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Ron DeSantis, Governor
J. Todd Inman, Secretary

LONG-RANGE PROGRAM PLAN

Department of Management Services
Tallahassee, Florida

September 30, 2021

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Office of Policy and Budget
Executive Office of the Governor
1702B Capitol
Tallahassee, FL 32399-0001

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House Appropriations Committee
221 Capitol
Tallahassee, FL 32399-1300

Tim Sadberry, Staff Director
Senate Committee on Appropriations
201 Capitol
Tallahassee, FL 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long-Range Program Plan (LRPP) for the Department of 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 2022-23 through Fiscal Year 2026-27. 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 J. Todd Inman, Secretary of Department of Management Services.

Sincerely,

J. Todd Inman
Secretary

TI/mbh
Enclosure

*FY 2022-2023
THROUGH 2026-2027*

2021 LONG-RANGE PROGRAM PLAN



THE FLORIDA DEPARTMENT OF MANAGEMENT SERVICES

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Department of Management Services Overview

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

DEPARTMENT OF MANAGEMENT SERVICES OVERVIEW

The Florida Department of Management Services (DMS) is the primary business, workforce, and technology services provider to the Florida Government. DMS is proud to serve those who serve Florida, working everyday 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 that is 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 970 employees, DMS is comparatively small yet effective in serving more than three million customers annually, including 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 back-office 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 Inman has set forth the following seven sustainable goals:

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

These seven goals will assist 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.

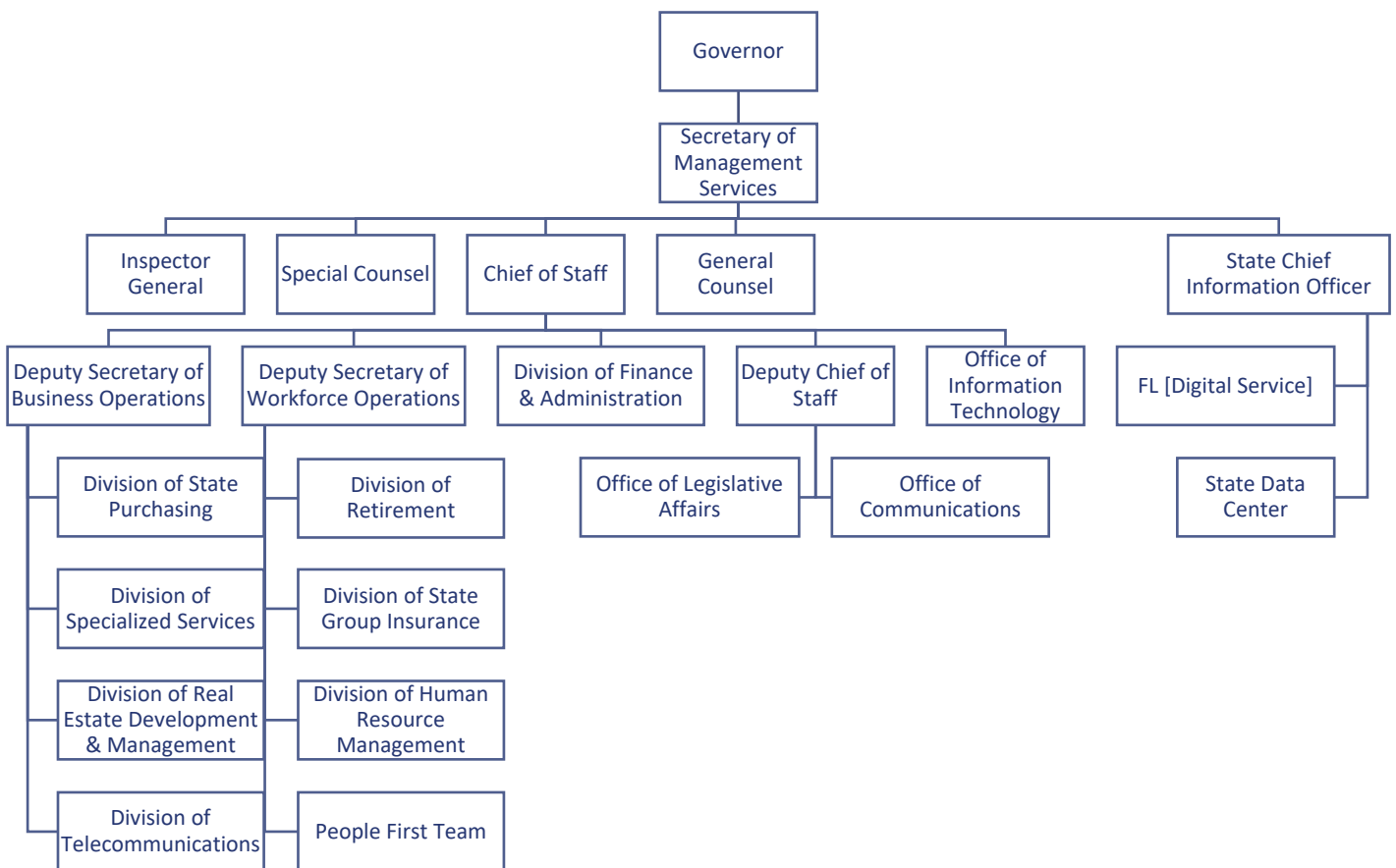
Strategic Attribute	Purpose	Result
Our Mission	Who We Are	DMS serves those who serve Florida
Our Vision	What We Aspire to Become	DMS will empower Florida's state government to lead the nation in efficiency and service.
Our Guiding Principles	How We Interact with One Another and with our Customers	<p>Pillars of Performance</p> <p>Lead by Example - Clearly and consistently communicate direction and appreciation.</p> <p>Serve with Excellence – Ensure customers and stakeholders receive excellent and consistent service, communication, value, and respect.</p> <p>Create Efficiencies - Create value and sustainable cost savings for taxpayers through new initiatives.</p> <p>Challenge the Status Quo - Challenge each other with innovative ideas, turning them into tangible results that propel our agency forward.</p>
Our Sustainable Goals	How We Plan to Succeed in the Future	<p>Seven Sustainable Goals</p> <ul style="list-style-type: none"> Increase excellent customer service Memorialize knowledge assets Maximize performance Increase inclusive communication Develop proactive stakeholder education Leverage technology Be agile and adaptable

Our Stakeholders and Customers	
The Governor	Florida Taxpayers
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 fifth-largest retirement system 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 - handles oversight and contractual compliance for the state's secure, web-based human resource information system and services.

Human Resource Management - provides enterprise guidance and technical assistance to state agencies in the effective administration of 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 Land Mobile Radio (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 security. 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.



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.
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 eligible organizations efficiently.
GOAL #9:	Provide timely fleet management of motor vehicles, watercraft, and other fleet assets.
GOAL #10:	Provide effective management and oversight of private prisons.
GOAL #11:	Provide cost-effective, efficient real estate development and management services to our customers in the DMS pool facilities.
GOAL #12:	Deliver and promote the development of high-quality, innovative, cost-effective 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 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 the 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 within 48 hours for agencies to procure and dispose of motor vehicles and watercrafts a total of 95 percent of the time.
- **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 and administer the Career Service System appeals process with regard to discipline, veteran's preference, a drug-free workplace, age discrimination, and the Whistle-blower Protection Act.

Agency Service Outcomes and Performance Projection Tables

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 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
<i>Division of Human Resource Management</i>	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 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
<i>People First</i>	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 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
<i>Division of State Group Insurance</i>	\$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:	100 percent of retired payrolls processed in a timely manner.					
	Baseline/ Year	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
<i>Division of Retirement</i>	100% (2000-01)	100%	100%	100%	100%	100%

BUSINESS OPERATIONS

GOAL #5:	Increase the efficiency of minority certification process time.					
OBJECTIVE:	Increase overall efficiency of the certification process and implement ways to decrease lag time.					
OUTCOME:						
	Baseline/ Year	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
<i>Office of Supplier Diversity</i>	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 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
<i>Division of State Purchasing</i>	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 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
<i>Division of State Purchasing</i>	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 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
<i>Federal Property Assistance</i>	61% (2006-07)	75%	75%	75%	75%	75%

GOAL #9:	Provide timely management of motor vehicles, watercraft, and other fleet assets.					
OBJECTIVE:	Process approval requests within 48 hours for agencies to procure and dispose of motor vehicles and watercraft a total of 95 percent of the time.					
OUTCOME:	95 percent of requests for approval were processed within 48 hours for the acquisition and disposal of vehicles.					
	Baseline/ Year	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
<i>Motor Vehicle and Watercraft Management</i>	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 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
<i>Private Prison Monitoring</i>	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 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27

<i>Real Estate Development and Management</i>	\$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
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DIVISION OF TELECOMMUNICATIONS

GOAL #12:	Deliver and promote the development of high-quality, innovative, and 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 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
<i>Division of Telecommunications</i>	50% (2004-05)	25%	25%	25%	25%	25%

FLORIDA DIGITAL SERVICE

GOAL #12:	Deliver and promote the development of high-quality, innovative, and 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 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
<i>Florida Digital Service</i>	2	2	2	2	2	2

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 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
<i>Florida Digital Service</i>	15 trainings or meetings	15 trainings or meetings	15 trainings or meetings	15 trainings or meetings	15 trainings or meetings	15 trainings or meetings with

	with training component	with training component	with training component	with training component	with training component	training component
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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 living in, working in, and visiting Florida.					
OUTCOME:	Percent of civil rights cases resolved within 180 days of filing.					
	Baseline/ Year	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
<i>Commission on Human Relations</i>	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 Whistle-blower Protection Act.					
OUTCOME:	Percent of timely labor and employment dispositions.					
	Baseline/ Year	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
<i>Public Employees Relations Commission</i>	92% 2001-02	94%	94%	94%	94%	94%

Trends and Conditions Statement

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 with the state, counties, district school boards, universities, community colleges, cities, metropolitan planning organizations, charter schools, and special districts. The division also administers the State University System Optional Retirement Program, the Senior Management Service Optional Annuity Program, the Retiree Health Insurance Subsidy Program, and the Municipal Police and Firefighters' Premium Tax Program. Additionally, the division provides supplemental retirement benefit payments of approximately \$15.5 million to 730 Florida National Guard retirees and maintains oversight of the actuarially sound funding of 488 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. Having completed Fiscal Year 2020-21 with a 92.01 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 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 benefits.

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 for survivors, processes applications for eligible survivors, and pays monthly survivor benefits.

