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**Ron DeSantis, Governor**  
**Pedro Allende, Secretary**

## LONG-RANGE PROGRAM PLAN

Department of Management Services  
Tallahassee, Florida

September 30, 2022

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

Eric Pridgeon, Staff Director  
House Appropriations Committee  
221 Capitol  
Tallahassee, FL 32399-1300

John Shettle, Interim 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 2023-24 through Fiscal Year 2027-28. The internet website address that provides the link to the LRPP located on the Florida Fiscal Portal is [http://www.dms.myflorida.com/about\\_us/open\\_government](http://www.dms.myflorida.com/about_us/open_government). This submission has been approved by Pedro Allende, Secretary of Department of Management Services.

Sincerely,

Pedro Allende  
Secretary, Department of Management Services

PA/drc  
Enclosure

**2022**

# **Long-Range Program Plan**

**FY 2023-2024 Through 2027-2028**

Department of  
**MANAGEMENT  
SERVICES**

▶ **We serve those who serve Florida**



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# 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 Florida state government. DMS is proud to serve those who serve Florida, working to create efficiency, value and sustainable cost savings for Florida taxpayers. DMS fosters opportunities to strategically utilize resources to deliver results that reflect Governor DeSantis' vision for an innovative, resilient and tech-centered state. Dedicated to delivering a more cost-effective government focused on innovative solutions and superior customer service, DMS continues to actively pursue every available opportunity to increase efficiency, foster innovation and leverage technology to better serve and protect Florida taxpayers.

With approximately 920 employees, DMS is comparatively small but effective in serving more than three million customers annually, which include state agencies, state employees, retirees, universities, community colleges, local governments, law enforcement and nonprofit organizations. By centralizing the workforce, technology and business functions of state government, stakeholders have a standalone shared services provider that supports their back-office functions so that they can focus on their core mission.

### DMS Priorities

DMS embraces four goals when fulfilling its mission to serve all state agencies and the citizens of Florida. The Pillars of Performance are as follows:

- Lead by Example
- Serve with Excellence
- Create Efficiencies
- Challenge the Status Quo

To build on the success of the Pillars of Performance and to ensure DMS maintains high levels of achievement, Secretary Allende 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 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. The DMS commitment to achievement through excellent customer service and passion for creating efficiencies, combined with values of the agency, 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 the DMS work environment. These values are 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.

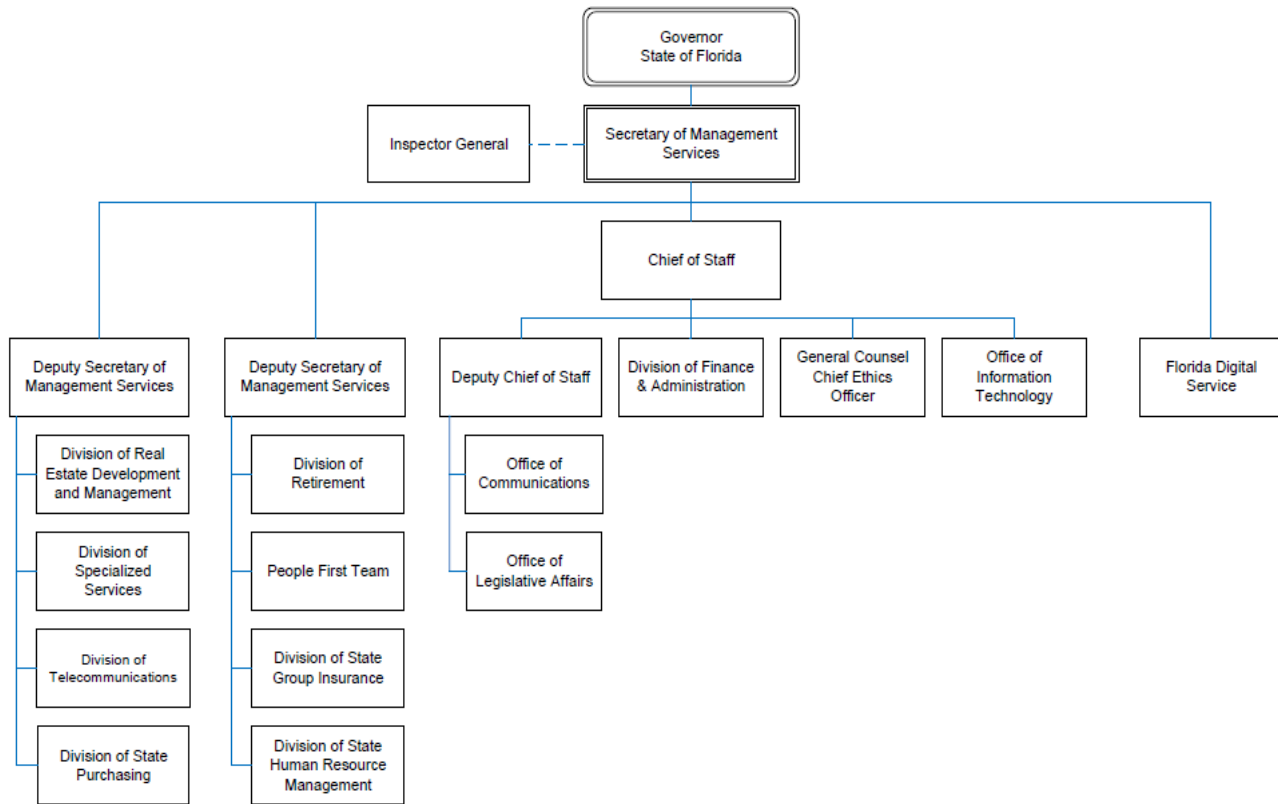
Strategic Attribute	Purpose	Result
Our Mission	Who We Are	DMS serves those who serve Florida
Our Vision	What We Aspire to Become	DMS will empower Florida's state government to lead the nation in efficiency and service.
Our Guiding Principles	How We Interact with One Another and with our Customers	<p>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

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 Organization Chart



## Business Operations

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

- **Real Estate Development and Management** – Supervises the development, leasing and facility management of buildings within the state’s bonded facility pool.
- **Fleet and Federal Property Management** – Administers the state’s fleet program of 25,000 air, sea and 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 12 percent of the state inmate population.
- **Division of 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).
- **Division of State Purchasing** – Leverages economies of scale to procure statewide contracts and agreements for commodities and services.

## Workforce Operations

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

- **Division of Retirement** – Administers functions of the nation’s fourth-largest state retirement system working with more than 1,000 employers, 2.6 million plan members and paying \$12 billion a year in retirement benefits to retirees and their beneficiaries.
- **People First Team** – Handles oversight and contractual compliance for the state’s secure, web-based human resource information system and services.
- **Division of 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 \$2.9 billion state health plan serving approximately 350,000 individuals.
- **Division of State 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.



## Florida Digital Service

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 resiliency.

<b>GOALS OF DMS</b>	
<b>GOAL #1:</b>	Provide world-class human resource services based on sound human resource policies, practices, and strategies.
<b>GOAL #2:</b>	Provide user-friendly, reliable human resource services through People First in the most cost-effective manner.
<b>GOAL #3:</b>	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.
<b>GOAL #4:</b>	Administer efficient state retirement programs by utilizing the best technology.
<b>GOAL #5:</b>	Increase the efficiency of minority certification process time.
<b>GOAL #6:</b>	Provide best value in purchasing to provide a high level of services to the public while reducing costs for taxpayers.
<b>GOAL #7:</b>	Enhance purchasing processes using MyFloridaMarketPlace.
<b>GOAL #8:</b>	Provide federal excess property to eligible organizations efficiently.
<b>GOAL #9:</b>	Provide timely fleet management of motor vehicles, watercraft, and other fleet assets.
<b>GOAL #10:</b>	Provide effective management and oversight of private prisons.
<b>GOAL #11:</b>	Provide cost-effective, efficient real estate development and management services to our customers in the DMS pool facilities.
<b>GOAL #12:</b>	Deliver and promote the development of high-quality, innovative, cost-effective digital and technology services.
<b>INDEPENDENT ENTITIES GOALS</b>	
<b>GOAL #13:</b>	Ensure fair treatment of both complainants and respondents in instances of alleged discrimination and promote mutual respect and greater harmony among diverse groups.
<b>GOAL #14:</b>	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 Team:** Monitor the People First vendor contract performance metrics to ensure that 100 percent of the metrics are met in accordance with the contract.
- **Division of State Group Insurance:** Achieve a 3 percent annual decrease in operational costs.
- **Division of Retirement:** Achieve 100 percent timely processing of retired payrolls.
- **Office of Supplier Diversity:** Increase overall efficiency of the certification process and implement ways to decrease lag time.
- **Division of State Purchasing:** Use the combined purchasing power of the state of Florida to deliver the best total value in goods and services purchased by the state and 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 to provide the maximum amount of federal excess/surplus property to eligible recipients without burdening state resources.
- **Motor Vehicle and Watercraft Management:** A total of 95 percent of the time, process within 48 hours, approval requests for agencies to procure and dispose of motor vehicles and watercrafts.
- **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 the 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 information technology (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 about discipline, veteran's preference, a drug-free workplace, age discrimination and the Whistleblower Protection Act.

# Agency Service Outcomes and Performance Projection Tables

## Workforce Operations

<b>GOAL #1:</b>	<b>Provide world-class human resource services on sound human resource policies, practices, and strategies.</b>					
<b>OBJECTIVE:</b>	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.					
<b>OUTCOME:</b>	Overall customer satisfaction rating.					
	<b>Baseline/ Year</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>	<b>FY 2026-27</b>	<b>FY 2027-28</b>
<i>Division of State Human Resource Management</i>	96% 2000/01	96%	96%	96%	96%	96%

<b>GOAL #2:</b>	<b>Provide user-friendly, reliable human resource services through People First in the most efficient and cost-effective manner.</b>					
<b>OBJECTIVE:</b>	Monitor People First vendor contract performance metrics to ensure that 100 percent of the metrics are met in accordance with the contract.					
<b>OUTCOME:</b>	Percent of all contract performance standards met.					
	<b>Baseline/ Year</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>	<b>FY 2026-27</b>	<b>FY 2027-28</b>
<i>People First</i>	92.65% 2005/06	100%	100%	100%	100%	100%

<b>GOAL #3:</b>	<b>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.</b>					
<b>OBJECTIVE:</b>	Achieve a three percent annual decrease in operational costs.					
<b>OUTCOME:</b>	DMS administrative cost per insurance enrollee.					
	<b>Baseline/ Year</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>	<b>FY 2026-27</b>	<b>FY 2027-28</b>
<i>Division of State Group Insurance</i>	\$10.27 (2005-06 Standard)	\$9.37	\$9.09	\$8.82	\$8.82	\$8.82

<b>GOAL #4:</b>	<b>Administer efficient state retirement programs by utilizing the best technology.</b>					
<b>OBJECTIVE:</b>	Achieve 100 percent timely processing of retired payrolls.					
<b>OUTCOME:</b>	100 percent of retired payrolls processed in a timely manner.					

