrimination was on the basis of race, with 5,849 complaints, or 18.75 percent of all cases.
- This was followed by familial status with 2,721 complaints (8.72 percent); national origin with 2,351 complaints (7.53 percent); sex with 1,956 complaints (6.27 percent); color with 596 complaints (1.91 percent); and religion with 407 complaints (1.30 percent)
- Research indicates that only a fraction of suspected racial, ethnic, and religious discriminatory treatment in housing is reported.
- There were 1,005 retaliatory and military status complaints received in 2018.
- There also was a significant increase in the number of complaints of harassment, reflecting the societal decline in civility and fairness and that those filled with bias and hate feel emboldened to act with impunity. There were 897 complaints of harassment in 2018, up significantly from 747 in 2017 and 640 in 2016. Harassment against persons in protected classes occurred in the form of coercion, intimidation, and threats, both in the provision of housing or in a housing setting. Housing-related harassment is illegal under the Fair Housing Act. In 2018, 391 of the 897 harassment complaints were on the basis of disability, 149 were on the basis of race, and 139 were on the basis of sex. Most harassment is not reported, however, as victims of harassment fear additional harassment, retaliation, or loss of housing.

Summary

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

²¹ <https://nationalfairhousing.org/wp-content/uploads/2019/10/2019-Trends-Report.pdf>

economic prosperity. Such efforts require individuals, communities and businesses to work together to create and promote 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 remains the FCHR's top priority. In recent years, external and internal factors have impacted the FCHR's ability to ensure the timeliness of completing discrimination complaint investigations. However, given that, the FCHR team works diligently to meet statutory timelines for completing cases because failure to do so results in delayed resolution for the parties. The FCHR'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 FCHR's units (Legal, Employment, Housing, Customer Service/Intake and the Office of External and Legislative Affairs) 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, given the limited funds the FCHR has for engaging in such activities. 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, even with the COVID-19 crisis which has halted all in-person training efforts. There will be a need for alternative avenues for training and outreach efforts.

Communications

During fiscal year 2018-19, the FCHR 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 its programs and services. The FCHR developed and distributed opinion editorials to media outlets across the state on a variety of issues, including the Annual Fair Housing Month, Black History Month, Martin Luther King (MLK) Day, Women's History Month, National Hispanic Heritage Month, Florida Civil Rights Hall of Fame, Age Discrimination in Employment Act, and Labor Day recognition. 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 FCHR 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 and state 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 and the Executive Office of the Governor through dialogue and timely information.

3. Promote public confidence in Commission services.

Customer Service

The FCHR continually strives to improve its customer service efforts and outcomes through staff training, continuing education and the use of technology. In addition, the FCHR 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 FCHR 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 FCHR 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 FCHR's desire to create uniform criteria for use by the Governor when appointing commissioners to serve.

Public Access

All meetings of the FCHR 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 FCHR's website.

Pursuant to section 120.54, Florida Statutes, the FCHR 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 FCHR 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 FCHR 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 FCHR does this for its quarterly commission meetings, and for any other public commission meetings as they occur.



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LRPP Exhibit II

PERFORMANCE MEASURES AND STANDARDS

LRPP Exhibit II – Performance Measures and Standards

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 2019-20	Approved Prior Year Standards FY 2019-20	Prior Year Actual FY 2019-20	Approved Standards for FY 2020-21	Requested FY 2021-2022 Standard
Administrative costs as a percent of total agency costs	1.54%	2.10%	1.54%	1.54%
Administrative positions as a percent of total agency positions	9.26%	10.14%	9.26%	9.26%

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

Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2019-20	Prior Year Actual FY 2019-20	Approved Standards for FY 2020-21	Requested FY 2021-2022 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 2019-20	Approved Prior Year Standards FY 2019-20	Prior Year Actual FY 2019-20	Approved Standards for FY 2020-21	Requested FY 2021-2022 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/\$23.02	\$17.18/\$20.79	\$17.18/\$20.79
DMS average operations and maintenance cost per square foot maintained	\$6.12	\$4.57	\$6.12	\$6.12
Number of maintained square feet (private contract and agency)	7,834,639	7,876,045	7,834,639	7,834,639
Number of leases managed	1,325	1,512	1,325	1,325
Gross square feet of state-owned office space occupied by state agencies	17,334,920	19,043,757	17,334,920	17,334,920

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Net square feet of private sector office space occupied by state agencies	7,110,120	5,573,912	5,573,912	7,110,120
Number of facilities secured	18	18	18	18