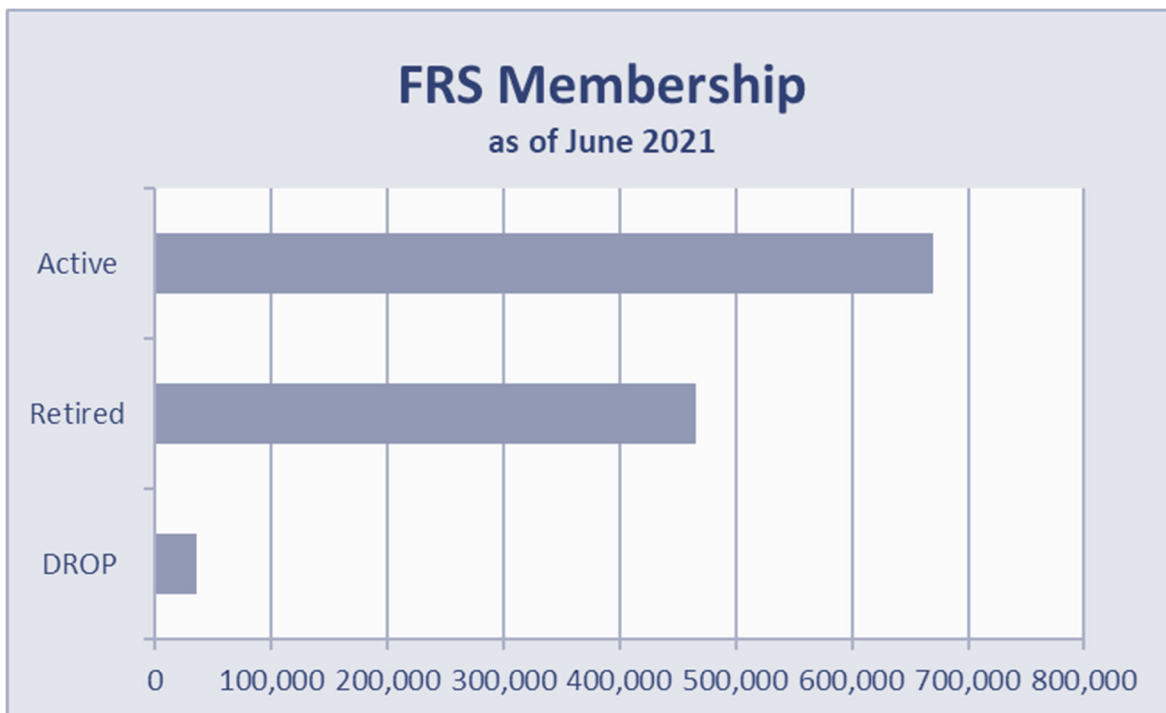
The division administers the Retiree Health Insurance Subsidy (HIS) Program for eligible FRS Pension Plan and IP members and determines eligibility, processes applications, and pays monthly benefits.

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 integrated 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 and supplemental retirement benefits in excess of \$12.0 billion annually to approximately 467,000 retired members or their beneficiaries.

Program Statistics



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 enable eligible members to choose benefit plans that best suit their individual needs. Other initiatives include strategic contracting, improved enrollment and eligibility oversight, and providing tools and resources that help plan participants understand and maximize their benefit options.

In meeting the needs of those retired from the workforce, the 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 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 with various contracted vendors through a self-reporting method to determine the vendors' compliance with contractually required performance standards. For Fiscal Year 2020-21, the aggregated results equated to a 96 percent compliance rating with a standard of 95 percent. To ensure resources are appropriately allocated in a manner that will produce cost-effectiveness and efficiencies in services, 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 \$6.78 per insurance enrollee for Fiscal Year 2020-21.

The DSGI continues to operate under current state and federal policies in effect. The DSGI is currently staffed with 27 FTEs.

The DSGI manages several vendor contracts which provide services to state employees and will have procurement activity in fiscal year 2021-22, 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)	Jan. 1, 2018	Dec. 31, 2020 May Renew through Dec. 31, 2022 (PPO) and Dec. 31, 2023 (HMOs)
Dental Plans 5 Dental Plans	Jan. 1, 2018	Dec. 31, 2020 May Renew through Dec. 31, 2022
Vision Vendor	Jan. 1, 2015	June 30, 2021 May Renew with extensions through Dec. 31, 2021
Pharmacy Benefit Manager	Jan. 1, 2021	Dec. 31, 2022 May Renew through Dec. 31, 2025

Other changes passed during the 2021 legislative session include: 1) The Weight Management Pilot will be offered again in Plan Year 2022. The year-end progress reports submitted by 22 percent of participants indicate participants lost approximately 13 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) A Diabetes Pilot will be available for Plan Year 2022, utilizing a digital health platform for diabetes management within the PPO and the self-insured HMO plans to monitor and detect diabetes; 3) telehealth services will be covered effective Jan. 1, 2022; and 4) the DSGI will contract with a vendor to review health information for non-Medicare eligible retirees to determine if they may qualify for disability and assist them in the disability application process with the Social Security Administration.

The 2020 General Appropriations Act authorized immunizations at retail pharmacies effective July 1, 2020. Due to the pandemic, Executive Order 20-85 provided state employees access to immunizations at retail pharmacies, as well as telehealth services at no cost to the member beginning March 26, 2020. Executive Order 20-85 expired June 26, 2021, making telehealth services available for eligible primary care services as authorized by the 2020 General Appropriations Act, with applicable co-pays, cost sharing, etc., applying. The 2021 General Appropriations Act authorized telehealth services for all eligible services effective Jan. 1, 2022, with applicable co-pays, cost sharing, etc., applying. Additionally, under the federal Families First Coronavirus Response Act, PL 116.127, COVID testing was provided at no cost. COVID testing will continue at no cost until the end of the federal public health emergency.

The DSGI also administers the Employee Assistant Program (EAP) services for state employees through its contracted vendor. The current EAP vendor contract began July 1, 2020 and expires Dec. 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 2021.

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 counsel 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.

Below is the State Employees’ Group Health Insurance Program’s Fiscal Year 2020-21 Average Enrollment broken out by employer type:

DSGI Subscribers Average Enrollment FY 2020-21	
State Agencies	80,451
Universities	46,353
Benefits Only - Retirees, COBRA, Others	33,732
Central Florida Expressway Authority	79
Florida Board of Bar Examiners	39
Florida Inland Navigation District	4
Florida Legislature	1,431
Justice Administration Commission	8,687
Miami-Dade Expressway Authority	30
State Board of Administration	231
State Courts	3,893
South Florida Regional Transportation Authority	85
Volunteer Florida	21
West Coast Inland Navigation District	3
Total	175,039

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)

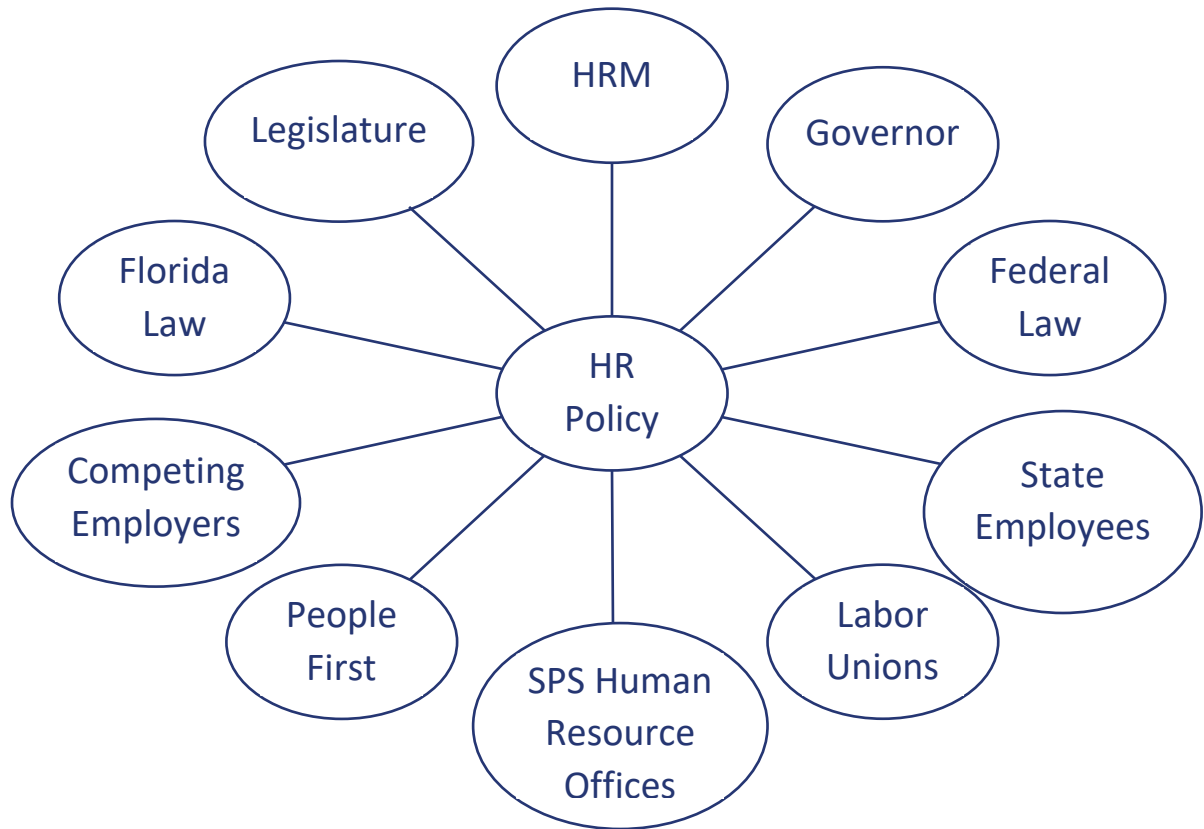
and (c) and 20.22(3), Florida Statutes; Chapter 110 (excluding sections 110.1227, 110.1228, 110.123-110.1239, and 110.161), Florida Statutes; sections 112.011-112.046 (excluding section 112.042) and 112.24, Florida Statutes; section 145.19, Florida Statutes; subsections 216.251(2)-(3) and section 216.262, 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 more than 106,828 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 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 to process human resource transactions accurately and properly;
- Research, compile, and analyze 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 the 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, in an effort to identify inexpensive yet effective ways to continue providing education to the hundreds of human resource professionals within the State Personnel System agencies, HRM 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 the 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 the following: 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 the Recruitment and Selection module and 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

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 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.

Implementation of Minimum Wage Increases Directed in Section 8(1)(a) of the 2021-2022 General Appropriations Act (Chapter 2021-36, Laws of Florida)

In 2021, HRM will assist the SPS agencies in the implementation of the directed increase of the minimum wage to \$13 per hour, effective July 1, 2021, through necessary adjustments to the minimum and maximums of the pay bands and pay grades of the SPS compensation structure and will provide consultative assistance to the agencies and the Governor's Office of Policy and Budget to aid in the formulation of the agencies' required plans to address pay compression caused by the required increases.

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 2016-17	Fiscal Year 2017-18	Fiscal Year 2018-19	Fiscal Year 2019-20	Fiscal Year 2020-21
Overall Customer Satisfaction *	100%	100%	100%	96%	100%
<i>Clear Communication</i>	100%	100%	100%	100%	100%
<i>Courteousness</i>	100%	100%	100%	100%	100%
<i>Helpfulness</i>	100%	97%	100%	96%	100%
<i>Listening Skills</i>	97%	100%	100%	100%	100%
<i>Staff Availability</i>	100%	100%	100%	100%	96%
<i>Accuracy</i>	100%	100%	100%	93%	100%
<i>Consistency</i>	100%	100%	100%	93%	100%
<i>Easy to Understand</i>	100%	100%	96%	100%	100%
<i>Timeliness</i>	100%	100%	100%	100%	97%
<i>Usefulness</i>	97%	97%	100%	93%	100%

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

PEOPLE FIRST TEAM

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 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, provide services more effectively and efficiently by streamlining and standardizing HR transactional processes, and reduce the cost of government services. 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 summarizes users’ capabilities with the system:

Employee Self-Service	Manager Self-Service
<ul style="list-style-type: none"> • Complete timesheets • View leave balances • Submit request for leave, Family and Medical Leave, Family Support Work Program, and alternate work schedules • Maintain direct deposit authorization and Form W-4 elections • Enroll in and elect insurance benefits • View and update personal information (e.g., contact information, EEO-Veterans’ Preference, emergency contact) • Acknowledge job expectations and performance evaluations • Complete on-line training 	<ul style="list-style-type: none"> • Approve timesheets, alternate work schedules, and leave request • Complete attendance and leave activities on behalf of the employee • Initiate personnel actions • Advertise job vacancies • Process reports • View their employees’ work information • Set job expectations and evaluate employees • Initiate onboarding for new hire 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 Aug. 21, 2016, and provides several system and service center enhancements and overall contract improvements. The department exercised the five-year contract renewal option, which began on Aug. 21, 2021, and will end on Aug. 20, 2026.