	Baseline/ Year	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
Division of Retirement	100% (2000-01)	100%	100%	100%	100%	100%

## Business Operations

<b>GOAL #5:</b>	<b>Increase the efficiency of minority certification process time.</b>					
<b>OBJECTIVE:</b>	Increase overall efficiency of the certification process and implement ways to decrease lag time.					
	Baseline/ Year	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
Office of Supplier Diversity	45 days (2000-01)	15 days	15 days	15 days	15 days	15 days

<b>GOAL #6:</b>	<b>Provide the best value in purchasing to provide a high level of services to the public while reducing costs for taxpayers.</b>					
<b>OBJECTIVE:</b>	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.					
<b>OUTCOME:</b>	Percent of state term contract savings.					
	Baseline/ Year	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
Division of State Purchasing	23% (1996/97)	28%	28%	28%	28%	28%

<b>GOAL #7:</b>	<b>Enhance purchasing processes using MyFloridaMarketPlace (MFMP).</b>					
<b>OBJECTIVE:</b>	Achieve an 85 percent customer satisfaction rating among MFMP purchasers.					
<b>OUTCOME:</b>	Percent of customers satisfied with purchasing functionality.					
	Baseline/ Year	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
Division of State Purchasing	49% (2005-06)	85%	85%	85%	85%	85%

<b>GOAL #8:</b>	<b>Provide federal excess property to affected organizations efficiently.</b>					
<b>OBJECTIVE:</b>	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.					
<b>OUTCOME:</b>	Federal property distribution rate.					
	Baseline/ Year	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
Federal Property Assistance	61% (2006-07)	75%	75%	75%	75%	75%

<b>GOAL #9:</b>	<b>Provide timely management of motor vehicles, watercraft, and other fleet assets.</b>					
<b>OBJECTIVE:</b>	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.					
<b>OUTCOME:</b>	95 percent of requests for approval were processed within 48 hours for the acquisition and disposal of vehicles.					
	<b>Baseline/ Year</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>	<b>FY 2026-27</b>	<b>FY 2027-28</b>
<i>Motor Vehicle and Watercraft Management</i>	84% (2006-07)	95%	95%	95%	95%	95%

<b>GOAL #10:</b>	<b>Provide effective management and oversight of private prisons.</b>					
<b>OBJECTIVE:</b>	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.					
<b>OUTCOME:</b>	Percentage of inmates participating in behavioral, vocational, academic, and substance-abuse programs.					
	<b>Baseline/ Year</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>	<b>FY 2026-27</b>	<b>FY 2027-28</b>
<i>Private Prison Monitoring</i>	100% (2005-06)	100%	100%	100%	100%	100%

### Florida Digital Service

<b>GOAL #12:</b>	<b>Deliver and promote the development of high-quality, innovative, and cost-efficient communication technology services.</b>					
<b>OBJECTIVE:</b>	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.					
<b>OUTCOME:</b>	Number of Security Guidance Artifacts Published					
	<b>Baseline/ Year</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>	<b>FY 2026-27</b>	<b>FY 2027-28</b>
<i>Florida Digital Service</i>	2	2	2	2	2	2

<b>OBJECTIVE:</b>	<b>Embed continual improvement into situational awareness campaigns so that the workforce supporting the State’s mission is informed and more resilient to cyberattacks.</b>					
<b>OUTCOME:</b>	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.					
	<b>Baseline/ Year</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>	<b>FY 2026-27</b>	<b>FY 2027-28</b>
<i>Florida Digital Service</i>	15 trainings or meetings with training component	15 trainings or meetings with training component	15 trainings or meetings with training component	15 trainings or meetings with training component	15 trainings or meetings with training component	15 trainings or meetings with training component

## Independent Entities

### Commission on Human Relations

<b>GOAL #13:</b>	<b>Ensure fair treatment of both complainants and respondents in instances of alleged discrimination and promote mutual respect and greater harmony among diverse groups.</b>					
<b>OBJECTIVE:</b>	Encourage fair treatment, equal access, and mutual respect for persons living in, working in, and visiting Florida.					
<b>OUTCOME:</b>	Percent of civil rights cases resolved within 180 days of filing.					
	<b>Baseline/ Year</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>	<b>FY 2026-27</b>	<b>FY 2027-28</b>
<i>Commission on Human Relations</i>	59% 2001-02	75%	75%	75%	75%	75%

### Public Employee Relations Commission

<b>GOAL #14:</b>	<b>Protect labor and employment rights, as well as the public, by preventing work stoppages.</b>					
<b>OBJECTIVE:</b>	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.					
<b>OUTCOME:</b>	Percent of timely labor and employment dispositions.					
	<b>Baseline/ Year</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>	<b>FY 2026-27</b>	<b>FY 2027-28</b>
<i>Public Employees Relations Commission</i>	92% 2001-02	94%	94%	94%	94%	94%

## Trends and Conditions Statement

### Division of Retirement

The mission of the Division of Retirement is to deliver a high-quality, innovative and cost-effective retirement system. Our vision is to exceed the expectations of customers by providing accurate and timely information to assist 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 approximately 1.2 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 \$15.6 million to 733 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 2021-2022 with an 87.84 percent retirement services satisfaction rating, the division consistently maintains high customer satisfaction while sustaining the lowest administrative costs among all large public pension plans in the nation, according to a national benchmarking report.

Although the FRS Investment Plan (IP) is administered by the State Board of Administration, the division provides many support services, including the receipt of payroll data and contributions, maintenance of member demographics, transfer of member opening account balances to the IP and management of second elections when members 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, processes applications for eligible survivors and pays monthly survivor benefits.

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

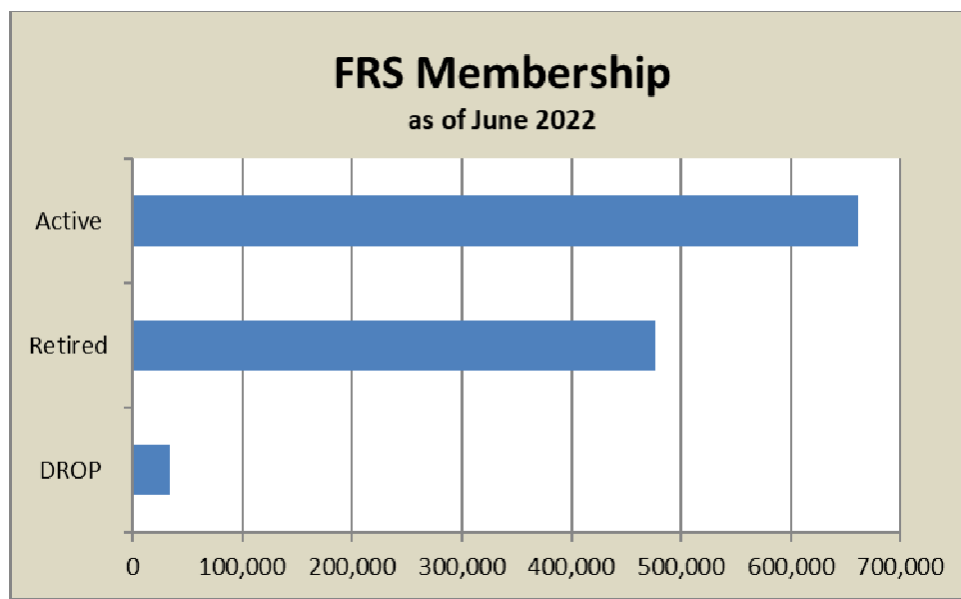
The division's current business application platform consists of the line-of-business application known as the Integrated Retirement Information System (IRIS), Customer Relationship Management (CRM), enterprise content management (imaging and workflow), business rules management, correspondence and forms management, an integration approach with other state IT platforms, member and employer self-service, and internal and external security design. The division relies on this business application platform to handle all essential business functions for the division, including enrollment, contribution, retirement calculation and benefit payment services, and the facilitation of communication with more than 1,000

employing agencies, more than one million active and retired members of the FRS, and business partners. The application’s functionality allows FRS members to go seamlessly from the preliminary stages of employment to the end of employment, including through retirement.

### Outcome Measures

The outcome measures of the division reflect its mission to deliver a high-quality, innovative and cost-effective retirement system. The services leading to these outcomes require a focus on quality customer service, data security, cost containment and efficient operations. All of the services provided — enrolling and providing refunds to members, managing and auditing employer and employee contributions, safeguarding member records, calculating estimates and final retirement benefits, analyzing and supporting legislation, publishing materials, maintaining a sophisticated and fully automated electronic retirement system, and effectively educating and communicating through a centralized contact center — culminate in the division being able to successfully provide monthly and supplemental retirement benefits in excess of \$12.5 billion annually to approximately 476,000 retired members or their beneficiaries.

### Program Statistics



### 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) 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



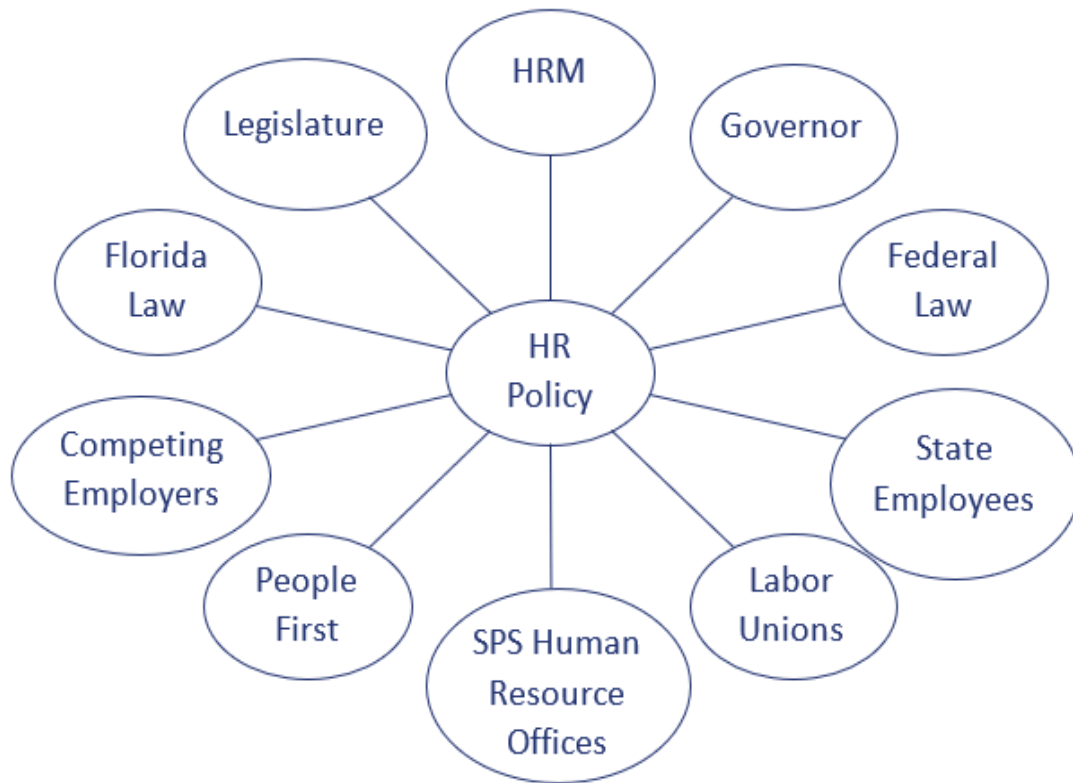
295.07(5)(b), Florida Statutes; and certain sections within Chapter 447, Florida Statutes. The SPS is the system of personnel administration for authorized Career Service, Selected Exempt Service, and Senior Management Service positions, as well as Other Personal Services employment, within 30 executive-branch 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 or grants.
  - Assessments of federal penalties and fines, e.g., U.S. Department of Labor standards regarding wages and hours of work.
  - Lawsuits, appeals, and unfair labor practices to the Public Employees Relations Commission (PERC).
- Provides competitive human resource programs to assist the state with the recruitment and retention of employees.
- Addresses the changing needs of the state, the SPS and the agencies that serve Florida.