Business Operations Support		Code: 72400000		
Service/Budget Entity: Building Construction		Code: 72400200		
Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2019-20	Prior Year Actual FY 2019-20	Approved Standards for FY 2020-21	Requested FY 2021-2022 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	\$157.65/ \$162.25	\$169.33/ \$179.25	\$157.65/ \$162.25	\$157.65/ \$162.25
Dollar volume of fixed capital outlay project starts	\$25,000,000	\$58,330,481	\$25,000,000	\$25,000,000

Business Operations Support		Code: 72600000		
Service/Budget Entity: Federal Property Assistance		Code: 72600200		
Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2019-20	Prior Year Actual FY 2019-20	Approved Standards for FY 2020-21	Requested FY 2021-2022 Standard
Federal property distribution rate	75%	88%	75%	75%
Number of federal property orders processed	500	423	500	500

Business Operations Support		Code: 72600000		
Service/Budget Entity: Motor Vehicle and Watercraft Management		Code: 72600300		
Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2019-20	Prior Year Actual FY 2019-20	Approved Standards for FY 2020-21	Requested FY 2021-2022 Standard
Percent of requests for approval processed for the acquisition and disposal of vehicles within 48 hours	95%	96%	95%	95%
State contract daily vehicle rental rate vs. Private provider daily vehicle rental rate	\$28.00/\$59.00	\$25.55/\$85.71	\$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 2019-20	Approved Prior Year Standards FY 2019-20	Prior Year Actual FY 2019-20	Approved Standards for FY 2020-21	Requested FY 2021-2022 Standard

LRPP Exhibit II – Performance Measures and Standards

Percent of state term contract savings	28%	42%	28%	28%
Dollars expended by State Agencies using the State Term Contracts and Negotiated Agreements	\$432,145,935	\$664,677,541	\$432,145,935	\$432,145,935

Office of Supplier Diversity		Code: 72600000		
Service/Budget Entity: Office of Supplier Diversity		Code: 72600500		
Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2019-20	Prior Year Actual FY 2019-20	Approved Standards for FY 2020-21	Requested FY 2021-2022 Standard
Average minority certification process time (in days)	15	15	15	15
Number of businesses certified and registered	500	1,173	500	500
Number of businesses reviewed and audited	100	62	100	100

Private Prison Monitoring		Code: 72600000		
Service/Budget Entity: Private Prison Monitoring		Code: 72600800		
Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2019-20	Prior Year Actual FY 2019-20	Approved Standards for FY 2020-21	Requested FY 2021-2022 Standard
Number of Beds Occupied	8,951	9,583	8,951	8,951

Human Resource Support		Code: 72750000		
Service/Budget Entity: Insurance Benefits Administration		Code: 72750200		
Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2019-20	Prior Year Actual FY 2019-20	Approved Standards for FY 2020-21	Requested FY 2021-2022 Standard
Percent of all contracted performance standards met	95%	97%	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 11/2020	\$9,824/\$10,558	\$9,824/\$10,558
DMS administrative cost per insurance enrollee	\$10.27	\$7.68	\$10.27	\$10.27
State Employees' Preferred Provider Organization Plan - vendor's administrative cost per insurance enrollee	\$393.93	\$297.20	\$393.93	\$393.93
Number of Enrollees (Total)	526,457	637,194	526,457	526,457

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Human Resource Support Service/Budget Entity: Retirement Benefits Administration		Code: 72750000 Code: 72750300		
Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2019-20	Prior Year Actual FY 2019-20	Approved Standards for FY 2020-21	Requested FY 2021-2022 Standard
Percent of members satisfied with retirement services	93.50%	93.70%	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%	99.88%	99%	99%
Percent of monthly payrolls from FRS Employers processed within 5 days	99%	99.99%	99%	99%
Turn around times for benefit calculations - Information Requests (business days)	14	8.97	14	14
Percent of participating agencies satisfied with retirement services	98%	93.70%	98%	98%
Percent of agency payroll transactions correctly reported	98%	99.71%	98%	98%
Administrative cost per active and retired member	\$21	TBD 12/2020	\$21	\$21
Number of local pension plans reviewed	167	168	162	167
Number of FRS members	1,000,000	1,110,189	1,112,964	1,000,000

Human Resource Management Service/Budget Entity: State Personnel Policy Administration		Code: 72750000 Code: 72750400		
Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2019-20	Prior Year Actual FY 2019-20	Approved Standards for FY 2020-21	Requested FY 2021-2022 Standard
Total state cost per FTE in the state agencies	\$329.07	\$328.32	\$329.07	\$329.07
Number of state agencies with established training plans	29	25	29	29
Overall customer satisfaction rating	96%	96%	96%	96%
Percent of agencies at or above EEO gender parity with available labor market	87%	80%	87%	87%
Percent of agencies at or above EEO minority parity with available labor market	77%	54%	77%	77%
Number of responses to technical assistance requests	8,300	15,790	8,300	8,300
Percent of dollars saved by eliminating and reducing expenses	19.25%	0.00%	19.25%	19.25%