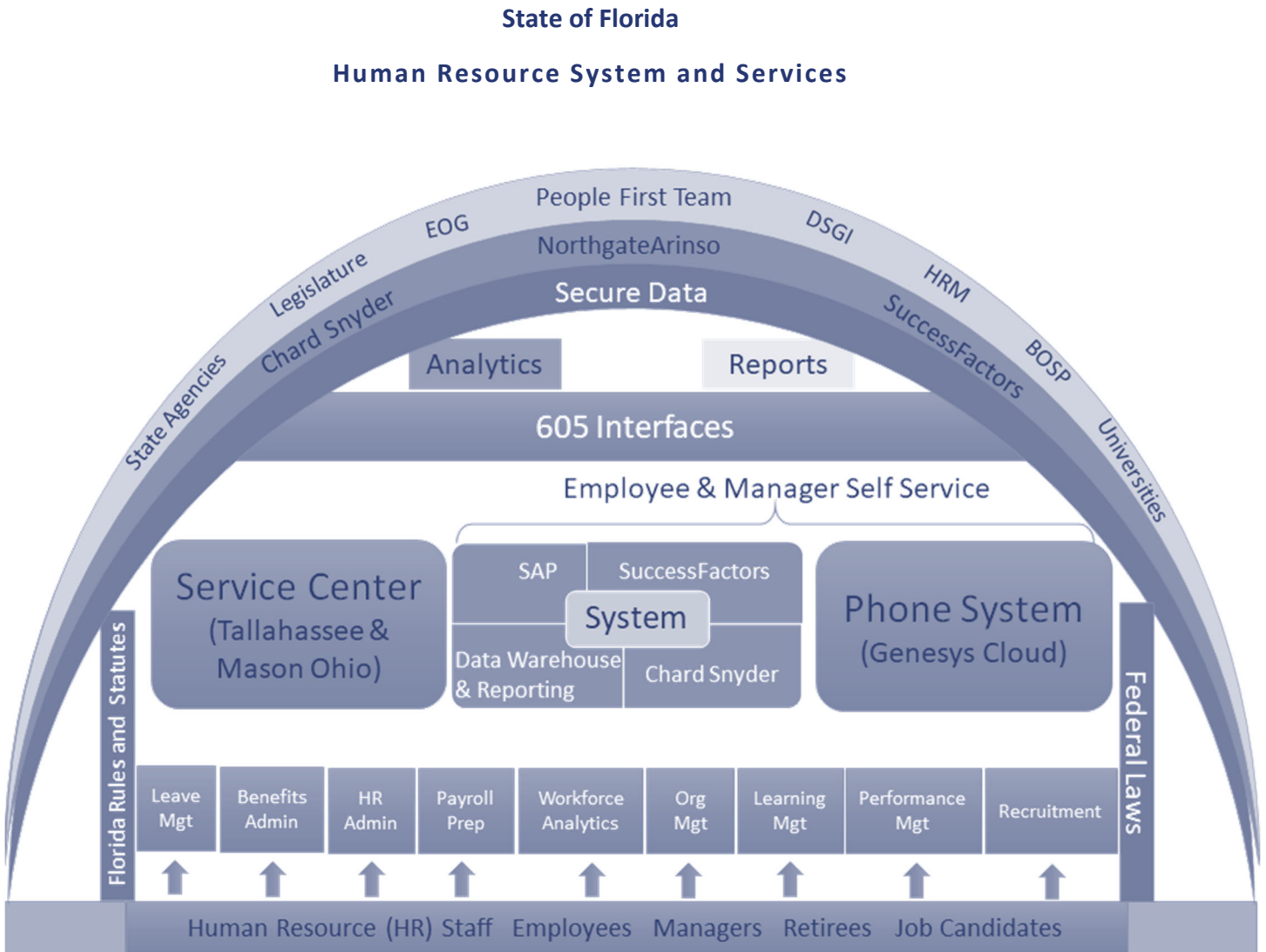
The HRIS is comprised of appointments and status details, time and attendance, insurance benefits administration, classification, and organizational management, payroll preparation, talent management (performance management, recruiting, learning management, and onboarding), and reporting. In June 2017, 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 learning management system 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. The newest addition to the talent management solution is the onboarding system implemented on Aug. 16, 2021. This system allows agencies to initiate new hire employees into an electronic onboarding process to complete new hire paperwork and acknowledge agency policies in an electronic format. Additionally, the system is integrated with the Department of Homeland Security's E-Verify system to confirm the new hire employee's eligibility to work (I-9 verification).

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: flexible spending accounts (healthcare, limited purpose, and dependent care), health savings accounts, and health reimbursement accounts; cloud-based telephony system; and mail room, printing, forms, imaging, and document management services.

The service provider is required to staff service centers to effectively meet customer needs by providing timely and accurate information and solutions. HR specialists provide navigational and transactional assistance, issue resolution, and perform other specific duties that state agency HR offices and the Department formerly handled; including, but not limited to, insurance benefits enrollment, dependent eligibility verification, appeals, insurance premium refunds, insurance reinstatements, job postings and application assistance, and performance evaluation assistance. The service center handles over 17,600 calls and 3,800 tickets per month from employees, human resource professionals, retirees, and job applicants. Job applicants search and apply for positions and maintain their applications online. On average, over 12,000 State of Florida jobs are posted in People First each month, and more than 52,000 employment applications are submitted for those positions.

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 over 600 interface files 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).

Whom We Serve

People First supports more than 230,000 system users. This includes all 32 state agencies, all 12 state universities, State of Florida retirees who have elected to continue with 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 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 five years, more than 88,000 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 2016-17	Fiscal Year 2017-18	Fiscal Year 2018-19	Fiscal Year 2019-20	Fiscal Year 2020-21	Total
Jobs Posted	21,281	15,005	17,304	18,708	15,921	88,219
Total Views	14,612,377	11,914,851	11,752,372	11,829,635	10,751,627	60,860,862
Applications Submitted	894,543	902,880	856,377	723,264	668,770	4,045,834

Our Role

The People First Team strives, in partnership with the service provider, to ensure excellence in HR services through the development and delivery of user-friendly, reliable online systems and service centers. The team acts as the functional owner and is responsible for procurement, contract management and service center oversight, project management, systems design, and data analytics and reporting. This includes the following responsibilities (among others):

- **Procurement** – Planning for future procurements impacting the People First system and services. This includes drafting procurement materials, business requirements, and contract materials in compliance with state procurement rules and procedures, completing the procurement, selecting vendors, and negotiating contracts, amendments, and change orders to enhance offerings.
- **Contract Management and Service Center Oversight** – 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 also provides service center oversight by analyzing the vendor’s overall performance, reviewing and validating monthly vendor performance measures and methodologies, defining and documenting process improvements, and managing contract

deliverables. In addition, the team research best practices, analyze trends, and identify strengths and weaknesses of the current contract.

- **Project Management** – Develops and manages project plans for major system releases in accordance with Rule 60GG-1, Florida Administrative Code, titled Department of Management Services Project Management and Oversight. These project management activities are conducted to enhance and ensure all components of the People First system are comprehensive, user-friendly, reliable, and meet the state’s needs.
- **Systems Design** – 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 conducting post-implementation validations to ensure system changes and assigned reports are functioning correctly. The team serves as the liaison between the service provider and the state to communicate the state’s system design needs to accomplish the following:
 - Prepare accurate and timely payroll to more than 108,000 employees;
 - Administer state-approved insurance benefits (Health, Dental, Vision, Supplemental Plans, and Life Insurance) to more than 203,000 subscribers;
 - Oversee the annual open enrollment process;
 - Provide accurate and timely data warehouse information to 32 state agencies;
 - Enhance and expand system functionality;
 - Correct system and data warehouse deficiencies;
 - Change system functionality based on state policy revisions and union agreements;
 - Implement state and federal 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 2,659 mass loads for state agencies. In FY 2020-21, 214 mass loads were processed, consisting of 478,764 transactions. Since January 2009, the team has created 6,722 reports and responded to 1,082 public records requests.

Trends

The People First team makes every effort to deliver innovative, resource-saving, and quality solutions to customers by designing and supporting a user-friendly, reliable online personnel system and related services. To constantly gauge customers’ satisfaction with People First, the team utilizes a customer satisfaction survey 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 2021 survey demonstrate that approximately 87.5 percent of respondents are satisfied with the overall performance of People First. 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 self-service transactions compared to calls to the service center. During the 2021 annual open enrollment period, 97.3 percent of all open enrollment changes were completed through employee self-service, with only 2.7 percent completed through the service center. Additionally, 94 percent of password resets during open enrollment were completed through employee self-service compared to 6 percent through the service center.

Our Priorities

The People First team 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:

1. Redesign of payroll preparation process, integrations, and financial related components of the People First system to integrate with the Florida PALM financial management information system and payroll subsystem.
2. Procurement planning, requirements development, and procurement execution for the People First systems and services. The People First contract expires Aug. 21, 2026, and all procurement activities must be completed at least 18 months in advance to allow adequate time for system and service center transition if a different service provider is selected.
3. 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.
4. 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, career site builder, chatbots, interactive voice response system call-back option, and automated call quality review.
5. Implement other directives that may impact the People First system and service center.

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 aids 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 are 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 engaged in project management for the next generation of SLERS to migrate to P25, Phase II technology. This upgrade will transform SLERS to a standards-based technology, which creates greater opportunities for interoperable communications with other agencies at national, state, and local levels. In addition, DMS is managing a large-scale radio purchase program as part of the new SLERS contract to provide P-25 Phase 2 capable radios to state law enforcement agencies ahead of the P-2 buildout.

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 the best value for 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.

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. 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. 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 for replacement 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.

Mobile Communication Services (MCS) – The multi-vendor contracts (with AT&T Corp., T-Mobile, 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 contracts are for five years with a five-year renewal option. They will expire in August 2026 if they are not renewed. DMS completed the business case required by section 287.0571, Florida Statutes, during Fiscal Year 2019-20. The procurement occurred 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 DMS 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.

DMS has entered a new 15-year contract for the continued operation of the existing SLERS and an upgrade to the next generation of public safety standard P-25 Phase 2 SLERS in accordance with legislative direction during the 2021 Legislative Session.

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, the 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 the Mobile Communication Services contract.

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. FL[DS] is committed to transforming government technology to better serve Floridians. FL[DS] partners with state agencies in leveraging data and technology to transform state government digital services, with the ultimate goal of creating a better experience for Floridians. FL[DS] aims to serve Florida through the

development of user-friendly interactions with state government. FL[DS] works to make changes with the user, not just the government, in mind.

The Florida Digital Service has several key objectives including facilitating data interoperability, establishing an enterprise architecture, developing an enterprise data catalog and data dictionary, implementing Automation as a Service with agency partners, performing project oversight of state technology projects, and strengthening the state's cybersecurity.

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 implementing new cybersecurity funding to implement strategic initiatives to safeguard the state's technology systems and data. FL[DS] will establish a Cybersecurity Operations Center and lead a new Emergency Support Function, ESF CYBER.