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



### Responsibilities

The division 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, compiles and analyzes workforce statistical information for use by the Executive Office of the Governor, the Legislature, human resource professionals, agency staff, other states and the public.
- Fulfills federal and state mandatory reporting requirements.
- Monitors and analyzes legislative proposals for impact on the SPS.

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

### **Priorities**

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

#### **Professional Development for HR Practitioners**

In January 2016, HRM, to identify inexpensive yet effective continuing education to the hundreds of human resource professionals within the State Personnel System agencies, developed the Communities of Interest program. The Communities of Interest program is a low-cost professional development opportunity provided to subject matter experts and human resource professionals that leverages seasoned staff knowledge through collaboration on issues, idea sharing, discussion of common challenges, the creation of efficiencies, and recommendations for improvements to enhance HR practices and the overall workforce experience.

Communities of Interest meetings have been established for the following areas of HR: Attendance and Leave; Classification and Organizational Structure; Employee Relations; Equal Employment Opportunity/Affirmative Action; Performance and Talent Management; and Recruitment and Selection. These quarterly professional development opportunities continue to aid in the building of positive working relationships between agencies. Each subject area is moderated by a member of the Division of State Human Resource Management (HRM) and meetings are held on a quarterly basis, or as needed, to discuss common or emerging issues in the HR world. Guest speakers from various private and public organizations are now added into the rotation, adding another layer to the program. HRM will continue its quarterly outreach to state agency HR offices through facilitation of its Communities of Interest 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 an 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 2018-2019, HRM released the first two modules, Introduction to State Government and Classification and Compensation. In 2019-2020, HRM continued the series by developing Recruitment and Selection module along with the On-boarding and Benefits module. HRM will continue to expand its course offerings in the upcoming fiscal years with the 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 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 2017- 2018	Fiscal Year 2018- 2019	Fiscal Year 2019- 2020	Fiscal Year 2020- 2021	Fiscal Year 2021- 2022
<b>Overall Customer Satisfaction *</b>	<b>100%</b>	<b>100%</b>	<b>96%</b>	<b>100%</b>	<b>97%</b>
<b>Clear Communication</b>	100%	100%	100%	100%	100%
<b>Courteousness</b>	100%	100%	100%	100%	100%
<b>Helpfulness</b>	97%	100%	96%	100%	97%
<b>Listening Skills</b>	100%	100%	100%	100%	100%
<b>Staff Availability</b>	100%	100%	100%	96%	94%
<b>Accuracy</b>	100%	100%	93%	100%	97%
<b>Consistency</b>	100%	100%	93%	100%	96%
<b>Easy to Understand</b>	100%	96%	100%	100%	93%
<b>Timeliness</b>	100%	100%	100%	97%	93%
<b>Usefulness</b>	97%	100%	93%	100%	97%

\* Customers reported being either Extremely Satisfied or Satisfied with the services provided by the HR 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 as performed by outsourced service center staff. The objectives of People First are to provide the state with an employee and manager self-service online tool, to provide services more effectively and efficiently by streamlining and standardizing HR transactional processes, and to reduce the cost of government. The system streamlines and automates many of the state’s HR functions and promotes paperless work processes (e.g., timesheet submission and approval, insurance benefits transactions, performance evaluations and direct deposit).

Agency HR professionals, employees, managers, job applicants, retirees and insurance benefits participants use the system, all of whom have access to their own personnel information at any time through online employee or manager self-service or by calling the People First Service Center. The following table summarizes user capabilities with the system:

<ul style="list-style-type: none"> <li>• Complete timesheets</li> <li>• View leave balances</li> <li>• Submit request for leave, Family and Medical Leave, Family Support Work Program, and alternate work schedules</li> <li>• Maintain direct deposit authorization and Form W-4 elections</li> <li>• Enroll in and elect insurance benefits</li> <li>• View and update personal information (e.g., contact information, EEO-Veterans’ Preference, emergency contact)</li> <li>• Acknowledge job expectations and performance evaluations</li> <li>• Complete on-line training</li> </ul>	<ul style="list-style-type: none"> <li>• Approve timesheets, alternate work schedules, and leave request</li> <li>• Complete attendance and leave activities on behalf of the employee</li> <li>• Initiate personnel actions</li> <li>• Advertise job vacancies</li> <li>• Process reports</li> <li>• View their employees’ work information</li> <li>• Set job expectations and evaluate employees</li> <li>• Initiate onboarding for new hire employees</li> </ul>
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Section 110.116, Florida Statutes, required DMS to establish and maintain, in coordination with the payroll system of the Department of Financial Services, a complete human resource information system HRIS for all authorized and established positions in state service. Sections 215.93-94, Florida Statutes, direct DMS to be the functional owner of the system, and allows DMS to contract with a service provider to provide the system. The state executed the People First Next Generation contract with the service provider NorthgateArinso (NGA). The Next Generation contract became effective on August 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 August 21, 2021 and will end on August 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 vacancies 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, and the Department of Financial Services) to publish enterprise-wide training. The newest addition to the talent management solution is the onboarding system which was 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).

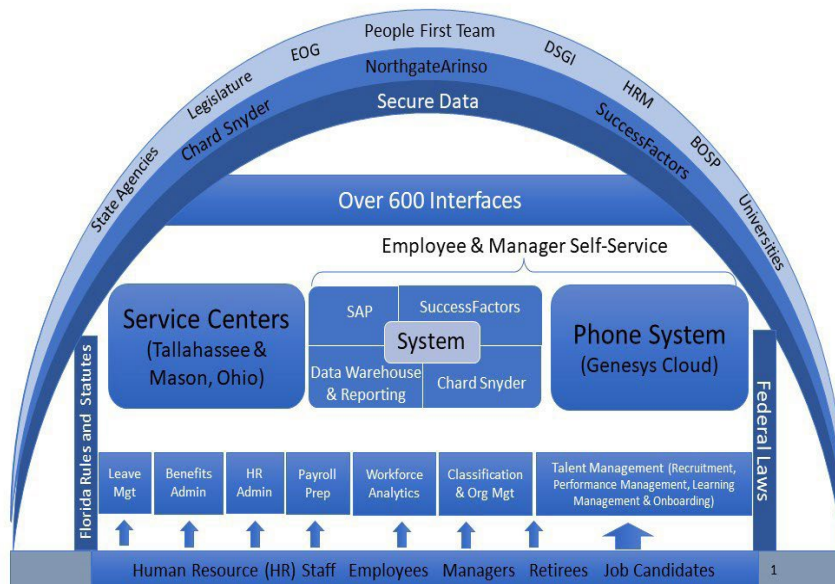
In addition, the service provider subcontracts with other companies to supplement the SAP platform and Oracle database that make up the foundation of the HRIS: flexible spending accounts (healthcare, limited purpose, and dependent care), health savings accounts, and health reimbursement accounts; cloud-based 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 DMS formerly handled. These specific duties include, but are not limited to, insurance benefits enrollment, dependent eligibility verification, appeals, insurance premium refunds, insurance reinstatements, vacancy postings and application assistance, and performance evaluation assistance. The service center handles on average 18,000 calls and 4,000 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, 2,500 job vacancies are posted and 40,000 job applications are submitted each month using the People First recruiting system.

See the depiction below for the various stakeholders that make up the People First Program.

## State of Florida Human Resource System and Services

### People First Landscape



The HRIS has been built to support multiple personnel systems [e.g., the State Personnel System, the Justice Administrative Commission, the Legislature, the Florida Lottery, the State Courts 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 ten 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 220,000 system users. This includes 34 state agencies, 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 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 89,000 State of Florida positions have been posted in the State of Florida job site, and more than 3 million employment applications have been submitted (see below).



## Recruitment Center Metrics Updated

	Fiscal Year 2017-18	Fiscal Year 2018-19	Fiscal Year 2019-20	Fiscal Year 2020-21	Fiscal Year 2021-22	Total
Jobs Posted	15,005	17,304	18,708	15,921	23,015	89,953
Total Views	11,914,851	11,752,372	11,829,635	10,751,627	10,607,728	56,856,213
Applications Submitted	902,880	856,377	723,264	668,770	476,284	3,627,575

### Role of People First

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:

- **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 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, analyzes trends, and identifies 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 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 system design needs to accomplish the following:
  - Prepare accurate and timely payroll to more than 103,000 employees.
  - Administer state-approved insurance benefits (Health, Dental, Vision, Supplemental Plans and Life Insurance) to more than 220,000 subscribers.
  - Oversee the annual open enrollment process.

- Provide accurate and timely data warehouse information to 34 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.
  - 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 2,890 mass loads for state agencies. In FY 2021/22, 231 mass loads were processed, consisting of 254,827 transactions. Since January 2009, the team has created 7,226 reports and responded to 1,179 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. This survey provides valuable information on customers' overall experiences with People First. The team analyzes the results and subsequently discusses them with the service provider to formulate an action plan that addresses issues and implements improvements. Results from the 2022 survey demonstrate that approximately 85 percent of respondents are satisfied with the overall performance of People First, down 2.5 percentage points from 2021. 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 2022 annual open enrollment period, 97.3% of all open enrollment changes were completed through employee self-service, with only 2.7% being completed through the service center. Additionally, 96% of password resets during open enrollment were completed through employee self-service compared to 4% through the service center.

## Priorities of People First

The People First team has determined that effective planning, contract management, project management and the development of business requirements 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. Procurement planning, requirements development and procurement execution for the People First systems and services. 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.

2. 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.
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: chatbots, 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 provides assistance in the preparation of radio frequency coordination forms, Federal Communications Commission license applications, and Federal Aviation Administration registrations for tower clearance. DivTel, in accordance with sections 282.7101 and 401.024, Florida Statutes, ensures that no law enforcement communications system is established or emergency medical services communications system expanded without appropriate departmental oversight. Section 401.015,

Florida Statutes, assigns DivTel the responsibility of developing and overseeing the statewide system of regional emergency medical communications services.

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

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

### **Participation, Oversight, and Reports**

DivTel is associated with the following councils, boards, and task forces and provides certain oversight and documents for state planning purposes:

- Joint Task Force on State Agency Law Enforcement Communications – The Joint Task Force, established in section 282.709, Florida Statutes, advises DivTel on member-agency needs for planning, designing and establishing SLERS. This system serves law enforcement units of state agencies and local public safety agencies through a mutual aid channel or as third-party subscribers.
- Intergovernmental Radio Communications Program Policy – In accordance with subsection 318.21(9), Florida Statutes, the division has oversight and administration of this policy for each county in Florida.
- Florida Law Enforcement Communications Plan – DivTel maintains this plan in conjunction with its responsibility to provide a statewide system of regional law enforcement communications under section 282.7101, Florida Statutes.
- Florida Region 9 Plan for Public Safety Radio Communications (800 MHz) – DivTel assists the Region 9 Committee with the coordination and maintenance of this plan based on the frequency allocation responsibility delegated in paragraph 282.7101(2)(c), Florida Statutes.
- 700 MHz Public Safety Interoperability Channel Plan – In accordance with chapters 252, 282, 318, 395, and 401, Florida Statutes, DivTel has oversight of the administration, technical standards and operational policies for the 700MHz “interoperable-use” spectrum within Florida.
- 700 MHz Public Safety State Channel Plan – In accordance with chapters 252, 282, 395, and 401, Florida Statutes, DivTel has oversight of the administration, technical standards and operational policies for the 700MHz “state-use” spectrum within Florida.
- E911 Board – DivTel oversees the E911 Board, which was established under subsections 365.172(8) and (9), Florida Statutes, to administer the E911 fee (wireless, non-wireless and wireless prepaid). This board distributes funds to counties and wireless service providers to improve public health, safety and welfare through the development of county E911 systems that provide emergency telephone assistance and rapid emergency response. The board submits an annual report to the Governor and the Legislature.
- Communications Number E911 State Plan Act – In conjunction with its responsibility for the coordination of E911 systems statewide as delegated in section 365.171, Florida Statutes, DivTel maintains responsibility for implementing and updating this cohesive statewide emergency number E911 plan for the State of Florida.