LRPP Exhibit II – Performance Measures and Standards

Number of authorized full time equivalent (FTE) and Other Personal Services (OPS) employees in the State Personnel System	108,906	106,647	108,906	108,906
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Human Resource Management		Code: 72750000		
Service/Budget Entity: People First		Code: 72750500		
Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2019-20	Prior Year Actual FY 2019-20	Approved Standards for FY 2020-21	Requested FY 2021-2022 Standard
Percent of all contracted performance standards met (Outsourced HR)	100%	96.47%	100%	100%
Number of users supported by the automated Human Resources system	217,000	232,000	232,000	217,000

Program: Division of Telecommunications		Code: 72900000		
Service/Budget Entity: Telecommunications Services		Code: 72900100		
Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2019-20	Prior Year Actual FY 2019-20	Approved Standards for FY 2020-21	Requested FY 2021-2022 Standard
Aggregated discount from commercially available rates for voice and data services	40%	52%	35%	25%
Percent of telecommunications customers satisfied	NA	NA	NA	N/A
Total revenue for voice service	\$60,000,000	\$60,851,196	\$50,000,000	\$50,000,000
Total revenue for data service	\$60,000,000	\$57,960,464	\$55,000,000	\$55,000,000

Program: Division of Telecommunications		Code: 72900000		
Service/Budget Entity: Wireless Services		Code: 72900200		
Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2019-20	Prior Year Actual FY 2019-20	Approved Standards for FY 2020-21	Requested FY 2021-2022 Standard
Percent of all 800 MHz law enforcement radio system contracted performance standards met	99%	98.75%	98.75%	98.75%
Number of engineering projects and approvals handled for state and local governments	35	41	35	35

Program: Florida Digital Service		Code: 72900000		
Service/Budget Entity: Office of the State CIO		Code: 72900700		
NOTE: Approved primary service outcomes must be listed first.				

LRPP Exhibit II – Performance Measures and Standards

Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2019-20	Prior Year Actual FY 2019-20	Approved Standards for FY 2020-21	Requested FY 2021-2022 Standard
Number of Security Guidance Artifacts Published	NA	NA	2	2
Number of Trainings or Security Meetings with a Training Component for Agency Information Security Managers (ISMs) and Partners on Cyber Threats and Security Management Practices	NA	NA	15	15

Program: Florida Digital Service **Code:** 72900000
 State Data Center **Code:** 72900600

NOTE: Approved primary service outcomes must be listed first.

Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2019-20	Prior Year Actual FY 2019-20	Approved Standards for FY 2020-21	Requested FY 2021-2022 Standard
Data Center Facility Uptime Availability Percentage	NA	NA	99.9%	99.9%
Average Percentage of Service Level Agreement (SLA) Sub-measures at or Above Target	NA	NA	95.0%	95.0%

Program: Public Employees Relations Commission **Code:** 72
Service/Budget Entity: Public Employees Relations **Code:** 72

Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2019-20	Prior Year Actual FY 2019-20	Approved Standards for FY 2020-21	Requested FY 2021-2022 Standard
Percent of timely labor dispositions	98%	81.00%	98%	98%
Percent of timely employment dispositions	90%	100.00	90%	90%
Percent of appealed dispositions affirmed or dismissed/withdrawn	90%	100.00	90%	90%
Number of labor dispositions	819	616	819	819
Number of employment dispositions	391	72	391	391
Number of labor and employment dispositions	1,170	688	1,170	1,170

Program: Commission on Human Relations **Code:** 72
Service/Budget Entity: Human Relations **Code:** 72950100

Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2019-20	Prior Year Actual FY 2019-20	Approved Standards for FY 2020-21	Requested FY 2021-2022 Standard
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LRPP Exhibit II – Performance Measures and Standards

Percent of civil rights cases resolved within 180 days of filing	75%	25%	75%	75%
Number of inquiries and investigations	10,000	10,717	10,000	10,000



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LRPP Exhibit III

PERFORMANCE MEASURE ASSESSMENT

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%	2.10%	(0.56%)	(36.12%)

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:

In Fiscal Year 2017-18, the department was appropriated additional General Revenue funding for the operation and maintenance of a new statewide travel management system within the Executive Direction and Support Services budget entity. This funding has continued for the recurring support of the system that supports a statewide function. This appropriation artificially inflates the performance results, as it is a statewide initiative.

In Fiscal Year 2018-19, the department received a Type II transfer from Agency for State Technology (AST) that transferred the Budget and Billing sections, which was comprised of 5 Full Time Equivalents (FTE) and the associated budget authority, to the Budget Office within the Executive Direction and Support Services budget entity. However, of these 5 FTE, the Billing section is comprised of 3 FTE and is housed within the Telecommunications budget entity. The Billing section solely supports the State Data Center and therefore artificially inflate the performance results of this measure.