Enterprise Data Catalog

FL[DS] is currently working with state agencies to develop a data catalog and data dictionary of all data within the state's enterprise. On track for October 1, 2021, the initial phase will improve data discovery, governance, and access. Further initiatives to improve data governance and collaboration are already in the planning stages to leverage the data catalog and data dictionary towards increasing enterprise interoperability.

Enterprise Architecture

FL[DS] is currently in the process of establishing the first phase of the state's enterprise architecture (EA). The EA is a comprehensive operational framework that contemplates the needs and assets of the enterprise to fundamentally change how the state buys and builds technology. The EA is built on a Floridian-first foundation to ensure state technology serves the people of Florida, while also improving overall product and service delivery, security, and interoperability.

Project Management and Strategic Planning

FL[DS] performs project oversight on state technology projects with total costs of \$10 million or more and cabinet agency technology projects with total project costs of \$20 million or more. Project oversight supports agencies in successful procurement, development, and implementation. Project management training opportunities are provided to state agencies to enhance their internal capabilities.

State Data Center

FL[DS] currently maintains and operates the State Data Center, which services state agencies and other government entity customers. FL[DS] is nearing completion of contract negotiations with a managed service provider to oversee operation of the State Data Center. Outsourcing the State Data Center will create efficiencies and improve government operations while ensuring continuous customer agency support.

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 manpower 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 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, and priorities required when an agency is the owner of the infrastructure and associated resources for ensuring applications and systems are available. FL[DS] continues to support the cloud-first policy in operation of the State Data Center and support for state agency cloud migrations.

Additionally, FL[DS] is working with multiple agencies to implement new funding for robotic processing automation services. These projects will leverage Automation as a Service to reduce costly and error-prone manual processes, creating efficiencies, generating cost savings, and providing faster service to Floridians.

Currently, the state lacks an enterprise level assessment of its security capabilities and assets. The state must improve its understanding of its overall risk posture. To address this, FL[DS] will use \$30 million in funding to implement tools and services in cybersecurity assessments and asset inventory, endpoint protection, agency inspectors general auditing, .gov domain protection, governance repository, identity management, critical infrastructure hardening, cybersecurity intelligence, centralized service delivery tracking, security information and event management, cybersecurity training, and vulnerability management. This initiative will improve the state’s cybersecurity and protect state assets and Floridians’ data.

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.

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 2021-22, the Facilities Program received funding from the following sources. The percentage of funding for each also follows:

- Supervision Trust Fund (65.46 percent);
- Architects Incidental Trust Fund (0.77 percent);
- FFP Clearing Trust Fund (13.69 percent); and
- General Revenue (20.08 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 2024.** 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, 2022, and June 30, 2024, 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, 2020, and June 30, 2021, overall state leasing costs increased by \$2,504,251.72, a 3.7 percent increase across the entire lease portfolio of 13,468,139 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 February 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 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. In fiscal year 2021-22 an appropriation of \$63.3 million was allocated to continue to address and reduce deficiencies in the following amounts: general projects \$55 million; priority ADA \$5.2 million; and life-safety projects \$3.1 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.

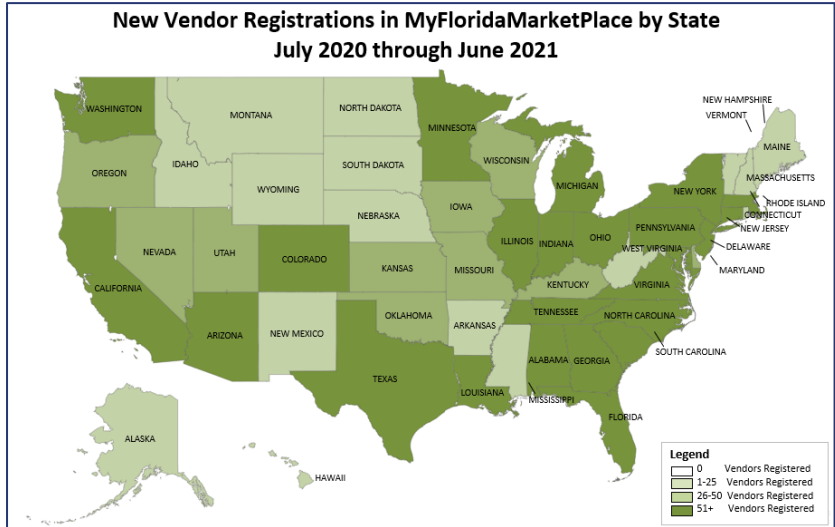
- **Increasing FFP occupancy.** To provide effective space utilization to state agencies and to increase FFP occupancy, DMS continually reassesses portfolio opportunities and identifies FFP space for reconfiguration based on the amount of vacant space, the opportunity for revenue generation, and potential 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, 2021, the FFP has a 98 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, 286.101, 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.

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, but not limited to:

- Agriculture and Lawn Equipment
- Body Armor and Defense Products
- Bulk Fuel and Liquified Petroleum Gas
- Construction and Industrial Equipment
- Custodial Services
- Disposable Paper
- Elevator Maintenance Services
- Financial and Performance Audits
- Flooring Materials, Supplies, and 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 Bulk 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, 2021, the division manages 28 state term contracts and 36 alternate contract source agreements with 709 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, 2021, the division manages 24 insurance policies covering \$53 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 training and certification programs:

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

In accordance with subsection 287.057(15), 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 2020-21, during the COVID-19 public health emergency, the division offered 26 instructor-led virtual training sessions, trained 1,313 staff, and issued 1,226 certifications. During fiscal year 2021-22, the division will continue to offer in-person and virtual training as needed to accommodate staff seeking new certification or recertification.

- **Public Procurement Training for Supervisors**

In accordance with subsection 287.057(18), Florida Statutes, "Any person who supervises contract administrators or contract or grant managers that meet criteria for certification in subsection (15) shall annually complete public procurement training for supervisors within 12 months after appointment to the

supervisory position.” During fiscal year 2021-22, the division will develop the curriculum and training materials for this course; pursuant to the deadline established by the Legislature, training will commence no later than July 1, 2022.

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

In accordance with subsection 287.057(17), 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 2020-21, the division was unable to offer instructor-led in-person training sessions due to the COVID-19 public health emergency, whereas resources were redirected to train a substantial number of staff requiring FCCM recertification, in addition to transitioning FCCM to a virtual environment. During fiscal year 2021-22, the division intends to resume training as needed to accommodate staff seeking new certification or recertification.

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

In accordance with subsection 287.057(17), 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 2020-21, the division funded services for 117 staff. Due to the COVID-19 public health emergency, instructor-led training sessions were conducted in a virtual environment. During fiscal year 2021-22, the division will continue to offer in-person and virtual training as needed to accommodate staff seeking new certification.

In addition to being responsible for statutorily required training and 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 2020-21, during the COVID-19 public health emergency, the division offered one instructor-led virtual training session and trained 24 staff. In fiscal year 2021-22, the division will offer in-person and virtual training. Multiple instructor-led virtual training sessions will be offered over a period of five to six months, focusing on specific topics from the POP curriculum. The division is also developing self-paced, interactive online training modules utilizing the POP curriculum. These modules will be publicly available and provide content to staff who are unable to attend in-person training.

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 Rule 60A-1.031(1), the transaction fee is one 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 86 percent in metrics one through four. The division supports achievement of the metric five goal (i.e., eQuote utilization) through agency meetings, updated training materials, and engagement efforts with vendors.

MyFloridaMarketPlace Agency Utilization Scorecard

July 15, 2021 scorecard for data through June 30, 2021

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 >= 50%		
Group	Agency										
Phase 3 (Target Enablement Date: 12/31/2013)	Department of Education	-	66.37%	-	43.65%	-	94.65%	-	92.22%	+	100% +
	Department of Financial Services	+	93.38%	-	68.14%	-	92.89%	+	86.47%	+	16.44% +
	Department of Revenue	•	100% +	•	100% +	•	96.77%	-	77.95%	+	86.92% +
	Department of State	-	100% +	•	100% +	•	78.93%	-	76.53%	-	73.85% -
	Department of Transportation	•	100% +	•	100% +	•	41.92%	+	76.10%	+	21.89% +
Phase 2 (Target Enablement Date: 10/31/2013)	Department of Economic Opportunity	•	100% +	•	100% +	•	40.17%	-	84.64%	-	98.86% +
	Department of Health	•	100% +	•	88.88%	-	97.09%	-	91.25%	+	14.66% +
	Department of Law Enforcement	•	100% +	•	55.85%	-	93.04%	-	94.60%	+	15.35% +
	Department of Military Affairs	•	100% +	•	100% +	•	97.70%	+	81.63%	+	- •
Phase 1 (Target Enablement Date: 7/1/2013)	Department of the Lottery	-	18.16%	+	12.03%	-	96.71%	+	84.64%	-	7.04% -
	Agency for Health Care Administration	•	100% +	•	100% +	•	95.45%	-	93.62%	-	95.27% +
	Department of Children and Families	+	100% +	•	93.95%	-	95.51%	+	93.97%	+	24.02% +
	Department of Citrus	•	100% +	•	100% +	•	- •	- •	- •	- •	7.14% -
On-Going Training Support	Florida Department of Corrections	-	100% +	•	100% +	•	81.01%	-	90.64%	-	4.67% -
	Agency for Persons with Disabilities	•	100% +	•	100% +	•	95.41%	-	91.10%	+	4.37% +
	Department of Business and Professional Regulation	-	100% +	•	75.69%	-	93.30%	-	91.07%	+	25.47% -
	Department of Elder Affairs	•	100% +	•	100% +	•	98.10%	+	93.42%	+	22.09% -
	Division of Emergency Management	•	100% +	•	100% +	•	85.98%	+	54.69%	-	54.79% -
	Department of Environmental Protection	•	100% +	•	100% +	•	93.16%	+	94.29%	+	10.91% -
	Department of Highway Safety and Motor Vehicles	•	100% +	•	100% +	•	46.13%	+	83.24%	+	39.44% -
	Department of Juvenile Justice	•	100% +	•	73.49%	-	94.78%	+	87.77%	+	100% +
	Department of Management Services	•	100% +	•	100% +	•	83.98%	+	88.38%	+	77.36% -
	Department of Veterans Affairs	•	100% +	•	100% +	•	98.81%	+	93.02%	+	100% +
	Executive Office of the Governor	•	100% +	•	100% +	•	61.48%	-	84.87%	-	- •
	Fish and Wildlife Conservation Commission	•	100% +	•	100% +	•	77.42%	-	79.34%	+	- •
	Florida School for the Deaf and Blind	•	71.18%	-	59.42%	-	68.67%	•	85.48%	+	7.78% •
Florida Commission on Offender Review	•	100% +	•	82.40%	-	99.62%	-	94.63%	+	N/A •	

Average Utilization All Agencies	94.41%	87.17%	81.43%	83.17%	37.35%
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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%*

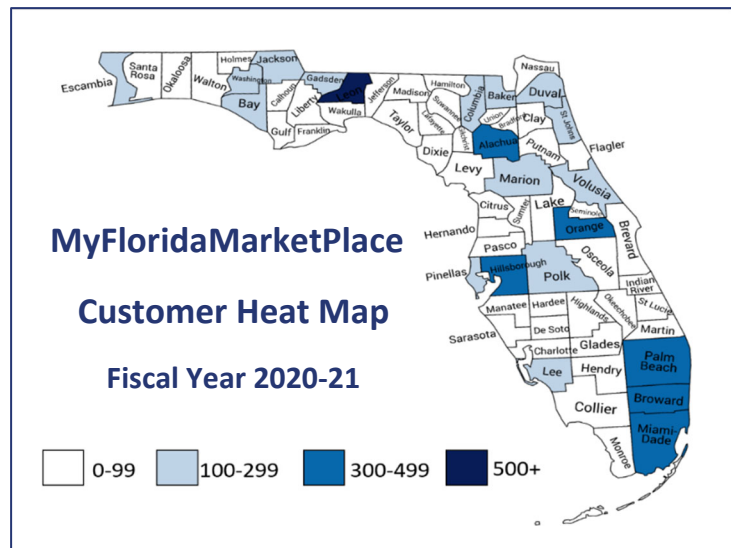
* As of 3/31/14, the eQuote utilization metric ranges are 50% - Green, 25%-49% - Yellow, and <25% - Red.