- Emergency Support Function 2: Communications Emergency Recovery Plan – DivTel annually reviews and updates this communications plan prior to hurricane season to provide emergency preparedness support for state and local agencies.
- Emergency Medical Services (EMS) Communications Plan – Under section 401.015, Florida Statutes, DivTel maintains this plan to establish and regulate EMS radio communications for licensed EMS agencies and hospital emergency departments.
- SUNCOM Portfolio of Services – As mandated in subsection 282.702(1), Florida Statutes, DivTel electronically publishes a description of available services, policies and procedures that is available through DMS’ website.

## **Trends**

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

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

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

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

*Efficiencies through Cloud* – The commoditization of applications and services in the marketplace continue to provide opportunities to increase the agility and improve efficiencies of operation. Unfortunately, the ability to customize traditional COTS (Commercial off the Shelf) applications often led to challenges upgrading and sustaining them. Cloud services and applications help overcome that challenge by limiting the options to customize the applications and hosting environment. While limiting application customization may require updated business processes that align with the cloud applications, adopting these highly commoditized, continuously improved services will result in a far more sustainable application that can significantly reduce or eliminate the cost and complexity of iterative application refreshes over the life of the application. As the cloud marketplace continues to mature, and the scope and maturity of commoditized cloud applications expands, more options to leverage these cloud services will occur.

*Standardization* – Open standards that offer interoperability of common services are improving rapidly. Adopting industry standards for services and protocols used by identity management, service integration, data management, security, and many others will position the state to leverage commoditized services to the greatest extent possible.

*Competition and Pricing* – Tough competition in the vendor communities for the fewer, often larger state IT acquisitions and projects results in better competition and better pricing for the provision of goods and services.

*Affordability of Technology* – The costs continue to fall for a vast array of computing devices, such as 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 best value for all its customers. DivTel relies on the needs assessment and demand from its state agency customers to determine its purchasing schedule and to establish contracts for the provisioning of services. 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 (SCS)* – 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. 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, 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 219 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 FirstNet Public Safety Broadband contract was issued to AT&T in March of 2017 by FirstNet to build and manage America’s first National Public Safety Broadband Network (NPSBN). Under the terms of the 25-year FirstNet contract, AT&T will gain access to the 20 MHz of Band 14 700 MHz spectrum licensed to FirstNet, which the carrier will use to support the deployment of the network.

While the primary purpose of the NPSBN is to provide mission-critical data to public safety users, remaining bandwidth capacity on the system can be sold to AT&T commercial customers on a secondary basis.

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

## Florida Digital Service

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

## 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 #20.
- **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. 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.
- **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.” This is because many of these services can be accessed using any computer with an internet connection, including mobile devices, usually at no additional cost. The transition away from platform ownership also allows agencies to focus on the development of applications and systems based on the total experience of a customer and not be limited to the process managed by the agencies. Instead, agencies can now work together to build an application or system that is truly interoperable and shares data collected by multiple agencies, no longer requiring a customer to know which agency is responsible for a delivering a service. Application and systems can be made aware of data existing in other databases managed by other agencies, to improve the interactions with agencies experienced by our citizens. Many of these benefits can be realized due to no longer being limited by the spending, skills, priorities required when an agency is the owner of the infrastructure and associated resources for ensuring applications and systems are available. FL[DS] continues to support the cloud-first policy for state agency cloud migrations.

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 \$50 million in funding to implement tools and services in cybersecurity assessments and asset inventory, endpoint protection, .fl.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 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.
- 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.
- 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.
- 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.
- 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 and 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**

Funding sources of the Facilities Program 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 2022-2023, the Facilities Program received funding from the following sources. The percentage of funding for each also follows:

- Supervision Trust Fund (67.42 percent)
- Architects Incidental Trust Fund (0.77 percent)
- FFP Clearing Trust Fund (13.38 percent)
- General Revenue (18.43 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:

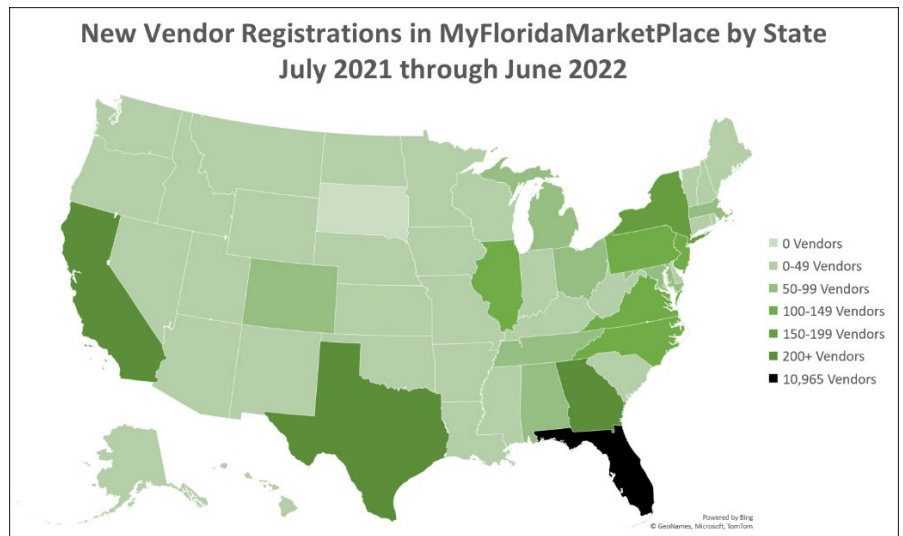
- **Reducing the cost of private-leased space by renegotiating and/or re-procuring all private leases expiring before June 2024.** As directed by 2022-157, Laws of Florida, DMS will work with the state’s tenant brokers and partner agencies to seek to renegotiate or re-procure all private leases expiring between July 1, 2023, and June 30, 2025, 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, is ongoing to offset the rising rental rates across the state. Between July 1, 2021, and June 30, 2022, overall state leasing costs decreased by \$313,598.38 a decrease less than 1 percent across the entire lease portfolio of 13,323,117 square feet.
- **Addressing the Aging Infrastructure Study.** DMS partnered with a tenant broker to perform a study of the state buildings in Leon County 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 2019-2020, 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
    - Life-safety projects — \$1.4 million.
  - In fiscal year 2020-2021, 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
    - Life-safety projects — \$1.4 million
  - In fiscal year 2021-2022, 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
    - Life-safety projects — \$3.1 million.
  - In fiscal year 2022-2023 an appropriation of \$58.7 million was allocated to continue to address and reduce deficiencies in the following amounts:
    - General projects — \$55.8 million
    - Priority ADA — \$2 million
    - Life-safety projects — \$935,000.
- **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, 2022, the FFP has a 98.2 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.



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### **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 liquefied petroleum gas
- Construction and industrial equipment
- Custodial services
- Elevator maintenance services
- Equipment 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
- 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 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 (FL[DS]), 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, 2022, the division manages 30 state term contracts and 39 alternate contract source agreements with 846 vendors, representing an estimated \$1.6 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 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, 2022, 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 an online training module, a three-day online instructor-led training and a final assessment with a minimum score of 80 percent. In fiscal year 2021-22, the division offered 21 online instructor-led training sessions, trained 1,274 staff and issued 1,174 certifications.
- **Procurement for Supervisors (P4S)** – 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) [i.e. FCCM] shall annually complete public procurement training for supervisors within 12 months after appointment to the supervisory position.” The division developed the curriculum and materials for this training during fiscal year 2021-2022. The training consists of five self-paced online modules and is available on the People First learning management system (LMS).
- **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 in-person instructor-led training and a final assessment with a minimum score of 80 percent. In fiscal year 2021-22, the division offered eight in-person instructor-led

training sessions, trained 136 staff and issued 38 certifications.

- **Project Management Professional® (PMP®)** – In accordance with subsection 287.057(16), Florida Statutes, “If the value of a contract is in excess of \$10 million in any fiscal year, at least one of the persons conducting negotiations must be a Project Management Professional, as certified by the Project Management Institute.” 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 2021-2022, the division funded services for 86 staff.

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

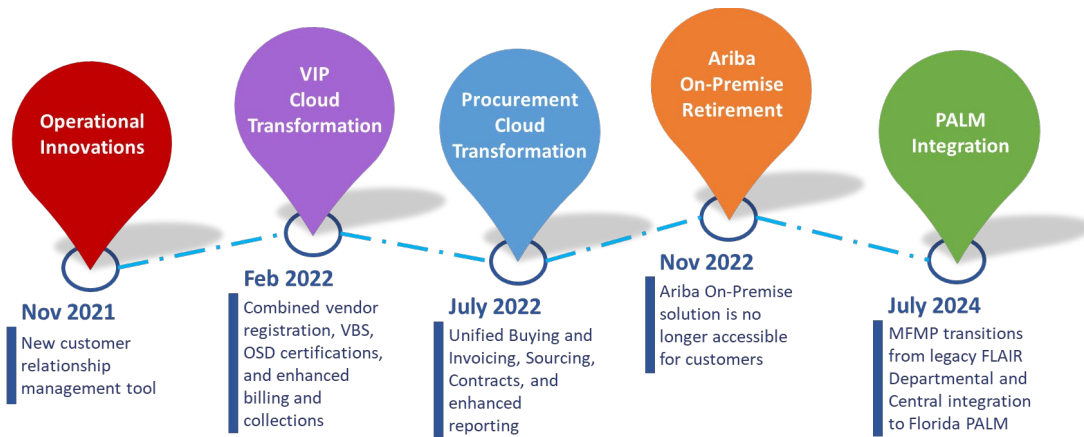
- **Procurement Operations Prep (POP)** – The division offers an online instructor-led training that is designed for recently hired procurement professionals who have little prior experience in the field. The curriculum provides procurement professionals with the knowledge and skills necessary to develop successful solicitations, evaluate responses, and write and manage contracts effectively. The course takes place over seven two-hour sessions; in fiscal year 2021-22, the division offered two seven-session courses and trained 70 staff, of which 45 attended at least six sessions and received a certificate of completion.

### **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. During fiscal year 2021-2022, in accordance with Rule 60A-1.031(1), the transaction fee was one percent; pursuant to Chapter 2022-157, section 56, Laws of Florida, the transaction fee for fiscal year 2022-23 is 0.7 percent.