If these FTE and associated budget as well as the budget related to the Statewide Travel Management System were redirected based on function, then the Actual Performance Results would be 1.62%, which is a negligible difference above the Approved Standard.

The department's issue for Fiscal Year 2020-21 Legislative Budget Request for a realignment of FTE and budget related to the Billing Section was funded.

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:

None.

Office of Policy and Budget – June 2020

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%	10.14%	(.88%)	(9.47%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

In Fiscal Year 2018-19, the department received a Type II transfer from Agency for State Technology (AST) that transferred the Budget and Billing sections, which was comprised of 5 Full Time Equivalents (FTE) and the associated budget authority, to the Budget Office within the Executive Direction and Support Services budget entity. However, of these 5 FTE, the Billing section is comprised of 3 FTE and is housed within the Telecommunications budget entity. The Billing section solely supports the State Data Center. If these FTE were redirected based on function, then the Actual Performance Results would be 9.81%, which is a negligible difference above the Approved Standard. The department's requested issue for Fiscal Year 2020-21 Legislative Budget Request for this realignment of FTE and budget was funded.

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: 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:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$17.18 / \$20.79	\$17.18 / \$23.02	\$0.00 / \$2.23	0.0% / 10%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

The \$2.23 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):

- Resources Unavailable
- Legal/Legislative Change
- Target Population Change
- This Program/Service Cannot Fix The Problem
- Current Laws Are Working Against The Agency Mission
- Technological Problems
- Natural Disaster
- Other – N/A

Explanation:

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

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

- Training
- Personnel
- Technology
- Other – N/A

Recommendations:

Office of Policy and Budget – June 2020

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
\$157.65/\$162.25	\$169.33/\$179.25	\$11.68/\$17.00	7.41%/10.48%

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:

These figures are based on past DMS projects, indexed for inflation and information obtained from RS Means. The differences are attributable to changing construction costs.

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:

These figures are based on past DMS projects, indexed for inflation and information obtained from RS Means. The differences are attributable to changing construction costs.

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

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

Recommendations:

Office of Policy and Budget – June 2020

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

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

Measure: Dollar volume of fixed capital outlay project starts

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
25,000,000	58,330,481	33,330,481	133%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

The actual performance results increase in Fiscal Year 2019-2020 is due to an increase in General Appropriation Act, Fixed Capital Outlay (FCO) funded projects where DMS is the Owner-Representative on behalf of the State, and in Client Agency Agreements, allowed by Chapter 255.31(2), Florida Statutes, where State of Florida agencies may enter into an agreement with DMS for FCO project management services.

External Factors (check all that apply):

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

Explanation:

The actual performance results increase in Fiscal Year 2019-2020 is due to an increase in General Appropriation Act, Fixed Capital Outlay (FCO) funded projects where DMS is the Owner-Representative on behalf of the State, and in Client Agency Agreements, allowed by Chapter 255.31(2), Florida Statutes, where State of Florida agencies may enter into an agreement with DMS for FCO project management services.

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

- Training
- Personnel
- Technology
- Other – N/A

Recommendations:

Office of Policy and Budget – June 2020

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	25	(4)	(15%)

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: Training is the responsibility of each agency as provided in section 110.235, Florida Statutes. The Division of Human Resource Management has no program authority over this agency function.

External Factors (check all that apply):

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

Explanation:

Section 110.235(2), Florida Statutes, requires state entities to implement training programs that encompass modern management principles, and that provide a framework to develop human resources through empowerment, training and rewards for productivity enhancements; to continuously improve the quality of services; and to satisfy the expectations of the public. Each year, state entities are required to provide to the Division of Human Resource Management an evaluation of the implemented training and the progress made in the area of training. The Department of Management Services annually distributes a survey to these entities in which one question asks, "For FY _____, did your agency have an established training plan?" For Fiscal Year 2019-20, only 25 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 checked="" type="checkbox"/> Other (Identify) |

Recommendations:

None.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Workforce

Service/Budget Entity: State Human Resource Management

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
87%	80%	(7)	(8%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: Recruitment and selection is carried out in the sound discretion of each agency head as provided in sections 110.211 and 110.213, Florida Statutes. The Division of Human Resource Management has no program authority over these agency functions.

External Factors (check all that apply):

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

Explanation:

This measure provides information on gender representation in the executive branch entities, including the Department of Lottery, and the Public Service Commission (which is a legislative branch agency) as compared to the available labor market. The Division of Human Resource Management provides entities with a fair and equitable employment infrastructure that includes core human resource policies, strategies and practices for agencies to follow in recruiting, selecting, and managing their human resources. However, the Division of Human Resource Management does not have the authority to make hiring decisions within the state agencies. For fiscal year 2019-20, 25 out of 31 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):

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations:

None.