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 2020-21. In fiscal year

2021-22, MFMP will be upgraded to Next Generation MFMP. New instructor-led and online self-service materials will be developed and provided to support both agency and vendor customers transition to the new platform.

FISCAL YEAR 2020-21 TRAINING SESSIONS	Total Trainings Offered	Total Number of Participants
Agency Customer Training Sessions	43	3,466
Vendor Training Sessions	8	655

Each year, to determine where to offer in-person training outside of Tallahassee, the division develops a map that shows the number of agency customers in each Florida county. There are four areas with the largest number of agency customers that are usually targeted for in-person training: Alachua, Columbia, and Duval counties in northeast Florida; Bay and Escambia counties in northwest Florida; Hillsborough and Orange counties in central Florida; and Broward, Miami-Dade, and Palm Beach counties in south Florida.

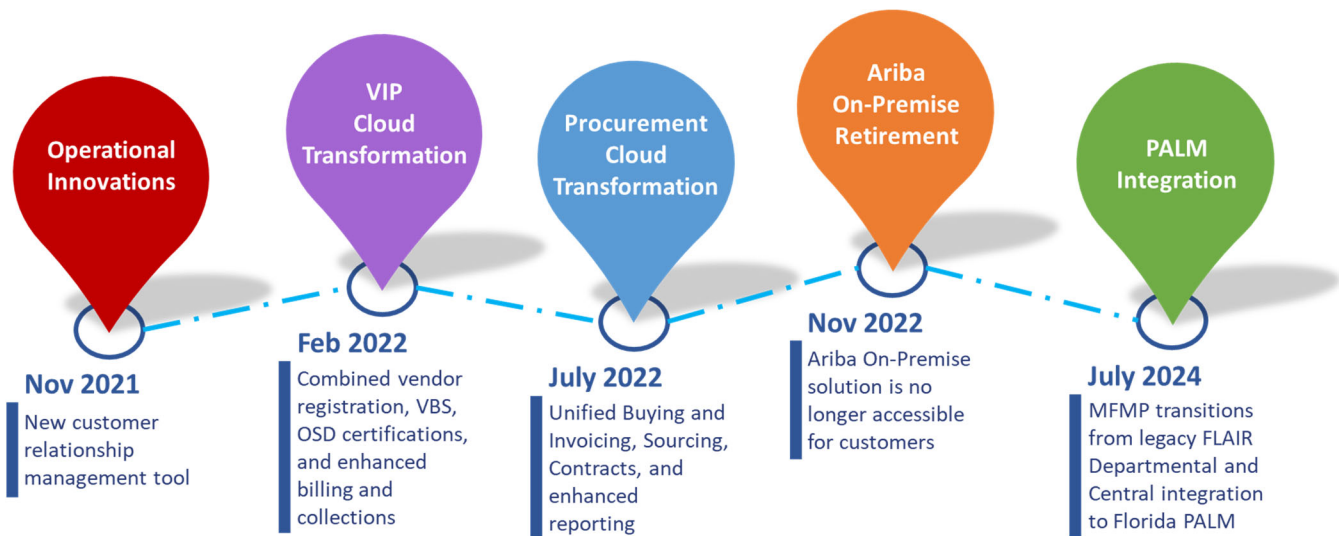


The division continuously maintains an MFMP course catalog of agency customer and vendor training materials, focusing on increasing customer engagement through increased interactions and communications using a variety of methods, including interactive self-paced online training and instructor-led training courses with instructor guides, surveys, quizzes, polls, and practical exercises.

- Next Generation MFMP**

During fiscal year 2020-21, the department procured a cloud-based, online procurement solution, Next Generation MFMP (Next Gen MFMP), to replace the existing on-premises MFMP platform. Next Gen MFMP includes the cloud-based SAP Ariba On-Demand platform as the core source-to-pay procurement system, including buying, invoicing, sourcing, a new contracts module, and a new Tableau-based business intelligence reporting and analytics tool. A new cloud-based Vendor Information Portal (VIP) combines the functionality of the Vendor Bid System, Office of Supplier Diversity certification application, and billing and collections system into a unified platform. Additionally, new customer support channels including a virtual assistant and live agent chat will enhance the MFMP customer support experience. Next Gen MFMP will

empower state agencies to realize efficiencies in their procurement processes, modernize their buying experience, and increase transparency. The phased implementation of Next Gen MFMP will occur during fiscal year 2021-22, delivering a fast return on investment and building confidence with agency customers and vendors. Each release will build on prior releases and target different stakeholders. Implementation of Next Gen MFMP will be followed by the retirement of the existing MFMP platform in fiscal year 2022-23, and the planned integration with Florida PALM at the end of fiscal year 2023-24.



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 and emerging issues relating to the economic development of small and minority businesses;
- 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 2020-21, the facilities generated a total of \$4.5 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 2020-21 was \$6.8 million.

BUREAU OF FLEET MANAGEMENT

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

In accordance with Chapter 287, Part II, Florida Statutes, Fleet Management manages the acquisition, operation, maintenance, and disposal of the state’s fleet of motor vehicles and watercraft. The state’s fleet includes approximately 25,000 pieces of equipment: automobiles, light trucks, medium and heavy trucks, construction

and industrial equipment, tractors, mowers, small utility vehicles, motorcycles, and all-terrain vehicles. In addition, Fleet Management determines the motor vehicles and watercraft to be included on state contracts, develops technical bid specifications, and helps evaluate contracts. Fleet Management reviews and approves state agency purchase requisitions for selected mobile equipment commodity codes to ensure that fleet purchases are cost effective, fuel efficient, and appropriate for their stated purposes.

Fleet Management maintains FleetWave, which is a fleet management and reporting system. The system includes more than 25,000 pieces of equipment (with a purchase value of more than \$492 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.

FleetWave 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; and
- Enhance asset management with utilization reporting, GPS tracking, and active/inactive vehicles.

- Engine diagnostics by maintenance reports and alerts.

Fleet Management continues to pilot 60 vehicles throughout the State. Information and data gathered during the pilot will be used to conduct a larger pilot or draft an LBR submission for funding to outfit all fleet assets. The ultimate goal is to remove the human element from the process, reduce costs and downtime, and improve driver behavior.

- FleetWave

On April 15, DMS procured a fleet management information system to replace the current enterprise asset management system. The vendor, Chevin Fleet Solutions, will provide a cloud-based fleet management system for unlimited users that will help simplify the end-to-end management and automation of the state's vehicles and equipment. The new system will improve the user experience and functionality at no additional cost to the agencies.

The system will go live by September 2021.

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

The State Agency for Surplus Property (SASP) Warehouse officially closed on December 31, 2020.

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

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 2020-21, PERC closed 97 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 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 (Commission) under the Florida Civil Rights Act of 1992 (Part I, Chapter 760, Florida Statutes [F.S.]) and the Florida Fair Housing Act (Part II, Chapter 760, F.S.) is to promote and encourage fair treatment of all persons in Florida regardless of race, color, religion, sex, pregnancy, national origin, age, handicap/disability, and familial or marital status. The Commission’s primary responsibility is to enforce Florida’s employment and housing discrimination laws. In addition, the Commission partners with community organizations; associations; and federal, state, and local public-sector entities to address human and

civil rights issues in Florida. Pursuant to the Florida Civil Rights Act, the Commission also investigates discrimination complaints in public accommodations (such as lodging and food establishments). Finally, under the Florida Whistle-blower's Act, the Commission investigates allegations of retaliation against state employees of the executive branch of state government who disclose a violation of any law, rule, or regulation or who disclose gross mismanagement, malfeasance, misfeasance, nonfeasance, neglect of duty, or gross waste of public funds (section 112.31895, F.S.).

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

Since 1969, the Commission has served the people of Florida by assuring equal protection against discrimination in employment, housing, certain public accommodations, and state employee whistle-blower retaliation. Additionally, it provides an invaluable service to employers in Florida by providing an effective and efficient way to resolve allegations of discrimination, often at significantly less expense than court-based alternatives.

Current Status and Future Prospects

General Demographics - The Changing Face of Florida

Florida is the third-most-populous state in the nation, with a population of 21,538,187 as of Dec.30, 2020 (2020 Decennial Census).ⁱ Females garner the majority position at 51.1 percent.ⁱⁱ Florida's racial composition is becoming increasingly non-white, with the percentage of "white alone, not Hispanic or Latino" falling to 53.2 percent.ⁱⁱⁱ Also, according to the U.S. Census Bureau, 26.4 percent of Florida's population is of Hispanic origin, already hitting the bureau's projection for the year 2025. "Black or African-American alone" make up 16.9 percent of the state's population.^{iv} Approximately 69.7 percent of Florida residents speak English only at home, more than 22.5 percent speak Spanish, and almost 8 percent speak a language other than English or Spanish at home. Florida exceeds the United States' total averages in languages other than English spoken at home by almost 38%.^v

According to the U.S. Census Bureau, 2019 population estimates, Florida's population rate of elderly (65 years and over), Black or African American alone, and Hispanic or Latino is higher than the United States' averages by approximately 27 percent, 26 percent, and 43 percent, respectively.^{vi} If you look at the rank of the top 4 states (California, Florida, Texas, and New York) in the ratio of 65 years of age to the total population, Florida ranks number 2 with the next three largest states ranked at a distant 26, 45 and 48 out of 50 states. While Maine ranks number 1 in the percentage of 65 years of age to the total population, they have approximately 1.3 million total population versus 21+ million in Florida.^{vii} It is evident that Florida ranks highest in the total elderly population, which is expected to increase exponentially in Florida.

According to the Centers for Disease Control and Prevention (CDC), as of 2017, approximately 28 percent of adults in Florida have a disability.^{viii} As of 2017, the unemployment rate (16.3 percent) for persons with disabilities in Florida is improving but still far exceeds Florida’s overall unemployment rate of 4.1 percent for the same time period.^{ix} Disability discrimination in Employment and Housing is the most common complaint filed with State and Federal regulatory agencies. The Commission’s investigatory and community outreach will allow Florida to stem the tide, especially now that COVID-19 disability effects are waning.

Disability Discrimination and Retaliation in Employment

Employment discrimination complaints oftentimes involve multiple bases (two or more) of discrimination, so regulatory reporting of the number of bases filed exceeds the number of charges filed. It was reported that while Floridians submitted almost 6,000 employment discrimination charges in 2020, the bases for those charges added up to nearly double the number of charges (11,800 bases and 5,868 charges).^x This means that for every employment discrimination charge filed, an average of two bases of discrimination was alleged. The combination of the most common bases that have emerged during the COVID-19 pandemic was disability and retaliation.