During fiscal year 2021-22, the division focused on the design and implementation of a new cloud based MFMP system to replace the on-premises platform that has been in continuous use since 2003. The new system includes the cloud-based SAP Ariba On-Demand platform as the core source-to-pay procurement system and consists of 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 (OSD) certification application, and billing and collections system into a unified platform. New customer support channels, including a virtual assistant and live agent chat, enhance the MFMP customer support experience. The new system empowers state agencies to realize efficiencies in their procurement processes, modernize their buying experience, and increase transparency. The phased implementation of the new MFMP system began during fiscal year 2021-2022; during fiscal year 2022-2023, implementation will include the retirement of the old MFMP platform and the planned integration with Florida Planning, Accounting, and Ledger Management (PALM) at the end of fiscal year 2023-2024.





The division continues to offer in-person and online instructor-led training opportunities throughout the year, providing agency customers and vendors with hands-on instruction for common MFMP system functionality. Instructor-led training also fosters relationships and communication between the division and agency customers and vendors and provides an opportunity for the division to learn about issues that agency customers and vendors may encounter while using the MFMP system. Additionally, the division offers an extensive library of resources on the department’s website, including self-paced online training modules, videos, job aids, manuals and reference documents. During fiscal year 2021-22, new instructor-led curricula and online self-service materials were developed to support agency customers and vendors during the transition to the new MFMP system.

<b>FISCAL YEAR 2021-22 TRAINING SESSIONS</b>	<b>Total Trainings Offered</b>	<b>Total Number of Participants</b>
Agency Customer Training Sessions	21	5,578
Vendor Training Sessions	9	1,967

### 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 (CBEs) can 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 CBEs and is responsible for reporting the amount of spend with CBEs by state agencies. OSD serves as a liaison between state agencies and other community organizations to inform CBEs 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 CBEs 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 CBEs by state agencies each fiscal year,
- Increase the number of CBEs 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 CBEs.

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.
- 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 prisons in a safe and secure manner.

The bureau manages seven prisons 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, because 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
<b>Total</b>		<b>9,945</b>

### Additional Funding

- Privately Operated Institutions Inmate Welfare Trust Fund** – The fund collects revenues from facilities’ canteen and commissary sales and telephone commissions. In Fiscal Year 2021-2022, the facilities generated a total of \$5.6 million in revenue. The Legislature appropriates \$2 million annually for unique and innovative programming that benefits the inmate population, including canines, welding and commercial driving.
- Major Maintenance and Repair Reserve Fund** – The bureau deducts monies from contractors per diem payments for deposit into this fund to reimburse the contractors for major maintenance and repairs to the physical plant of the facility. The Legislature appropriates spending authority of \$1.5 million annually to be distributed as needed for reimbursement to the contractors. The value at the end of Fiscal Year 2021-2022 was \$4.2 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 24,375 pieces of equipment (with a purchase value of more than \$701 million dollars), of which 16,461 are cars and light trucks.

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

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

### **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) 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, 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) 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.

### **Special Projects and Initiatives**

The Florida State Agency for Surplus Property is taking the lead in the Federal Surplus Personal Property Program through automation of program processes. By leveraging this new technology, program requirements such as eligibility, compliance, invoicing and requests for federal surplus personal property will be in one central location in a customer portal. Through this initiative, these enhancements will ensure customer compliance and create value and savings to taxpayers, customers and the state of Florida.

## Public Employees Relations Commission

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

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

The Public Employees Relations Commission includes three commissioners appointed by the Governor, subject to Senate confirmation, for overlapping four-year terms; a small cadre of legally trained hearing officers with expertise in public-sector labor and employment law; and a small administrative staff to support elections, the clerk's office and administration. PERC 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. PERC'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** – PERC’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 2021-2022, PERC closed 99.57 percent of its labor cases and 98.48 percent of its employment cases within the statutory time frame (180 days after filing in labor cases and 105 days after filing in employment 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 or 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. PERC has upgraded its technological hardware and software to improve monitoring of caseload for staff and legislatively imposed reporting requirements, as well as archival of data. In addition, PERC has implemented significant website enhancements that offer simpler and more efficient means of accessing PERC and conducting business. Visitors to the site are now able to electronically file case documents, view case dockets and download case data, search final and recommended orders, and view hearing and oral argument schedules, forms, publications, and newsletters. PERC is also engaged in an externship program 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**

### **Overview**

Since 1969, the Commission on Human Relations (FCHR) has served the people in Florida by assuring equal protection against discrimination in employment, housing, certain public accommodations, and state agency/contractor employee whistle-blower retaliation. The mission of FCHR under the Florida Civil Rights Act of 1992 (Part I, Chapter 760, Florida Statutes [F.S.]) and the Florida Fair Housing Act (Part II, Chapter 760, F.S.) is to promote and encourage fair treatment of all persons in Florida regardless of race, color, religion, sex, pregnancy, national origin, age, handicap/disability, and familial or marital status. FCHR’s primary responsibility is to enforce Florida’s employment and housing discrimination laws. In addition, FCHR partners with community organizations; associations; and federal, state, and local public-sector entities to address human and civil rights issues in Florida. Pursuant to the Florida Civil Rights Act, FCHR also investigates discrimination complaints in public accommodations (such as lodging and food establishments). Finally, under the Florida Whistle-blower’s Act, FCHR 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 laws require the FCHR to promote mutual understanding and respect among persons of all economic, social, racial, religious, and ethnic groups and to promote community awareness of civil rights issues. FCHR develops and offers recommendations to citizen groups, communities, public agencies and private-sector entities on how to address and eliminate discrimination and inter-group conflict. FCHR is also authorized to conduct research to address civil and human rights issues as prescribed in the acts. Additionally,

FCHR 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. Court cases can cost upward of \$100,000 and the efforts of FCHR have avoided that cost burden for many individuals and businesses in Florida. FCHR has routinely provided and continues to provide an annual positive return on investment (ROI) for Florida taxpayers/businesses. For every \$1 the state provides FCHR in its annual budget, the state receives that much back or more (double or triple the return). This is achieved through conflict resolution and the mediation/conciliation of employment, housing, public accommodation and whistle-blower retaliation discrimination complaints.

## **Statewide/National Civil Rights/Other Issues**

### **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 December 30, 2020 (2020 Decennial Census).<sup>i</sup> Florida saw more people moving to the state amid lockdowns in other states and according to the News Service of Florida, there was “an estimated 22.25 million residents as of April 1, Florida continues to see population increases that are roughly equivalent to adding a city the size of Orlando each year.”<sup>ii</sup> Females garner the majority position at 51.1 percent.<sup>iii</sup> Florida’s racial composition is becoming increasingly non-white, with the percentage of those identifying as white alone, not Hispanic or Latino, falling to 53.2 percent.<sup>iv</sup> 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. Those identifying as black or African-American alone make up 16.9 percent of the state’s population.<sup>v</sup> 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 percent.<sup>vi</sup>

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.<sup>vii</sup> Of the states, Florida has the second highest ratio of those 65 years old to the general population. While Maine ranks highest in the percentage of 65 years of age to the total population, Maine has a population of approximately 1.3 million in comparison over 21 million in Florida.<sup>viii</sup> Evidence of Florida’s high elderly population is present in the number of discrimination cases filed with FCHR. During the last fiscal year, FCHR investigated age and disability-based employment cases (with accompanying retaliation) more than any other case type. This trend will likely continue as the elderly population continues to grow in Florida.

## **Core-Four Commission Statutory Mandates**

### **Investigation of Employment Complaints**

#### **Introduction**

The Commission investigates Employment discrimination complaints pursuant to Chapter 760, Florida Statutes, Part I.

It is against the law to discriminate in employment based on race, color, religion, sex, pregnancy, national origin, age, disability or marital status. Some of the most common issues of employment discrimination are termination of employment (discharge/firing), harassment, denial of reasonable accommodations-disability, terms and conditions).

An employee or an applicant for employment may file an inquiry/complaint with FCHR if:

- There is no federal or local agency responsible for accepting alleged inquiries/complaints of discrimination, however, FCHR may refer a validated inquiry/complaint it receives to the Equal Employment Opportunity Commission (EEOC) or a local agency.
- The inquiry/complaint is filed no later than 365 days (300 days for an EEOC complaint) from the date of harm (i.e., termination of employment, harassment).
- The employer employed 15 or more employees.
- The complainant signs the form used (or other document) to submit allegations.

When employment discrimination allegations are in writing and signed by the charging party, a complaint will be sent by certified mail to the affected party(ies). FCHR takes concerted efforts to assist in the resolution of the complaint early in the investigative process. All affected parties are invited and encouraged to attend a mediation session to open the lines of communication between the parties and to ultimately, resolve the conflict. Most of the mediation sessions are conducted using internet-based meeting programs, have proven successful and cost-effective.

### **Trends in Florida**

The most common basis for all employment complaints received in the State of Florida is retaliation. This trend has persisted over the last 10 years and remains the most common basis today. While some of this is due to aggregate protections across all types of employment discrimination provisions, the truth is that employers/supervisors and employees do not handle conflicts well and retaliation then compounds the original complaint of discrimination. An example would be if an employee formally complains to their human resources department of harassment in the work place, and as a result, that employee is then isolated, unfairly disciplined, and ultimately discharged. In this hypothetical, that employee would be well-advised to file an employment retaliation complaint with FCHR. Though a reasonable belief that discrimination has occurred or is occurring is necessary, it is not necessary to substantiate the original harassment complaint to allege retaliation. That punishing effect for asserting their right to be free from discrimination is illegal and commonly causes workplace tension that can be avoided if employers/supervisors resolve workplace conflicts openly and amicably. Other most common bases of employment discrimination are disability and race, in filing occurrences order. The most common issues are discharge or termination of employment, reasonable accommodations (i.e., disability, religion), harassment and terms/conditions, also in filing occurrences order. FCHR will continue to work with community organizations; associations; and federal, state, and local public-sector entities to focus on these highlighted areas to stem the tide.

### **Legislatively Approved Measures – Commission Performance**

The Legislatively approved measures of FCHR include that 75 percent of employment investigations are completed within 180 days of filing and 80 percent of the findings of the Division of Administrative Hearings (DOAH) will not disagree with the investigative determinations of FCHR. For the 2021-2022 fiscal year, FCHR completed over 96 percent of employment investigations within 180 days and 90 percent of DOAH cases were in line with the investigative findings of FCHR. thereby exceeding the measures on both counts, by 28 percent and 13 percent, respectively (see the following chart for monthly and total measures).





### Summary

Employment discrimination complaints make up the largest investigative volume of cases that the Commission investigates. The effort to conduct the investigations timely and to ensure that all affected parties receive fair and impartial treatment is the hallmark of the Commission’s internal goals as well as the statutory framework in which it operates. Success in this area comes from the dedicated staff and productive partnerships (i.e., Federal - EEOC, etc.). The Commission is projecting similar bases for Employment discrimination/complaints as indicated by prior trends and will focus on retaliation, disability- reasonable accommodations, and harassment as priorities for community engagements and training.

### Investigation of Housing Complaints

#### Introduction

The Commission investigates housing discrimination complaints under the Florida Fair Housing Act, Chapter 760, Florida Statutes, Part II. It is against the law to do any of the following based on race, color, national origin, sex, handicap, familial status, or religion:

- Refuse to rent or sell housing.
- Falsely deny that housing is available for inspection, rental, or sale.
- Refuse to make a mortgage loan.
- Impose different conditions or terms on a loan.
- Threaten, coerce or intimidate any individual exercising a fair housing right.
- Refuse reasonable changes to a dwelling to accommodate a disability.
- The Commission works cooperatively with the Department of Housing and Urban Development (HUD) in the processing and investigation of housing complaints. Most cases are dual-filed.