Office of Policy and Budget – June 2020

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%	54%	(23)	(35%)

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: Recruitment and selection is carried out in the sound discretion of each agency head as provided in sections 110.211 and 110.213, Florida Statutes. The Division of Human Resource Management has no program authority over these agency functions.

External Factors (check all that apply):

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

Explanation:

This measure provides information on minority representation in the executive branch entities, including the Department of Lottery, and the Public Service Commission (which is a legislative branch agency) as compared to the available labor market. The Division of Human Resource Management provides entities with a fair and equitable employment infrastructure that includes core human resource policies, strategies and practices for agencies to follow in recruiting, selecting, and managing their human resources. However, the Division of Human Resource Management does not have the authority to make hiring decisions within the state agencies. For fiscal year 2019-20, 17 out of 31 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 checked="" 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 checked="" type="checkbox"/> Other (Identify) |

Explanation: Participation in the Savings Sharing Program is at the discretion of each agency head as provided in section 110.1245, Florida Statutes. The Division of Human Resource Management has no program authority over this agency function.

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, Florida Statutes. As required by the Savings Sharing program in section 110.1245, Florida Statutes, 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 2019-20; however, no agencies participated in the Savings Sharing program. Due to lack of entity participation, the “Percent of Dollars Saved by Eliminating and Reducing Expenses” failed to meet the approved performance standard for fiscal year 2019-20. 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 checked="" type="checkbox"/> Other (Identify) |

Recommendations:

None.

Office of Policy and Budget – June 2020

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Workforce

Service/Budget Entity: People First

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
100%	96.47%	(3.53%)	(3.53%)

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, talent management (performance and recruiting management), 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 2019-20, the service provider met 301 of the 312 performance metrics achieving 96.47% of the standard (as measured on a monthly basis). The contract contains performance guarantees with performance credits applied if a performance metric is not met. Although performance credits 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:

People First – July 2020

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Workforce

Service/Budget Entity: Retirement Benefits Administration

Measure: Percent of Participating Agencies Satisfied with Retirement Services

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
98%	93.7%	(4.30%)	(4.39%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

The department's initiative to improve the accuracy of information reported by employers on their monthly retirement reports began last year. The focus for the first year was intentionally narrow and is being expanded to require employers to process more of their own corrections.

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:

Employers have been responsive to trainings on the division's additional reporting measures, but they continue to encounter issues with their submitted retirement reports. The issues encountered range from employer-specific issues to more general issues which can, in large part, be attributed to employer staffing changes.

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

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

Recommendations:

The division has increased employer training to assist with reporting errors. Training is being offered monthly and is focused on the most common reporting error identified since the last training. The focused training is available to employers to enhance their utilization of reporting resources. We also developed a reporting checklist to provide assistance for employers as they complete their retirement reports. New resources will be developed based on feedback from employers.

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:

- 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
819	616	(203)	(24.7%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> Personnel Factors
<input type="checkbox"/> Competing Priorities
<input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Level of Training
<input checked="" 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"/> Legal/Legislative Change
<input type="checkbox"/> Target Population Change
<input checked="" type="checkbox"/> This Program/Service Cannot Fix the Problem
<input type="checkbox"/> Current Laws Are Working Against the Agency Mission | <input type="checkbox"/> Technological Problems
<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Other (Identify) |
|---|---|

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"/> Personnel | <input type="checkbox"/> Technology
<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:

- 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
391	72	(319)	(81.5%)

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

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

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

External Factors (check all that apply):

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

Explanation: The 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):

- Training Technology
 Personnel 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 2020

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

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

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
98%	81%	(17%)	(17%)

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 percent of labor dispositions is 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 percent of labor dispositions is beyond the Commission’s control.

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

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

Recommendations:

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

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Commission on Human Relations

Service/Budget Entity: Governmental Operations

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
75%	25%	-50%	67%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input checked="" type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input 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 checked="" 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:

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

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

Recommendations:

Office of Policy and Budget – June 2020

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$60,000,000	\$57,960,464	(\$2,039,536)	(3.399%)

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:

During this period, the division provided \$1.1 million in Rural Health Care credits to customers for services provided in FY18/19 and FY19/20. 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% discount on eligible expenses related to broadband connectivity to both individual rural health care providers and consortiums.

Also, during this period, the division provided \$1.4 million in E-Rate credits to customers for services provided in FY18/19 and FY19/20. E-rate provides funding for internet services and internal connections for WIFI access for schools and libraries.