According to the Equal Employment Opportunity Commission (EEOC), disability discrimination and retaliation were the only ones that showed substantive increases in complaints filed in 2020.^{xi} Employee requests for COVID-19 pandemic accommodations (i.e., work from home due to potentially fatal consequences if the coronavirus is contracted while meeting with and/or surrounded by other employees at work) and employers attempting to continue business operations caused a largely unprecedented tension between the two. Invariably, complaints were filed with government regulatory agencies to mitigate the tension and try to restore equilibrium back into the workplace. The Americans with Disabilities Act (ADA) and the Florida Civil Rights Act mandate that employers provide “reasonable accommodations” to disabled workers. “The ADA directs employers and employees to engage in an ‘interactive process’ of discussion, aimed at reaching agreement on a reasonable accommodation for a disability.”^{xii} This interactive process pertaining to COVID-19 is ongoing and will continue to be fraught with uncertainty until legislative bodies and courts provide authoritative and legal guidance. In the meantime, the EEOC, the Occupational Safety and Health Administration (OSHA), and the Centers for Disease Control (CDC) have been providing suggestions and guidance for employers to navigate the COVID-19 employment landscape but the “guidance does not trump local, state or federal rules, regulations or laws...”^{xiii} Overall, communication between the employer and employee is key to ensuring both sides work together toward mutual accommodations and resolutions.

Lesbian, Gay, Bisexual, Transgender, Queer/Questioning (LGBTQ) Discrimination

LGBTQ discrimination was challenged in the *Bostock v Clayton County, Georgia* case. On June 15, 2020, the U.S. Supreme Court declared that the language in Title VII, “because of...sex,” covers discrimination on the basis of gender identity and sexual orientation.^{xiv} Additionally, President Biden signed an Executive Order on January 20, 2021, acknowledging the U.S. Supreme Court’s decision in *Bostock v. Clayton County, Georgia*, and declaring he will fully enforce Title VII by enforcing prohibitions on sex discrimination on the basis of gender identity or sexual orientation in each federal agency.^{xv} After the *Bostock v. Clayton County, Georgia* decision and President Biden’s

Executive Order, The U.S. Department of Housing and Urban Development (HUD) responded by declaring they will “enforce Fair Housing Act to prohibit discrimination on the basis of sexual orientation and gender identity.”^{xvi} Similarly, the Commission’s “board determined that, as HUD’s partner in the Fair Housing Assistance Program, it will also apply the Florida Fair Housing Act such that discrimination because of sex includes sexual orientation and gender identity. This will ensure consistency in application so that substantive rights protected under the Florida Fair Housing Act, Chapter 760.20-760.37, F.S., remain substantially equivalent to those protected by the federal Fair Housing Act, as required by 42 U.S.C. sections 3610(f) and 3616.”^{xvii} The Commission also included notice that claims of sex discrimination based on sexual orientation and gender identity discrimination in employment and public accommodations will be accepted.^{xviii}

Despite the significant progress the state has made, no specific Florida statewide law prohibits discrimination against lesbian, gay, bisexual, transgender, and questioning (LGBTQ) people in Florida. There is no specific state law which states that it is illegal 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 explicit statewide non-discrimination protections.

Polls show that nearly 75 percent of Floridians support fully inclusive laws to protect LGBTQ people from discrimination. In 2017, the Jacksonville City Council passed an LGBTQ-inclusive non-discrimination ordinance with broad support. Jacksonville, the twelfth-largest city in the United States, was one of the few top cities where LGBTQ people were not explicitly protected from discrimination¹⁹ (until this ordinance passed). Currently, 32 cities and counties in Florida have some measure of protection from discrimination on the basis of their sexual orientation and gender identity/expression.

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 2019 Report on Hate Crimes in Florida²⁰ revealed that hate crimes against persons accounted for 72 percent of all hate crimes; the remaining 28 percent involved property (vandalism, graffiti, arson, and other damage to religious buildings, businesses, or residences expressing hatred). The total number of reported hate crimes for 2019 was 134 (down approximately 21 percent from 169 in 2017). Race/Color hate crimes were 33.6 percent, down from 43.5 percent of the total for the previous year. While Religion and Race/Color were equal in the top percentages of reported hate crimes (33.6 percent), Religion hate crimes increased an alarming 83 percent from 2018 to 2019 but Race/Color hate crimes decreased by 23 percent for the same period. “Anti-Jewish” religion hate crimes accounted for almost all of this increase representing approximately 68.8 percent of the total hate crimes based on religion. Sexual orientation hate crimes showed a 20.9 percent decrease, and ethnicity/national origin hate crimes have been showing a continuous increase from 1.6 percent in 2016, 3.5 percent in 2017, 7.7 percent in 2018; culminating in the most recent increase in 2019 of 11.9 percent.²¹ Due to the large Hispanic/Latino population throughout Florida, most of the ethnicity/national origin hate crimes were committed against the Hispanic/Latino population. These trends point to disturbing

increases in certain areas that warrant monitoring and possible intervention efforts to ensure the Commission promotes mutual understanding and respect throughout Florida.

Nationally and more recently, BBC news reported that “Covid ‘hate crimes’ against Asian Americans on the rise,” and these crimes are “often linked to rhetoric that blames Asian people for the spread of Covid-19.” Examples include “An elderly Thai immigrant dies after being shoved to the ground. A Filipino-American is slashed in the face with a box cutter. A Chinese woman is slapped and then set on fire. Eight people are killed in a shooting rampage across three Asian spas in one night.”²² Additional examples of hate crimes against Asian American Pacific Islander (AAPI) were collaboratively provided by Stop AAPI Hate and the National Asian Pacific American Women’s Forum (NAPAWF). They reported that “Hate incidents, which include both hate crimes and incidents of violence or discrimination, against AAPIs rose sharply over the past year, with over 6,600 reports collected by Stop AAPI Hate between March 2020 and March 2021. In particular, AAPI women and girls report these hate incidents 2.2 times as often as men.” They concluded that “Government agencies must also do more to identify, refer, investigate, and prosecute civil rights violations, including discrimination in the workplace, housing, schools, and public accommodations, under existing law.”²³

Housing Discrimination

A 2020 fair housing report²⁴ by the National Fair Housing Alliance revealed the following trends in housing discrimination occurring in the U.S.:

- There were 28,880 complaints of housing discrimination in 2019. “The complaint numbers for 2019 are consistent with the number of complaints filed in recent years, except for 2018” (2018 had the highest number of complaints filed since the early 1990s by about 7.5 percent (approximately 31,202 complaints) above 2019 total).
 - “As in prior years, rental-related housing discrimination complaints reported in 2019 were the most numerous.”
 - “Rental-related complaints in 2019 accounted for 83.75 percent of all transaction types reported, compared to 83.39 percent in 2018 and 82.05 percent in 2017.”
 - Sales, lending, insurance, harassment, advertising, HOA/Condo, and others accounted for the remaining 17 percent of housing discrimination complaints.

There is some indication that the number of rental-related discrimination complaints (especially as it pertains to evictions) will come down since the Centers for Disease Control and Prevention’s (CDC) “Eviction Moratorium...went into effect September 4, 2020, through December 31, 2020, and it has been extended through June 30th, 2021”²⁵ “and is now extended through July 31, 2021, and this is intended to be the final extension of the moratorium.”²⁶

The CDC issued this order and contended that “A temporary halt of evictions can help people who get sick or who are at risk for severe illness from COVID-19 protect themselves and others by staying in one place to quarantine.”²⁷

The 2020 fair housing report²⁸ by the National Fair Housing Alliance listed the bases for housing discrimination occurring in the U.S.:

- The most common basis of housing discrimination complaints in 2019 was based on disability (59 percent). Disability has been continuously ranked as the most common (by far) basis for housing discrimination for the past 10+ years.
 - “Discrimination against persons with disabilities is the easiest to detect, as it most often takes place as an overt denial of a request for a reasonable accommodation or modification to the housing unit.”
 - Examples of settled cases alleging disability discrimination in housing were granting a complainant’s request to transfer to a ground floor unit as a reasonable accommodation for his heart condition, keep an emotional support beagle, and the ability to rent an apartment because they had an assistance animal.
- The second-sixth (in order) reported type/basis of housing discrimination was based on:
 - Race (17 percent)
 - Familial Status (8 percent)
 - Sex (7 percent)
 - National Origin (6 percent)/Color (1 percent)
- Some examples of Housing Discrimination complaints involving an “Other” basis accounted for almost 11 percent as follows (top five):
 - Source of Income/Age/Student Status
 - Sexual Orientation/Gender Identity/Marital Status

Summary

A state with such a sizeable disabled population as well as a very diverse age, religious, ethnic, and racial population makes Florida’s human relations and civil rights issues extremely complex. The Commission looks at historical indications for reference and works to ensure that potential crises (economic, pandemic, etc.) contributing to intergroup conflicts among disparate racial, ethnic, and religious groups are addressed fairly and swiftly. The Commission recognizes that in addition to potential conflict arising from cultural, religious, racial, and ethnic differences, persistent and deepening inequality in employment and housing can also be a potential source of conflict, particularly between majority and minority racial and ethnic groups. Population diversity and economic challenges can increase the number of complaints filed in the areas of housing and employment and public accommodations/services. 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), there will likely be more complaints filed at the State/Commission level. Sudden changing dynamics brought on by an unexpected pandemic quickly highlight how a service-oriented state like Florida is impacted in ways not so in other states. Discrimination in employment and housing did not decrease but shifted based on more requests for accommodations in employment and requests for assistance in housing (to avoid unfair evictions, among others) until the virus/pandemic could be eradicated/stabilized. The Commission demonstrates how important it is to have an impartial agency in place that brings parties together in times of great uncertainty and strife. The Commission continues to be 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 ensure economic prosperity. Such efforts require individuals, communities, and businesses to work together to create and encourage conflict-free environments, and the Commission will continue to lead the State toward that collective pursuit of mutual respect and understanding.

Outcomes and Priorities

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

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

This is the Commission's top priority. The Commission made requests for legislative changes to update statutory investigative discrimination case processing requirements, and many of those changes recently passed. While high-quality investigations have always taken place, the timeliness of investigations has been hindered by inconsistent statutory interpretation and court opinions. Recently passed statutory changes allow the Commission to maintain high-quality investigations but the changes now also promote timely investigations. This new outlook provides both complainants and businesses/agencies a much more reasonable expectation of the amount of time it will take for investigations to be completed and consistently encourages mutual resolutions of differences by opening the dialogue early. The Commission prioritizes mediation services at the onset of every complaint and encourages the parties to resolve their differences very early in the complaint process. This allows the parties to resolve their disputes promptly and at potentially much lower costs. If mediation is not mutually acceptable and the matter cannot be resolved, an investigation will bring facts to light, and conciliation efforts will continue throughout the entire complaint process.

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

Outreach, Education, and Training

The Commission's units (Legal, Employment, Housing, Customer Service/Intake and the Office of Legislative and External Affairs) are often called upon to 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 stakeholders, and other governmental agencies is critical to reaching as many customers as possible, given the limited funds the Commission 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.

Florida Civil Rights Hall of Fame

Pursuant to section 760.065, Florida Statutes, the Commission is statutorily authorized to administer the Florida Civil Rights Hall of Fame program. This program, created in 2010, was established to recognize persons, living or deceased, who have made significant contributions to the state as leaders in the struggle for equality and justice for all persons. Wall space in Florida's Capitol Building has been set aside for the display. The Commission annually seeks nominations, reviews and evaluates the applications' quality, and submits ten nominees to the Governor. The Governor is then to select up to three members for induction into the Hall of Fame. The Commission launched the program in 2011, with

its inaugural induction ceremony held in February 2012. The Commission continues to promote and administer the program and is currently planning the next induction ceremony tentatively scheduled for late 2021 (due to COVID-19, the 2020 induction ceremony was postponed).