#### Trends in Florida

According to the HUD Enforcement Management System (HEMS), Florida ranked second, after California, in the number of housing complaints filed ending September 30, 2020.

Disability was the most frequent basis for complaint with over 60 percent filed either singularly based on disability or in combination with another basis. Race was the next most frequent basis filed but was significantly lower (132 percent lower) than disability. Although Florida has six other offices besides FCHR that also investigate housing complaints (Broward County Office of Equal Opportunity, Jacksonville Human Rights Commission, the Human Relations Department of the City of Orlando Office of Community Affairs, Palm Beach County Office of Equal Opportunity, Pinellas County Office of Human Rights, and City of Tampa Office of Community Relations), FCHR receives, on average, over 50 percent of the total housing complaints filed in Florida.

**Legislatively Approved Measures – Commission Performance**

Florida Statutes require FCHR to investigate housing complaints within 100 days of filing. FCHR exceeded the Legislatively-approved measure that 75 percent of all case types are resolved in accordance with statutory requirements by over 13 percent, but the housing measure fell short at 34 percent (see the following chart for monthly and total measures). Note that the effort of FCHR was closer to HUD’s goal of 50 percent, but still short. FCHR proposed a Legislative Budget Request (LBR) to the Board for fiscal year 2023-2024. The LBR addresses the shortfall in housing staffing (regulatory, investigative, attorney positions) so FCHR can meet the statutory investigative timeline requirements. Outlined in the proposal are the impacts of not funding additional housing staff positions and the likelihood FCHR would not meet critical federal or state statutory obligations without necessary investigators and support.



**Summary**

FCHR will continue to investigate housing complaints with vigor and efficiency but needs additional resources to meet critical federal and state compliance deadlines. FCHR relies on general revenue from the state but also receives federal funds from HUD. Since receipt of both state funding and HUD funds require processing all housing complaints in a timely manner (within 100 days from intake to determination), it is imperative that FCHR receive requested additional staff to both continue receiving funding and provide optimum service to Florida.

## Investigation of Public Accommodation Complaints

### Introduction

The Commission investigates public accommodation complaints pursuant to Chapters 760 and 509, Florida Statutes. It is against the law for an individual to be denied access or to receive poor service or lesser quality accommodations because of his or her race, color, national origin, sex, pregnancy, disability, familial status or religion.

Floridians and visitors to the state may file an inquiry when:

- Not given full and equal access to the goods and services of restaurants, hotels and motels, gasoline stations, theaters and certain other public places or accommodations without discrimination or segregation.
- Certain private clubs discriminate in how they accept or deny members (under limited circumstances).
- When the alleged discriminatory act occurred in the last 365 days.
- “Public accommodations” mean places of public accommodation, lodgings, facilities principally engaged in selling food for consumption on the premises, gasoline stations, places of exhibition or entertainment and other covered establishments. Each of the following establishments which serves the public is a place of public accommodation:
  - Any inn, hotel, motel or other establishment which provides lodging to transient guests, other than an establishment located within a building which contains not more than four rooms for rent or hire and which is occupied by the proprietor of such establishment as his or her residence.
  - Any restaurant, cafeteria, lunchroom, lunch counter, soda fountain or other facility principally engaged in selling food for consumption on the premises, including, but not limited to, any such facility located on the premises of any retail establishment, or any gasoline station.
  - Any motion picture theater, theater, concert hall, sports arena, stadium, or other place of exhibition or entertainment.
  - Any establishment which is physically located within the premises of any establishment otherwise covered by this subsection, or within the premises of which is physically located any such covered establishment, and which holds itself out as serving patrons of such covered establishment.

### Trends in Florida

This past fiscal year, FCHR received disability and race as the most common types of public accommodation (PA) discrimination allegations against public lodging and food service establishments. Complaints that included disability as a basis of discrimination comprised 50 percent of the total PA complaints received while race garnered 31 percent. The most common issues were failure to accommodate, refusal of services, terms and conditions and harassment.

In certain instances of complaint, service and comfort animals were not allowed where pets were not allowed and resulted in complaints of a failure to accommodate or refusal of service, harassment or refusal of service, terms and conditions stemmed from unequal treatment toward race patrons at restaurants/hotels.

### Legislatively Approved Measures – Commission Performance

The Legislative measure for FCHR to resolve PA complaints within 180 days is to complete 75 percent of the total cases filed during each fiscal year. FCHR exceeded this measure and completed 97 percent of PA cases within the statutory timeframe (see chart below for monthly and total measures).



#### Summary

While Public Accommodation discrimination cases in the State of Florida are not voluminous, they take on unique challenges across the hospitality landscape and each must be addressed with that same individualized perspective. If a person must wait longer to be seated at a restaurant (if at all) or refused a room at a hotel because workers claim there is no availability but then observes someone else get a seat/room, that can be of discriminatory suspect. The Commission endeavors to ensure full and equal treatment for all who visit and are in Florida.

### Investigation of Whistleblower Retaliation (WBR) – State Agency/State Agency Independent Contractors – Complaints

#### Introduction

The Commission investigates whistleblower retaliation complaints pursuant to Chapters 760 and 112 (Part III, Code of Ethics for Public Officers, and Employees) Florida Statutes. Sections 112.3187-112.31895, F.S., may be cited as the Whistle-blower’s Act and says: “It is the intent of the Legislature to prevent agencies or independent contractors from taking retaliatory action against an employee who reports to an appropriate agency violations of law on the part of a public employer or independent contractor that create a substantial and specific danger to the public’s health, safety, or welfare” or “...discloses information to an appropriate agency alleging improper use of governmental office, gross waste of funds, or any other abuse or gross neglect of duty on the part of an agency, public officer, or employee.” FCHR can accept whistleblower complaints, but is not charged to investigate them. FCHR investigates retaliatory actions towards whistle-blowers.

Any person applying for work or working for a state agency (as defined in 216.011, F.S.) who has been retaliated against for disclosing protected information may file a complaint with FCHR. This protection extends to employees of independent contractors who enter a contract, including a provider agreement, with an agency. It is against the law to retaliate against a state agency/independent contractor of a state agency employee who blows the whistle. The inquiry/complaint must be filed no later than 60 days after the prohibited retaliatory personnel action (e.g., termination of employment). FCHR may refer the inquiry to another agency (e.g., Executive Office of the Governor, Inspector General, Attorney General). This is especially applicable when the complaint is an initial whistleblower disclosure and does not pertain to adverse actions after blowing the whistle (retaliation).

### **Trends in Florida**

Florida has seen an uptick in the number of whistleblower retaliation (WBR) inquiries and complaints received for this past fiscal year over the previous fiscal year. Adverse employer actions beginning with changing the terms and conditions (i.e., reassignment, involuntary transfer), harassment, intimidation, and culminating in termination of employment and discharge is not uncommon. After the initial whistleblower disclosure, when allegations of whistleblower retaliation are made, in virtually every case, there are multiple issues raised with the ultimate adverse action of the agency to terminate the employment of whistleblower.

### **Legislatively Approved Measures – Commission Performance**

The Legislative measure for FCHR resolving WBR complaints within 180 days is to complete 75 percent of the total cases filed during each fiscal year. FCHR exceeded this measure and completed 91 percent of WBR cases within the statutory timeframe (see the following chart for monthly and total measures).

### **Summary**

FCHR is separate from state agencies who receive whistleblower disclosures that happen within that state agency (usually received in the office of the Agency Inspector General). It is up to the state agency or independent contractor to pursue and remedy those allegations of fraud, waste, abuse, etc., within their agency or company. When the whistleblower disclosure results in adverse actions (retaliation), FCHR is charged to perform an impartial and unbiased investigation into those allegations. It is this separation of FCHR from other agencies that promotes a check and balance within the state of Florida and that allows for whistleblower protection from adverse action when exposing illegal government or agency contractor activities.

## Conclusion

The core-four mission of FCHR is to evaluate inquires and process those inquires that meet the elements of a bona fide discrimination complaint of employment, housing, public accommodation and whistleblower retaliation. FCHR identifies cyclical trends in these four major areas (and others) then offers community-based training that addresses troubling trends to reduce conflict and promote mutual respect for Florida residents and visitors.

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- i <https://www.census.gov/data/tables/time-series/dec/popchange-data-text.html>
  - ii <https://www.wuft.org/news/2022/07/27/floridas-population-is-projected-to-grow-a-little-more-slowly-over-the-next-five-years/>
  - iii <https://www.census.gov/quickfacts/fact/table/FL,US/PST045219>
  - iv [ibid](#)
  - v [ibid](#)
  - vi <https://data.census.gov/cedsci/profile?g=0400000US12>
  - vii <https://www.census.gov/quickfacts/fact/table/FL,US/PST045219>
  - viii <https://www.prb.org/resources/which-us-states-are-the-oldest/>
  - ix [http://www.leg.state.fl.us/Statutes/index.cfm?App\\_mode=Display\\_Statute&URL=0700-0799/0760/Sections/0760.01.html#:~:text=\(2\)%20The%20general%20purposes%20of,personal%20dignity%2C%20to%20make%20available&http://www.leg.state.fl.us/Statutes/index.cfm?App\\_mode=Display\\_Statute&Search\\_String=&URL=0700-0799/0760/Sections/0760.10.html](http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&URL=0700-0799/0760/Sections/0760.01.html#:~:text=(2)%20The%20general%20purposes%20of,personal%20dignity%2C%20to%20make%20available&http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=0700-0799/0760/Sections/0760.10.html)
  - xi <https://www.npr.org/2022/03/28/1089221657/dont-say-gay-florida-desantis>
  - xii <https://www.idsupra.com/legalnews/two-more-states-enact-crown-act-laws-3364285/>

## Exhibit II: Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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Program: Administration Program	Code: 72010000
Service/Budget Entity: Executive Direction and Support Services	Code: 72010100

Approved Performance Measures for FY 2021-22	Approved Prior Year Standards FY 2021-22	Prior Year Actual FY 2021-22	Approved Standards for FY 2022-23	Requested FY 2023-2024 Standard
Administrative costs as a percent of total agency costs	1.54%	1.54%	1.54%	1.54%
Administrative positions as a percent of total agency positions	9.26%	9.02%	9.26%	9.26%

Business Operations Support	Code: 72400000
Service/Budget Entity: Facilities Management	Code: 72400100

Approved Performance Measures for FY 2021-22	Approved Prior Year Standards FY 2021-22	Prior Year Actual FY 2021-22	Approved Standards for FY 2022-23	Requested FY 2023-2024 Standard
Average Department of Management Services full service rent-composite cost per net square foot (actual) compared to Average Private Sector full service rent-composite cost per net square foot in markets where the Department manages office facilities	\$17.18/\$20.79	\$17.18/\$24.49	\$17.18/\$20.79	\$17.18/\$20.79
DMS average operations and maintenance cost per square foot maintained	\$6.12	\$5.17	\$6.12	\$6.12
Number of maintained square feet (private contract and agency)	7,834,639	7,214,855	7,834,639	7,834,639
Number of leases managed	1,325	1,482	1,325	1,325
Gross square feet of state-owned office space occupied by state agencies	17,334,920	19,376,420	17,334,920	17,334,920
Net square feet of private sector office space occupied by state agencies	7,110,120	6,136,872	7,110,120	7,110,120
Number of facilities secured	18	18	18	18