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

- Training Technology
 Personnel Other (Identify)

Recommendations:

Because of the cyclical nature of the Rural Health Care and E-Rate credits DivTel believes the approved standard should be \$55,000,000 in the future. The Department will submit a budget amendment to change the measure.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Commission on Human Relations

Service/Budget Entity: 72950100801

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
75%	25%	-50%	67%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: n/a



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LRPP Exhibit IV

PERFORMANCE MEASURE VALIDITY AND RELIABILITY

EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Florida Digital Service

Program: Strategic Security

Service/Budget Entity: 72900700

Measure: Number of Trainings or Security Meetings with a Training Component for Agency Information Security Managers (ISMs) and Partners on Cyber Threats and Security Management Practices

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 and methodology for this measure is a manual calculation of the number of trainings held.

Validity:

This source and methodology are valid based on the tracking method, which is a manual calculation of the number of trainings held.

Reliability:

This measure is reliable because the same data source and methodology will be used year to year. The tracking method is a spreadsheet containing the date for each training.

Office of Policy and Budget – June 2020

LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Florida Digital Service

Program: Strategic Security

Service/Budget Entity: 72900700

Measure: Number of Security Guidance Artifacts Published

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 and methodology for this measure is a manual calculation of the number of training artifacts created to educate or inform agency information security managers and partners.

Validity:

This source and methodology are valid based on the tracking method, which is a manual calculation of the number of security guidance artifacts created to educate or inform agency information security managers and partners.

Reliability:

This measure is reliable because the same data source and methodology will be used from year to year. The tracking method is a spreadsheet listing each created artifact.

Office of Policy and Budget – June 2020

LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY**Department:** Department of Management Services**Program:** Workforce**Service/Budget Entity:** State Human Resource Management**Measure:** Number of State Agencies with Established Training Plans**Action** (check one):

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

Data Sources and Methodology:

Each year, agencies with career service employees are required to submit information regarding their training programs to the Division per section 110.235(2), Florida Statutes. The performance standard anticipates full reporting from all agencies with Career Service employees (Executive Office of the Governor and the Division of Emergency Management do not have career service employees). This information from the agencies is based on surveys, graded pre-training and post training assessments, evaluations in both written and web-based format, and direct feedback from participants.

Validity:

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.

Reliability:

Data reliability is ensured based on the number of agencies that make up the State Personnel System. As of July 1, 2019, the number of agencies in the State Personnel System went from 31 to 30, therefore resulting in this measure only being applicable to 28 of the 30 agencies since the Executive Office of the Governor and the Division of Emergency Management do not have career service employees. We are requesting that this measure be revised to reflect 28 as the number of reporting state agencies.

Office of Policy and Budget – July 2020

LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY**Department:** Department of Management Services**Program:** Workforce**Service/Budget Entity:** State 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 People First. HRM provides 30 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. People First 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 People First 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 2019-20 was \$329.07. We are requesting the performance standard be adjusted to \$330.22, which represents the assessment in the General Appropriations Act for FY 2020-21.

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 People First. 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, 2020, to request the performance standard for FY 2021-22 be adjusted to \$330.22, which represents the assessment in the General Appropriations Act for FY 2020-21.

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 2020

LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Management Services

Program: Technology Program

Service/Budget Entity: Telecommunications Services

Measure: Total Revenue for Data Services

Action (check one):

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

Data Sources and Methodology:

The Division of Telecommunications requests to revise the standard from \$60M to \$55M due to the following reasons:

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

In addition, as the department negotiates increasingly competitive rates and procures newer voice technologies, total revenue will decline even further. This is a very positive trend because it shows the department's customers moving to newer Data services.

Once the legacy voice contracts expire and the replacement contracts are in place, the "59 Total revenue for voice service" standard will need to be removed because the "#60 Total revenue for data service" measure will suffice.

Validity:

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

The department will be able to validate this trend using actual invoices for Data services sold by SUNCOM during the 19-20 fiscal year.

Reliability:

SUNCOM's Communications Service Authorization and Billing (CSAB) System allows the department to query and report reliable data regarding invoices generated (i.e. revenue) for each of the department's telecommunications services. The department will submit a budget amendment to change the measure.