Communications

During fiscal years 2019-21, the Commission continued to see increased 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), the FCHR's 52nd Anniversary, and information about the Commission's programs and services. The Commission shifted focus towards electronic media rather than in-person events due to COVID-19. Still, it maintained the Statewide fairness and enforcement messaging intact and outbound to various outlets throughout the year. The Commission developed and distributed opinion editorials to media outlets across the state on a variety of issues, including Fair Housing Month, Black History Month, MLK Day, Women's History Month, National Hispanic Heritage Month, the Florida Civil Rights Hall of Fame, the Age Discrimination in Employment Act, Labor Day Recognition and Disability Discrimination. Through email, Twitter, and Facebook, electronic communications were sent to hundreds of grassroots human rights, human resource, and legal organizations and associations statewide on various discrimination topics and changes to civil rights laws. Targeted audiences for communications and outreach efforts include Florida's housing industry, business owners, employers and employees, residents of and visitors to Florida, local community groups and organizations, state and local governmental entities, elected officials, teachers, and students at all educational levels, and the legal community. Over the next five years, the Commission anticipates increasing media and communications outreach efforts to inform the public of its services and describe human and civil rights issues in Florida by:

- Engaging in social media and online networks to develop partnerships with local 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 Commission continually strives to improve its Customer Service efforts and outcomes through staff training, continuing education, and the use of technology. This includes providing public access to Commission services through language interpretation services for parties to communicate with Commission staff in their preferred language (i.e., Spanish, Haitian Creole,

etc.). In addition, the Commission maintained all lines of communication with our customers throughout the entire pandemic (i.e., calls, emails, faxes, mail, etc.). Most Commission employees were teleworking during COVID-19 protocols, but some Commission employees requested and were granted daily work schedules in the office (CDC and Florida Department of Health safety precautions were followed, including cleaning/sanitizing of workspaces and installing air scrubbers) to maintain continuity of Commission operations and provide exceptional public service. Finally, the Commission requests feedback via survey(s) both internally and externally on the quality of services offered, seeks suggestions on improving these services, and ultimately implements those that will further the Commission's mission, vision, and goals.

Governance and Accountability

To ensure even greater managerial efficiency, effectiveness, and accountability, the Commission currently operates under the FCHR Governance Policy (design and structure of which was based on the Carver Model of Policy Governance) adopted in December 2006 and subsequently amended in 2014 (to clarify elections for Commission chair and vice-chair as well as Commissioner Code of Conduct/accountability). The Commission has continued to operate effectively under this governance structure since that time. On an annual basis, the Commissioners review and develop ends priorities for the upcoming fiscal year and conduct an annual Executive Director Compliance and Performance Assessment to evaluate the Commission's progress on achieving these priorities.

Public Access

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

Legislative Affairs

All bills filed during Session are reviewed and evaluated to determine any potential impact on the Commission. If legislation has Commission impact, the Commission's legislative team will communicate with the sponsor and co-sponsor of the bill to ensure State Legislators have all

necessary information to create effective legislation. The Commission will continue to communicate with State Legislators and offer its services throughout the year to maintain a healthy relationship and establish a presence at the Capitol.

ⁱ <https://www.census.gov/data/tables/time-series/dec/popchange-data-text.html>

ⁱⁱ <https://www.census.gov/quickfacts/fact/table/FL,US/PST045219>

ⁱⁱⁱ [ibid](#)

^{iv} [ibid](#)

^v <https://data.census.gov/cedsci/profile?g=0400000US12>

^{vi} <https://www.census.gov/quickfacts/fact/table/FL,US/PST045219>

^{vii} <https://www.prb.org/resources/which-us-states-are-the-oldest/>

^{viii} <https://www.cdc.gov/ncbddd/disabilityandhealth/impacts/florida.html>

^{ix} <https://thefloridascorecard.org/pillar&c=0&pillar=1>

^x <https://www.eeoc.gov/statistics/enforcement/charges-by-state/FL>

^{xi} [ibid](#)

^{xii} <http://www.shpclaw.com/covid19-and-reasonable-accommodations-under-the-ada?p=11399>

^{xiii} <https://www.natlawreview.com/article/return-to-work-resistance-navigating-ada-interactive-process-and-covid-19-disability>

^{xiv} https://www.supremecourt.gov/opinions/19pdf/17-1618_hfci.pdf

^{xv} <https://www.whitehouse.gov/briefing-room/presidential-actions/2021/01/20/executive-order-preventing-and-combating-discrimination-on-basis-of-gender-identity-or-sexual-orientation/>

^{xvi} https://www.hud.gov/press/press_releases_media_advisories/hud_no_21_021

^{xvii} <https://fchr.myflorida.com/>

¹⁸ [ibid](#)

¹⁹ <https://freedomforallamericans.org/after-years-of-advocacy-jacksonville-city-council-passes-lgbt-inclusive-non-discrimination-ordinance/>

²⁰ <http://www.myfloridalegal.com/newsrel.nsf/newsreleases/CAED429F52D53E088525864E006E780B>

²¹ [ibid](#)

²² <https://www.bbc.com/news/world-us-canada-56218684>

²³ <https://stopaapihate.org/aapi-women-and-girls-report/>

²⁴ <https://nationalfairhousing.org/wp-content/uploads/2020/09/NFHA-2020-Fair-Housing-Trends-Report.pdf>

²⁵ <https://www.clsmf.org/cdc-eviction-moratorium/>

²⁶ <https://www.cdc.gov/coronavirus/2019-ncov/covid-eviction-declaration.html>

²⁷ [ibid](#)

²⁸ <https://nationalfairhousing.org/wp-content/uploads/2020/09/NFHA-2020-Fair-Housing-Trends-Report.pdf>

Exhibit III

EXHIBIT III: PERFORMANCE MEASURE STATISTICS

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1.54%	1.80%	(0.26%)	(16.88%)

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:
 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 continues to artificially inflate the performance results, as it is a statewide initiative.

The department also received a nonrecurring appropriation for Staff Augmentation to assist with the implementation of PALM. This authority also affects the performance results of the standard.

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

Training Technology
 Personnel Other (Identify)

Recommendations:
 The department will make adjustments to the standard to better reflect the performance results based on historical performance results and an assessment of other state agency standards to determine appropriateness.

Office of Policy and Budget – June 2021

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT
Department: Management Services
Program: Private Prison Monitoring
Service/Budget Entity: 72-60-08-00
Measure: Percentage of Inmates Participating in Behavioral, Vocational, Academic, and Substance Abuse Programs
Action:
 Performance Assessment of Outcome Measure Revision of Measure
 Performance Assessment of Output Measure Deletion of Measure
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
100%	98%	(2%)	2%

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:
 Due to the COVID-19 pandemic, the facilities did not receive weekly inmate transfers, or intakes, for several months, reducing the total inmate population housed at each facility and the inmates eligible for programmatic services. In addition, programs were closed and facilitated through distant packet learning in the dormitories to mitigate the spread of the COVID-19 virus.

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:
 Due to the COVID-19 pandemic, the facilities did not receive weekly inmate transfers, or intakes, for several months, reducing the total inmate population housed at each facility and the inmates eligible for programmatic services. In addition, programs were closed and facilitated through distant packet learning in the dormitories to mitigate the spread of the COVID-19 virus.

Management Efforts to Address Differences/Problems (check all that apply):
 Training Technology
 Personnel Other (Identify)

Recommendations:
 Continue to facilitate all programs once all restrictions due to the COVID-19 Pandemic are lifted and populations continue to increase.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT			
Department: <u>Management Services</u>			
Program: <u>Private Prison Monitoring</u>			
Service/Budget Entity: <u>72-60-08-00</u>			
Measure: <u>Percentage of Inmates Participating in Behavioral, Vocational, Academic, and Substance Abuse Programs</u>			
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
100%	98%	(2%)	2%
Factors Accounting for the Difference:			
Internal Factors (check all that apply):			
<input type="checkbox"/> Personnel Factors		<input type="checkbox"/> Staff Capacity	
<input type="checkbox"/> Competing Priorities		<input type="checkbox"/> Level of Training	
<input type="checkbox"/> Previous Estimate Incorrect		<input checked="" type="checkbox"/> Other (Identify)	
Explanation:			
Due to the COVID-19 pandemic, the facilities did not receive weekly inmate transfers, or intakes, for several months, reducing the total inmate population housed at each facility and the inmates eligible for programmatic services. In addition, programs were closed and facilitated through distant packet learning in the dormitories to mitigate the spread of the COVID-19 virus.			
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:			
Due to the COVID-19 pandemic, the facilities did not receive weekly inmate transfers, or intakes, for several months, reducing the total inmate population housed at each facility and the inmates eligible for programmatic services. In addition, programs were closed and facilitated through distant packet learning in the dormitories to mitigate the spread of the COVID-19 virus.			
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:			
Continue to facilitate all programs once all restrictions due to the COVID-19 Pandemic are lifted and populations continue to increase.			

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Office of Supplier Diversity (OSD)
Service/Budget Entity: OFFICE OF SUPPLIER DIVERSITY
Measure: Number of businesses reviewed and audited

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
100	78	-22	-22%

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: During fiscal year 2020-21, OSD experienced a significant increase in businesses applying for certification. Processing these applications was prioritized over auditing to better assist businesses wishing to help grow Florida’s economy. Additionally, the program experienced a 50 percent turnover in staff between September 2020 and January 2021, which caused a delay in the ability to perform these audits.

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: With the program fully staffed, a larger emphasis has been placed on cross-training functions to ensure there are multiple staff available to perform these audits.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: State Personnel Policy Administration
Service/Budget Entity: State Human Resource Management/72750400
Measure: Number of State Agencies with Established Training Plans

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
29	26	(3)	(11%)

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

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: 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 State 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 2020-21, only 26 entities reported having an established training plan.

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

- Training Technology
- Personnel Other (Identify)

Recommendations: None

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: State Personnel Policy Administration
Service/Budget Entity: State Human Resource Management/727504
Measure: Total Cost per FTE in the State Agencies

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
\$329.07	\$330.22	(\$1.15)	(0.35%)

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: This measure reflects the assessment per FTE (as published in each year's GAA) that each customer entity contributes toward the HR outsourcing contract and for services provided by the Division of State Human Resource Management and the People First Team. 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 Northgate Arinso, 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.

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: Meeting the measure, "Total Cost per FTE in the State Agencies" is determined by the legislative staff and the Governor's Office of Policy and Budget, and it is also included in proviso language in the General Appropriations Act.

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

- Training
- Technology
- Personnel
- Other (Identify)

Recommendations: None

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

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

Action:
 Performance Assessment of Outcome Measure Revision of Measure
 Performance Assessment of Output Measure Deletion of Measure
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
100%	98.42%	(1.58%)	(1.58%)

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 of Management Services contracts with NorthgateArinso, LLC. 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, time and attendance, insurance benefits administration, classification and organizational management, payroll preparation, talent management (performance management, recruiting, learning management, and automated new employee onboarding) and reporting. 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 2020-21, the service provider met 311 of the 316-performance metrics achieving 98.42% 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 checked="" type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix the Problem	
<input type="checkbox"/> Current Laws Are Working Against the Agency Mission	

Explanation:
 The 100% performance standard is an extreme stretch goal for this metric, and almost impossible to achieve in a call center environment. However, as we expect excellent service from our service provider, we continue to push them to meet 100%.