Business Operations Support	Code: 72400000
Service/Budget Entity: Building Construction	Code: 72400200

Approved Performance Measures for FY 2021-22	Approved Prior Year Standards FY 2021-22	Prior Year Actual FY 2021-22	Approved Standards for FY 2022-23	Requested FY 2023-2024 Standard
Gross square foot construction cost of office facilities for the Department of Management Services compared to gross square foot construction cost of office facilities for private industry average	\$157.65/\$162.25	\$191.18/\$185.91	\$157.65/\$162.25	\$157.65/\$162.25
Dollar volume of fixed capital outlay project starts	\$25,000,000	\$94,783,731	\$25,000,000	\$25,000,000

Business Operations Support	Code: 72600000
Service/Budget Entity: Federal Property Assistance	Code: 72600200

Approved Performance Measures for FY 2021-22	Approved Prior Year Standards FY 2021-22	Prior Year Actual FY 2021-22	Approved Standards for FY 2022-23	Requested FY 2023-2024 Standard
Federal property distribution rate	75%	89%	75%	75%
Number of federal property orders processed	500	1,514	500	500

Business Operations Support	Code: 72600000
Service/Budget Entity: Motor Vehicle and Watercraft Management	Code: 72600300

Approved Performance Measures for FY 2021-22	Approved Prior Year Standards FY 2021-22	Prior Year Actual FY 2021-22	Approved Standards for FY 2022-23	Requested FY 2023-2024 Standard
Percent of requests for approval processed for the acquisition and disposal of vehicles within 48 hours	95%	97%	95%	95%
State contract daily vehicle rental rate vs. Private provider daily vehicle rental rate	\$28.00/\$59.00	\$25.00/\$110.81	\$28.00/\$59.00	\$28.00/\$59.00

Business Operations Support	Code: 72600000
Service/Budget Entity: Purchasing Oversight	Code: 72600400

Approved Performance Measures for FY 2021-22	Approved Prior Year Standards FY 2021-22	Prior Year Actual FY 2021-22	Approved Standards for FY 2022-23	Requested FY 2023-2024 Standard
Percent of state term contract savings	28%	46%	28%	28%
Dollars expended by State Agencies using the State Term Contracts and Negotiated Agreements	\$432,145,935	\$714,140,772	\$432,145,935	\$432,145,935

Office of Supplier Diversity	Code: 72600000
Service/Budget Entity: Office of Supplier Diversity	Code: 72600500

Approved Performance Measures for FY 2021-22	Approved Prior Year Standards FY 2021-22	Prior Year Actual FY 2021-22	Approved Standards for FY 2022-23	Requested FY 2023-2024 Standard
Average minority certification process time (in days)	15	15	15	15
Number of businesses certified and registered	500	1,199	500	500
Number of businesses reviewed and audited	100	0	100	100



Private Prison Monitoring	Code: 72600000
Service/Budget Entity: Private Prison Monitoring	Code: 72600800

Approved Performance Measures for FY 2021-22	Approved Prior Year Standards FY 2021-22	Prior Year Actual FY 2021-22	Approved Standards for FY 2022-23	Requested FY 2023-2024 Standard
Number of Beds Occupied	8,951	9,851	8,951	8,951

Human Resource Support	Code: 72750000
Service/Budget Entity: Insurance Benefits Administration	Code: 72750200

Approved Performance Measures for FY 2021-22	Approved Prior Year Standards FY 2021-22	Prior Year Actual FY 2021-22	Approved Standards for FY 2022-23	Requested FY 2023-2024 Standard
Percent of all contracted performance standards met	95%	96%	95%	95%
State Employees' Preferred Provider Organization Plan - per member/per year cost - (State) compared to the per member/per year cost - (National Benchmark)	\$9,824/\$10,558	TBD	\$9,824/\$10,558	\$9,824/\$10,558
DMS administrative cost per insurance enrollee	\$10.27	\$7.11	\$10.27	\$10.27
State Employees' Preferred Provider Organization Plan - vendor's administrative cost per insurance enrollee	\$393.93	\$309.83	\$393.93	\$393.93
Number of Enrollees (Total)	526,457	621,815	526,457	526,457

Human Resource Support	Code: 72750000
Service/Budget Entity: Retirement Benefits Administration	Code: 72750300

Approved Performance Measures for FY 2021-22	Approved Prior Year Standards FY 2021-22	Prior Year Actual FY 2021-22	Approved Standards for FY 2022-23	Requested FY 2023-2024 Standard
Percent of members satisfied with retirement services	93.50%	87.84%	93.50%	93.50%
Percent of retired payrolls processed timely	100%	100%	100%	100%
Percent of service retirees added to the next payroll after receipt of all documents	99%	100%	99%	99%
Percent of monthly payrolls from FRS Employers processed within 5 days	99%	99.93%	99%	99%
Turn around times for benefit calculations - Information Requests (business days)	14	11	14	14
Percent of participating agencies satisfied with retirement services	98%	84.78%	98%	98%
Percent of agency payroll transactions correctly reported	98%	99.00%	98%	98%
Administrative cost per active and retired member	\$21	TBD 10/22	\$21	\$21
Number of local pension plans reviewed	167	168	167	167
Number of FRS members	1,000,000	1,171,839	1,000,000	N/A

Human Resource Management	Code: 72750000
Service/Budget Entity: State Personnel Policy Administration	Code: 72750400

Approved Performance Measures for FY 2021-22	Approved Prior Year Standards FY 2021-22	Prior Year Actual FY 2021-22	Approved Standards for FY 2022-23	Requested FY 2023-2024 Standard
Total state cost per FTE in the state agencies	\$305.05	\$305.05	\$305.05	\$305.05
Number of state agencies with established training plans	29	22	28	28
Overall customer satisfaction rating	96%	97%	96%	96%
Percent of agencies at or above EEO gender parity with available labor market	87%	74%	87%	87%
Percent of agencies at or above EEO minority parity with available labor market	77%	77%	77%	77%
Number of responses to technical assistance requests	8,300	14,222	8,300	8,300
Percent of dollars saved by eliminating and reducing expenses	19.25%	0.00%	19.25%	19.25%
Number of authorized full time equivalent (FTE) and Other Personal Services (OPS) employees in the State Personnel System	108,906	108,673	108,906	108,906

Human Resource Management	Code: 72750000
Service/Budget Entity: People First	Code: 72750500

Approved Performance Measures for FY 2021-22	Approved Prior Year Standards FY 2021-22	Prior Year Actual FY 2021-22	Approved Standards for FY 2022-23	Requested FY 2023-2024 Standard
Percent of all contracted performance standards met (Outsourced HR)	100%	97.22%	100%	100%
Number of users supported by the automated Human Resources system	217,000	230,000	217,000	217,000

Program: Division of Telecommunications	Code: 72900000
Service/Budget Entity: Telecommunications Services	Code: 72900100

Approved Performance Measures for FY 2021-22	Approved Prior Year Standards FY 2021-22	Prior Year Actual FY 2021-22	Approved Standards for FY 2022-23	Requested FY 2023-2024 Standard
Aggregated discount from commercially available rates for voice and data services	40%	47%	40%	25%
Percent of telecommunications customers satisfied	NA	NA	NA	NA
Total revenue for voice service	\$60,000,000	\$63,454,881	\$60,000,000	\$60,000,000
Total revenue for data service	\$57,000,000	\$63,773,228	\$57,000,000	\$57,000,000

Program: Division of Telecommunications	Code: 72900000
Service/Budget Entity: Wireless Services	Code: 72900200

Approved Performance Measures for FY 2021-22	Approved Prior Year Standards FY 2021-22	Prior Year Actual FY 2021-22	Approved Standards for FY 2022-23	Requested FY 2023-2024 Standard
Percent of all 800 MHz law enforcement radio system contracted performance standards met	98.75%	99.90%	98.75%	98.75%
Number of engineering projects and approvals handled for state and local governments	35	31	35	35

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

Approved Performance Measures for FY 2021-22	Approved Prior Year Standards FY 2021-22	Prior Year Actual FY 2021-22	Approved Standards for FY 2022-23	Requested FY 2023-2024 Standard
Data Center Facility Uptime Availability Percentage	99.9%	100.0%	99.9%	99.9%
Average Percentage of Service Level Agreement (SLA) Sub-measures at or Above Target	95.0%	98.4%	95.0%	95.0%

Program: Florida Digital Service	Code: 72900000
Service/Budget Entity: Office of the State CIO	Code: 72900700

<i>NOTE: Approved primary service outcomes must be listed first.</i>				
Approved Performance Measures for FY 2021-22	Approved Prior Year Standards FY 2021-22	Prior Year Actual FY 2021-22	Approved Standards for FY 2022-23	Requested FY 2023-2024 Standard
Number of Security Guidance Artifacts Published	2	TBD	NA	NA
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	15	TBD	NA	NA

Program: Public Employees Relations Commission	Code: 72920000
Service/Budget Entity: Public Employees Relations	Code: 72920100

Approved Performance Measures for FY 2021-22	Approved Prior Year Standards FY 2021-22	Prior Year Actual FY 2021-22	Approved Standards for FY 2022-23	Requested FY 2023-2024 Standard
Percent of timely labor dispositions	98%	99.57%	98%	98%
Percent of timely employment dispositions	90%	98.48%	90%	90%
Percent of appealed dispositions affirmed or dismissed/withdrawn	90%	100%	90%	90%
Number of labor dispositions	819	712	819	819
Number of employment dispositions	391	66	391	391
Number of labor and employment dispositions	1,170	1838	1,170	1,170

Program: Commission on Human Relations	Code:72950000
Service/Budget Entity: Human Relations	Code: 72950100

Approved Performance Measures for FY 2021-22	Approved Prior Year Standards FY 2021-22	Prior Year Actual FY 2021-22	Approved Standards for FY 2022-23	Requested FY 2023-2024 Standard
Percent of civil rights cases resolved within 180 days of filing	75%	85%	75%	75%
Number of inquiries and investigations	10,000	15,066	10,000	10,000

**Exhibit III: Performance Measure Statistics**

**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	0	-100	-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:** During fiscal year 2021-22, while continuing to manage the state certification program for Florida-based woman-, veteran-, and minority-owned small businesses, staff spent a substantial amount of time preparing for and supporting the implementation of a new certification management application, which is fully integrated with the Vendor Information Portal (VIP) as part of the Next Generation MyFloridaMarketPlace (MFMP). Additionally, the program experienced a 67 percent turnover in staff between July 2021 and June 2022.

**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:** The availability of a modernized certification management application and an anticipated reduction in turnover due to rate increases should provide the resources needed to resume this activity during fiscal year 2022-23.

*Office of Policy and Budget – June 2022*

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Management Services (DMS)  
**Program:** State Personnel Policy Administration  
**Service/Budget Entity:** State Human Resource Management (HRM)  
**Measure:** Number of State Agencies with Established Training Plans

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
28	22	(6)	(24%)

**Factors Accounting for the Difference:**

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

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

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

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

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

**Explanation:** Section 110.235(2), Florida Statutes, requires state entities to implement training programs that encompass modern management principles, and that provide a framework to develop human resources through empowerment, training, and rewards for productivity enhancements; to continuously improve the quality of services; and to satisfy the expectations of the public. Each year, state entities are required to provide to the HRM an evaluation of the implemented training and the progress made in the area of training. DMS 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 2021-22, only 22 entities reported having an established training plan.