Office of Policy and Budget – June 2020



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LRPP Exhibit V

ASSOCIATED ACTIVITIES CONTRIBUTING TO PERFORMANCE MEASURES

EXHIBIT V: IDENTIFICATION OF ASSOCIATED ACTIVITY CONTRIBUTING TO PERFORMANCE MEASURES

Measure Number	Approved Performance Measures for FY 2020-21 (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 0080	Director of Administration
		ACT 0090	Planning and Budgeting
		ACT 0100	Finance and Accounting
		ACT 0110	Personnel Services/Human Resources
		ACT0130	Mail Room (includes Mail Room, Print Shop, and Property Management)
			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 0080	Director of Administration
		ACT 0090	Planning and Budgeting
		ACT 0100	Finance and Accounting
		ACT 0110	Personnel Services/Human Resources

LRPP Exhibit V – Associated Activities Contributing to Performance Measures

		ACT 0130	Mail Room (includes Mail Room, Print Shop, and Property Management)
		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
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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
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

LRPP Exhibit V – Associated Activities Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2020-21 (Words)	Associated Activities Title	
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

Private Prison Monitoring

21	Number of Beds occupied	ACT 1700	Contract for the construction, operation and oversight of private prisons
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Office of Supplier Diversity

22	Average minority certification process time (in days)	ACT 1300	Provide minority access to contracting opportunities
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LRPP Exhibit V – Associated Activities Contributing to Performance Measures

		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

People First

LRPP Exhibit V – Associated Activities Contributing to Performance Measures

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 – Associated Activities Contributing to Performance Measures

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	Turnaround 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

LRPP Exhibit V – Associated Activities Contributing to Performance Measures

		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

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 State Technology

57	Aggregated discount from commercially available rates for voice and data services	ACT 0310	Information Technology - Administrative Services
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LRPP Exhibit V – Associated Activities Contributing to Performance Measures

		ACT 0340	Information Technology - Network Operations
		ACT 800	Special Category: Centrex/SUNCOM Vendor Payments
58	Percent of telecommunications customers satisfied	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments
		ACT 8030	Pass through for Wireless 9-1-1 Distributions to Service Providers and Counties
		ACT 8040	Special Category: Telecommunications Infrastructure Project Systems (TIPS)
59	Total revenue for voice service	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments
60	Total revenue for data service	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments

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.



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LRPP Exhibit VI

AGENCY-LEVEL UNIT COST SUMMARY

LRPP Exhibit VI – Agency-Level Cost Summary

EXHIBIT VI – AGENCY-LEVEL UNIT COST SUMMARY

MANAGEMENT SERVICES, DEPARTMENT OF	FISCAL YEAR 2019-20			
SECTION I: BUDGET	OPERATING			FIXED CAPITAL OUTLAY
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT	630,241,098			76,177,079
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)	2,011,993			100,000
FINAL BUDGET FOR AGENCY	632,253,091			76,277,079
SECTION II: ACTIVITIES * MEASURES	Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)				76,222,579
Conduct Administrative Hearings And Proceedings * Number of cases closed	6,877	2,092.79	14,392,113	
Process Payroll And Benefits For Leased State Employees * Number of employees in state leasing services	1	220,324.00	220,324	
Adjudicate And Hear Workers' Compensation Disputes * Number of petitions closed	75,003	429.96	32,248,146	
Facilitate Mediation Of Workers' Compensation Disputes * Number of mediations held	18,211	397.72	7,242,802	
Operate And Maintain Department Of Management Services' Pool Facilities * Number of maintained square feet (private contract and agency)	7,876,045	7.45	58,701,929	
Operate And Maintain Non-pool Facilities * Number of maintained square feet (private contract and agency)	7,876,045	0.13	996,864	
Administer Bonding Program And Plan For State Office Space Requirements * Number of net square feet of pool facilities	6,232,681	0.52	3,228,435	
Manage Private Sector And State Leases For State Agencies * Number of leases managed	1,512	2,149.08	3,249,416	
Special Category: Utility Payments * Utility cost per gross square foot	8,674,718	1.49	12,927,696	
Provide Facilities Security * Number of facilities secured	18	62,426.78	1,123,682	
Manage Construction Projects * Dollar volume of Fixed Capital Outlay project starts	58,330,481	0.04	2,346,317	
Adjudicate And Facilitate Mediation Of Labor And Employment Disputes Through The Public Employees Relations Commission * Number of labor and employment dispositions	688	7,923.02	5,451,040	
Acquire And Redistribute Federal Surplus Property * Dollar value of donated property	59,893,520	0.01	799,170	
Acquire And Redistribute Military Excess Property * Dollar value of donated property	59,893,520	0.00	186,433	
Provide New Vehicle And Watercraft Acquisition Support * Number of vehicles and watercraft acquired	1,592	135.72	216,066	
Operate And Maintain The Florida Equipment Electronic Tracking (fleet) System * Number of state vehicles tracked	21,391	50.14	1,072,497	
Manage State Vehicle And Watercraft Disposal * Number of vehicles and watercraft disposed of	1,418	530.97	752,918	
Establish And Administer State Term (master) Contracts And Negotiated Agreements * Dollars expended by State Agencies using the State Term Contracts and Negotiated Agreements	664,677,541	0.03	22,663,163	
Provide Minority Access To Contracting Opportunities * Number of businesses certified and registered	1,173	431.06	505,632	
Manage And Oversee Minority Business Compliance * Number of businesses reviewed and audited	62	8,155.37	505,633	
Provide Human Resource Management Expertise/Consulting * Number of authorized FTE and OPS employees in the State Personnel System.	106,647	32.15	3,428,825	
People First Contract Management * N/A	232,000	148.28	34,401,603	
Administer The Health Insurance Program * Number of enrollees	176,543	349.43	61,688,787	
Administer The Life Insurance Program * Number of enrollees	187,256	0.00	135	
Administer The Flexible Spending Account Program * Number of enrollees	23,224	2.35	54,628	
Administer The Supplemental Insurance Program * Number of enrollees	228,881	5.34	1,222,248	
Provide Local Government Pension Plan Oversight * Number of Local Pension Plans Reviewed	168	11,248.68	1,889,779	
Administer The Florida Retirement System * Number of FRS members	1,110,189	36.49	40,509,644	
Administer The Retiree Health Insurance Subsidy Program * Number of Recipients of the Health Insurance Subsidy	395,179	0.44	172,361	
Administer The State University System Optional Retirement Program * Number of participants in the State University System Optional Retirement Program	21,085	25.04	527,922	
Contract For The Construction, Operation And Oversight Of Private Prisons * Number of beds occupied	9,583	449.08	4,303,577	
Investigate Complaints Of Civil Rights Violations * Number of inquiries/investigations	10,000	1,224.84	12,248,415	
TOTAL			329,278,200	76,222,579
SECTION III: RECONCILIATION TO BUDGET				
PASS THROUGHS				
TRANSFER - STATE AGENCIES			259,146,093	
AID TO LOCAL GOVERNMENTS				
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS				
OTHER				
REVERSIONS			43,828,900	54,500
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)			632,253,193	76,277,079
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.				