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:
 The Division continues meeting with all levels of leadership of the service provider and is aggressively working in conjunction with them to continue to improve services.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: State Personnel Policy Administration
Service/Budget Entity: State Human Resource Management/727504
Measure: Percent of Agencies at or above EEO Gender Parity with Available Labor Market

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
87%	80%	(7)	(8%)

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: 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 State Human Resource Management has no program authority over these agency functions.

External Factors (check all that apply):

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

Explanation: This measure 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 State 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 State Human Resource Management does not have the authority to make hiring decisions within the state agencies. For fiscal year 2020-21, 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 Technology
- Personnel Other (Identify)

Recommendations: None.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: State Personnel Policy Administration
Service/Budget Entity: State Human Resource Management/727504
Measure: Percent of Agencies at or above Minority Parity with Available Labor Market

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
77%	54%	(23)	(35%)

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

Explanation: This measure 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 State 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 State Human Resource Management does not have the authority to make hiring decisions within the state agencies. For fiscal year 2020-21, 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):

- Training Technology
- Personnel Other (Identify)

Recommendations: None.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: State Personnel Policy Administration
Service/Budget Entity: State Human Resource Management/72750400
Measure: Percent of Dollars Saved by Eliminating and Reducing Expenses

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
19.25%	0%	(19.25)	(100%)

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: 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 State Human Resource Management has no program authority over this agency function.

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

Survey responses were received from all 30 entities for fiscal year 2020-21; 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 2020-21. For the past several years, agencies have not participated in this program.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: None

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Workforce
Service/Budget Entity: Retirement Benefits Administration
Measure: Percent of Members Satisfied with Retirement 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
93.50%	92.01%	(1.49%)	(1.59%)

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 Division of Retirement began transitioning its survey tool to a new platform in 2020. The Percent of Members Satisfied with Retirement Services measure is based on these surveys, only one of which was widely available for a partial period. Therefore, this score is based on a limited sample size of only one survey’s targeted audience.

External Factors (check all that apply):

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

Explanation:

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

The Division of Retirement completed the launch of all its new member surveys at the end of FY 2020-21. We anticipate a complete fiscal year of survey responses to be a more representative sample.

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:

- 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
98%	93.53%	(4.47%)	(4.56%)

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 Division of Retirement began transitioning its survey tool to a new platform in 2020. The Percent of Participating Agencies Satisfied with Retirement Services measure is based on a single survey that was available partially in May 2021 and for all of June 2021. Therefore, this score is based on a limited sample size of responses.

External Factors (check all that apply):

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

Explanation:

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

The Division of Retirement anticipates a complete fiscal year of survey responses to be a more representative sample.

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
- 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
819	653	(203)	(24.7%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

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

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 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
- Personnel
- Technology
- 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: Percent of Timely Labor Dispositions

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

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

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

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

- Training
- Personnel
- Technology
- 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 IV
Performance Measure Validity and Reliability

EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Workforce

Service/Budget Entity: Retirement Benefits Administration

Measure: Number of FRS Members

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 membership count for the Florida Retirement System (FRS) is measured each year at the close of the fiscal year and reported as a performance measure with justifications required for total membership counts that are higher or lower than expectation. The current standard is 1 million. There are currently more than 1.1 million FRS members.

The department suggests changing this approved performance measure to a reported data item without a standard. Changes in membership due to employer staffing driven by budget constraints and/or workforce needs is not controlled by the department. It is important information to provide but forecasting is based on recent historical trends that may or may not reflect employer practices or expectations.

Validity:

As this measure is the “Unit Cost Measure” associated with the “Administer the Florida Retirement System Activity” (ACT1610), the membership counts will continue to be developed on the same methodology and included as a required reporting item.

Reliability:

The membership count methodology remains consistent from last year to this year.

Office of Policy and Budget – June 2021

LRPP Exhibit V

Identification of Associated Activity 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	
<i>Administration</i>			
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
		ACT 0130	Mail Room (includes Mail Room, Print Shop, and Property Management)
		ACT 0200	Procurement
		ACT 0300	Information Technology - Executive Direction

<i>State Employee Leasing</i>			
3	Number of employees in the State Employee Leasing Service	ACT 0510	Process payroll and benefits for leased state employees
<i>Facilities Management</i>			
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
<i>Building Construction</i>			
11	Gross square foot construction cost of office facilities for the Department of Management Services compared to gross square foot construction cost of	ACT 0750	Manage construction projects
		ACT 0010	Executive Direction

	office facilities for private industry average		
12	Dollar volume of fixed capital outlay project starts	ACT 0750	Manage construction projects
		ACT 0010	Executive Direction
<i>Federal Property Assistance</i>			
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
<i>Fleet Management</i>			
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
<i>Purchasing Oversight</i>			
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
<i>Private Prison Monitoring</i>			
21	Number of Beds occupied	ACT 1700	Contract for the construction, operation and oversight of private prisons
<i>Office of Supplier Diversity</i>			
22	Average minority certification process time (in days)	ACT 1300	Provide minority access to contracting opportunities
		ACT 1310	Manage and oversee minority business compliance
23	Number of businesses certified and registered	ACT 1300	Provide minority access to contracting opportunities
		ACT 1310	Manage and oversee minority business compliance

24	Number of businesses reviewed and audited	ACT 1310	Manage and oversee minority business compliance
<i>State Personnel Policy Administration</i>			
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
<i>People First</i>			
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

<i>Insurance Benefit Administration (Division of State Group Insurance)</i>			
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
<i>Retirement Benefits Administration (Division of Retirement)</i>			
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
		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

<i>Public Employees Relations Commission</i>			
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
<i>Commission on Human Relations</i>			
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
<i>Division of State Technology</i>			
57	Aggregated discount from commercially available rates for voice and data services	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments
58	Percent of telecommunications customers satisfied	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments
		ACT 8030	Pass through for Wireless 9-1-1 Distributions to Service Providers and Counties
		ACT 8040	Special Category: Telecommunications Infrastructure Project Systems (TIPS)
59	Total revenue for voice service	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments

60	Total revenue for data service	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments
<i>Wireless Services</i>			
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.

LRPP Exhibit VI
AGENCY-LEVEL UNIT COST SUMMARY

MANAGEMENT SERVICES, DEPARTMENT OF		FISCAL YEAR 2020-21		
		OPERATING		FIXED CAPITAL OUTLAY
SECTION I: BUDGET				
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT			645,140,206	97,987,430
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)			61,710,618	11,104,005
FINAL BUDGET FOR AGENCY			706,850,824	109,091,435
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)
Executive Direction, Administrative Support and Information Technology (2)				108,291,435
Conduct Administrative Hearings And Proceedings * Number of cases closed		5,456	2,532.96	13,819,844
Process Payroll And Benefits For Leased State Employees * Number of employees in state leasing services		1	191,939.00	191,939
Adjudicate And Hear Workers' Compensation Disputes * Number of petitions closed		68,523	464.10	31,801,571
Facilitate Mediation Of Workers' Compensation Disputes * Number of mediations held		19,442	387.11	7,526,276
Operate And Maintain Department Of Management Services' Pool Facilities * Number of maintained square feet (private contract and agency)		7,343,640	8.49	62,328,165
Operate And Maintain Non-pool Facilities * Number of maintained square feet (private contract and agency)		7,343,640	0.13	984,775
Administer Bonding Program And Plan For State Office Space Requirements * Number of net square feet of pool facilities		6,242,157	0.52	3,271,540
Manage Private Sector And State Leases For State Agencies * Number of leases managed		1,459	2,173.46	3,171,082
Special Category: Utility Payments * Utility cost per gross square foot		9,092,184	1.35	12,309,226
Provide Facilities Security * Number of facilities secured		18	69,354.78	1,248,386
Manage Construction Projects * Dollar volume of Fixed Capital Outlay project starts		77,324,642	0.03	2,252,378
Adjudicate And Facilitate Mediation Of Labor And Employment Disputes Through The Public Employees Relations Commission * Number of labor and employment dispositions		1,867	3,014.73	5,628,503
Acquire And Redistribute Federal Surplus Property * Dollar value of donated property		24,748,090	0.03	707,855
Provide New Vehicle And Watercraft Acquisition Support * Number of vehicles and watercraft acquired		1,031	203.03	209,329
Operate And Maintain The Florida Equipment Electronic Tracking (fleet) System * Number of state vehicles tracked		25,177	73.33	1,846,268
Manage State Vehicle And Watercraft Disposal * Number of vehicles and watercraft disposed of		1,842	419.47	772,672
Establish And Administer State Term (master) Contracts And Negotiated Agreements * Dollars expended by State Agencies using the State Term Contracts and Negotiated Agreements		676,888,959	0.03	22,917,419
Provide Minority Access To Contracting Opportunities * Number of businesses certified and registered		1,471	323.66	476,105
Manage And Oversee Minority Business Compliance * Number of businesses reviewed and audited		78	6,103.91	476,105
Provide Human Resource Management Expertise/Consulting * Number of authorized FTE and OPS employees in the State Personnel System.		106,828	31.50	3,365,368
People First Contract Management * N/A		230,000	150.29	34,566,455
Administer The Health Insurance Program * Number of enrollees		175,046	361.35	63,253,378
Administer The Flexible Spending Account Program * Number of enrollees		23,512	2.43	57,021
Administer The Supplemental Insurance Program * Number of enrollees		232,264	5.58	1,296,311
Provide Local Government Pension Plan Oversight * Number of Local Pension Plans Reviewed		168	11,928.38	2,003,967
Administer The Florida Retirement System * Number of FRS members		1,171,839	37.05	43,411,293
Administer The Retiree Health Insurance Subsidy Program * Number of Recipients of the Health Insurance Subsidy		402,566	0.48	193,466
Administer The State University System Optional Retirement Program * Number of participants in the State University System Optional Retirement Program		20,919	29.54	617,999
Contract For The Construction, Operation And Oversight Of Private Prisons * Number of beds occupied		8,951	480.96	4,305,031
Investigate Complaints Of Civil Rights Violations * Number of inquiries/investigations		11,422	1,180.22	13,480,452

TOTAL			338,490,179	108,291,435
SECTION III: RECONCILIATION TO BUDGET				
PASS THROUGHS				
TRANSFER - STATE AGENCIES			300,578,224	
AID TO LOCAL GOVERNMENTS				
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS				
OTHER				
REVERSIONS			67,782,483	22,148
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)				
			706,850,886	108,313,583
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.

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BUDGET PERIOD: 2009-2023

SCHED XI: AGENCY-LEVEL UNIT COST SUMMARY

STATE OF FLORIDA

AUDIT REPORT MANAGEMENT SRVCS, DEPT OF

SECTION III - PASS THROUGH ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:

1-10: ACT0700 ACT1010 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:

2021 Long-Range Program Plan | FY 2022-2023 through 2026-2027

DEPARTMENT: 72	EXPENDITURES	FCO
FINAL BUDGET FOR AGENCY (SECTION I):	706,850,824	109,091,435
TOTAL BUDGET FOR AGENCY (SECTIONS II + III):	706,850,886	108,313,583
	-----	-----
DIFFERENCE:	62-	777,852
(MAY NOT EQUAL DUE TO ROUNDING)	=====	=====

Glossary Cover Page

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 there to, 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.



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