LRPP Exhibit VI – Agency-Level Cost Summary

NUCSSP03 LAS/PBS SYSTEM
 BUDGET PERIOD: 2008-2022
 STATE OF FLORIDA

SP 09/21/2020 14:46
 SCHED XI: AGENCY-LEVEL UNIT COST SUMMARY
 AUDIT REPORT MANAGEMENT SRVCS, DEPT OF

 SECTION III - PASS THROUGH ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:

1-10: ACT0700 ACT1640 ACT8020 ACT8030 ACT8040

11-20:

21-30:

EXCLUDE

AID TO LOCAL GOVERNMENTS ACTIVITY ISSUE CODES SELECTED:

1-8:

 AUDIT #1: THE FOLLOWING STATEWIDE ACTIVITIES (ACT0010 THROUGH ACT0490) HAVE AN OUTPUT STANDARD (RECORD TYPE 5) AND SHOULD NOT:

*** NO ACTIVITIES FOUND ***

 AUDIT #2: 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 ***

 AUDIT #3: THE ACTIVITIES LISTED IN AUDIT #3 DO NOT HAVE AN ASSOCIATED OUTPUT STANDARD. IN ADDITION, THE ACTIVITIES WERE NOT IDENTIFIED AS A TRANSFER-STATE AGENCIES, AS AID TO LOCAL GOVERNMENTS, OR A PAYMENT OF PENSIONS, BENEFITS AND CLAIMS (ACT0430). ACTIVITIES LISTED HERE SHOULD REPRESENT TRANSFERS/PASS THROUGH THAT ARE NOT REPRESENTED BY THOSE ABOVE OR ADMINISTRATIVE COSTS THAT ARE UNIQUE TO THE AGENCY AND ARE NOT APPROPRIATE TO BE ALLOCATED TO ALL OTHER ACTIVITIES.

*** NO ACTIVITIES FOUND ***

 AUDIT #4: TOTALS FROM SECTION I AND SECTIONS II + III:

DEPARTMENT: 72	EXPENDITURES	FCO
FINAL BUDGET FOR AGENCY (SECTION I):	632,253,091	76,277,079
TOTAL BUDGET FOR AGENCY (SECTIONS II + III):	632,253,193	76,277,079
	-----	-----
DIFFERENCE:	102-	
(MAY NOT EQUAL DUE TO ROUNDING)	=====	=====



Department of
**MANAGEMENT
SERVICES**



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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. DST: Division of State Technology.

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.

PBPB/PB2: Performance-Based Program Budgeting.

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

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

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

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

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

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

Program: A set of activities undertaken in accordance with a plan of action organized to realize identifiable goals based on legislative authorization (a program can consist of single or multiple services). For purposes of budget development, programs are identified in the General Appropriations Act for 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.