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

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

**Recommendations:** None

*Office of Policy and Budget – July 2022*

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Management Services (DMS)

**Program:** State Personnel Policy Administration

**Service/Budget Entity:** State Human Resource Management (HRM)

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

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
87%	74%	(13)	(16%)

**Factors Accounting for the Difference:**

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

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

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

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

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

**Explanation:** This measure provides information on 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 HRM 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 HRM does not have the authority to make hiring decisions within the state agencies. For fiscal year 2021-22, 23 out of 31 entities were at or above Equal Employment Opportunity (EEO) gender parity (Gender Parity = 50% and higher) with the available labor market.

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

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

**Recommendations:** None.

*Office of Policy and Budget – July 2022*

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Management Services

**Program:** State Personnel Policy Administration

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

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

**Action:**

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

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

**Factors Accounting for the Difference:**

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

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

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

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

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

**Explanation:** This measure, “Percent of Dollars Saved by Eliminating and Reducing Expenses” is provided to capture the savings generated by the entities that are shared with employees as a means to retain, reward, and recognize high performing employees pursuant to section 110.1245, F.S. As required by the Savings Sharing program in section 110.1245, F.S., agencies are surveyed annually to ascertain the number of costs 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 24 of the 30 entities for fiscal year 2021-22; 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 2021-22. For the past several years, agencies have not participated in this program.

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

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

**Recommendations:** None

*Office of Policy and Budget – July 2022*



## 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:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
93.50%	87.84%	(5.66%)	(6.05%)

**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 Division of Retirement began transitioning its survey tool to a new platform in 2020. However, the Percent of Members Satisfied with Retirement Services measure is based upon all member surveys being conducted on an annual basis using a combination of electronic and mailing to cover everyone. The division has shifted to a point of service, real-time survey approach to incorporate into FRS Online and member self-service.

There were delays getting back to members and occasionally calls exceeded the in-bound line support due to the contact center being understaffed this fiscal year. Active members encountered less support which resulted in lower customer satisfaction. However, retiree satisfaction improved this fiscal year.

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

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

**Explanation:** Staff recruitment and retention was a challenge this fiscal year.

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

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

**Recommendations:** The Division of Retirement completed the launch of all its new member surveys at the end of FY 2020-21. In addition, in FY 2022-23 the division received additional FTE and reclassified positions to a higher level to remediate workload and staffing challenges. Given this, the division recommends another complete fiscal year of monthly survey responses to get a more representative sample.

*Office of Policy and Budget – July 2022*

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Management Services

**Program:** Workforce

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

**Measure:** Percent of Participating Agencies Satisfied with Retirement Services

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
98%	84.78%	(13.22%)	(13.49%)

**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 Division of Retirement began transitioning its survey tool to a new platform in 2020. However, the Percent of Participating Agencies Satisfied with Retirement Services measure is based upon all employer surveys being conducted on an annual basis using a combination of electronic and mailing to cover all employers. The division has shifted to a point of service, real-time survey approach to incorporate into FRS Online and employer self-service.

Previously, employers contacted specific employees in multiple bureaus and sections for assistance. It was very uncommon for employer calls to go unanswered or queued to wait. Now, however, employers need to call a specific employer line with fewer people available for employer calls. This lower staffing level means there could be delays answering their call or getting back to them.

These changes have resulted in lower employer satisfaction surveys results compared to the historic benchmark.

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

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

**Explanation:** Staff recruitment and retention was a challenge this fiscal year.

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

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

**Recommendations:** The Division of Retirement completed the launch of all its new employer surveys at the end of FY 2020-21. In addition, in FY 2022-23 the division received additional FTE and reclassified positions to a higher level to remediate workload and staffing challenges. Given this, the division recommends another complete fiscal year of monthly survey responses to get a more representative sample.

*Office of Policy and Budget – July 2022*

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

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

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
819	712	(107)	(13%)

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

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

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

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

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

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

**Recommendations:**

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

*Office of Policy and Budget – July 2022*

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

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

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
391	66	(325)	(83%)

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

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

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

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

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

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

**Recommendations:**

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

*Office of Policy and Budget – July 2022*

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Technology Program

Service/Budget Entity: Wireless Services

Measure: Number of engineering projects and approvals handled for state and local governments

**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
35	31	(4)	(11.428%)

**Factors Accounting for the Difference:**

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

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

**Explanation :** During this reporting period fewer engineering projects and approvals were handled for state and local governments due to the COVID-19 pandemic.

**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:**

During this reporting period fewer engineering projects and approvals were handled for state and local governments due to the COVID-19 pandemic.

**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:**

As the COVID-19 pandemic subsides the number of engineering projects and approvals should meet the approved standard of 35.

*Office of Policy and Budget – July 2022*

## 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 approximately 1.2 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 – July 2022*

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**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** (check one):

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

**Data Sources and Methodology:** This measure reflects the assessment per FTE that each customer entity contributes toward the HR outsourcing contract and for services provided by the Division of State Human Resource Management (HRM) and the People First Team. HRM provides 30 State Personnel System entities with consultative assistance in various human resource related areas to assist entities administer lawful, effective, and efficient human resource programs. In addition, the Department of Management Services has a contract with NorthgateArinso, Inc. to provide the State Personnel System agencies and other entities with a human resource information system and an enterprise-wide suite of human resource services including payroll preparation, benefits, staffing and human resource administration. The People First Team serves as the Contract Manager for this contract.

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

The approved performance standard for FY 2022-23 was \$305.05. We are requesting the performance standard for FY 2023-24 be adjusted to \$341.56, which represents the assessment in the General Appropriations Act for FY 2022-23.

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

A budget amendment will be submitted after September 30, 2022, to request the performance standard for FY 2023-24 be adjusted to \$341.56, which represents the assessment in the General Appropriations Act for FY 2022-23.

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

*Office of Policy and Budget – July 2022*

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

Measure Number	Approved Performance Measures for FY 2021-22 (Words)	Associated Activities Title	
<i>Administration</i>			
1	<b>Administrative costs as a percent of total agency costs</b>	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
			Procurement
		ACT 0300	Information Technology - Executive Direction
2	<b>Administrative positions as a percent of total agency positions</b>	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	<b>Number of employees in the State Employee Leasing Service</b>	ACT 0510	Process payroll and benefits for leased state employees



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

<i>Federal Property Assistance</i>			
15	<b>Federal property distribution rate</b>	ACT 1000	Acquire and redistribute federal surplus property
		ACT 1010	Acquire and redistribute military excess property
		ACT 0010	Executive Direction
16	<b>Number of federal property orders processed</b>	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	<b>Percent of Requests for Approval Processed for the Acquisition and Disposal of Vehicles within 48 Hours</b>	ACT 0010	Executive Direction
18	<b>State contract daily vehicle rental rate vs. private provider daily vehicle rental rate</b>	ACT 0010	Executive Direction
<i>Purchasing Oversight</i>			
19	<b>Percent of state term contract savings</b>	ACT 1200	Establish and administer state term (master) contracts and negotiated agreements
		ACT 0010	Executive Direction
20	<b>Dollars expended by state agencies using the state term contracts and negotiated agreements</b>	ACT 1200	Establish and administer state term (master) contracts and negotiated agreements
		ACT 0010	Executive Direction
<i>Private Prison Monitoring</i>			
21	<b>Number of Beds occupied</b>	ACT 1700	Contract for the construction, operation, and oversight of private prisons
<i>Office of Supplier Diversity</i>			
22	<b>Average minority certification process time (in days)</b>	ACT 1300	Provide minority access to contracting opportunities
		ACT 1310	Manage and oversee minority business compliance
23	<b>Number of businesses certified and registered</b>	ACT 1300	Provide minority access to contracting opportunities
		ACT 1310	Manage and oversee minority business compliance
24	<b>Number of businesses reviewed and audited</b>	ACT 1310	Manage and oversee minority business compliance
<i>State Personnel Policy Administration</i>			
25	<b>Total state cost per FTE in the state agencies</b>	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	<b>State Employees' Preferred Provider Organization Plan - per member/per year cost - (State) compared to the per member/per year cost - (National Benchmark)</b>	ACT 1500	Administer the Health Insurance program
		ACT 0010	Executive Direction
37	<b>DMS Administrative cost per insurance enrollee</b>	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	<b>State Employees' Preferred Provider Organization Plan - vendor's administrative cost per insurance enrollee</b>	ACT 1500	Administer the Health Insurance program
		ACT 0010	Executive Direction
39	<b>Number of enrollees (Total)</b>	ACT 1500	Administer the Health Insurance program
		ACT 1510	Administer the Life Insurance program
		ACT 1520	Administer the Flexible Spending Account program
		ACT 1530	Administer the Supplemental Insurance program
		ACT 1540	Administer the Disability Benefits program
		ACT 0010	Executive Direction
<b><i>Retirement Benefits Administration (Division of Retirement)</i></b>			
40	<b>Percent of members satisfied with retirement services</b>	ACT 0010	Executive Direction
		ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
41	<b>Percent of retired payrolls processed timely</b>	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	<b>Percent of service retirees added to the next payroll after receipt of all documents</b>	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
<b>Public Employees Relations Commission</b>			
50	Percent of timely labor dispositions	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
51	Percent of timely employment dispositions	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
52	Percent of appealed dispositions affirmed or dismissed/withdrawn	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission

53	<b>Number of labor dispositions</b>	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
54	<b>Number of employment dispositions</b>	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
<i>Commission on Human Relations</i>			
55	<b>Percent of civil rights cases resolved within 180 days of filing</b>	ACT 1800	Investigate complaints of civil rights violations
		ACT 0010	Executive Direction
56	<b>Number of inquiries and investigations</b>	ACT 1800	Investigate complaints of civil rights violations
		ACT 0010	Executive Direction
<i>Division of State Technology</i>			
57	<b>Aggregated discount from commercially available rates for voice and data services</b>	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments
58	<b>Percent of telecommunications customers satisfied</b>	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	<b>Total revenue for voice service</b>	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments
60	<b>Total revenue for data service</b>	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	<b>Percent of all 800 MHz law enforcement radio system contracted performance standards met</b>	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
62	<b>Number of engineering projects and approvals handled for state and local governments</b>	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations

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

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## Exhibit VI: Unit Cost Summary

MANAGEMENT SERVICES, DEPARTMENT OF		FISCAL YEAR 2021-22			
		OPERATING		FIXED CAPITAL OUTLAY	
SECTION I: BUDGET					
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT			718,840,556	65,886,490	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)			176,317,645	156,924,318	
FINAL BUDGET FOR AGENCY			895,158,201	222,810,808	
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)					133,976,493
Conduct Administrative Hearings And Proceedings * Number of cases closed		4,526	5,257.51	23,795,491	
Adjudicate And Hear Workers' Compensation Disputes * Number of petitions closed		70,152	845.79	59,333,827	
Facilitate Mediation Of Workers' Compensation Disputes * Number of mediations held		20,109	678.97	13,653,318	
Operate And Maintain Non-pool Facilities * Number of maintained square feet (private contract and agency)		7,214,855	0.27	1,927,363	
Administer Bonding Program And Plan For State Office Space Requirements * Number of net square feet of pool facilities		6,243,403	0.99	6,192,975	
Manage Private Sector And State Leases For State Agencies * Number of leases managed		1,482	4,361.64	6,463,952	
Special Category: Utility Payments * Utility cost per gross square foot		9,092,184	1.41	12,778,286	
Provide Facilities Security * Number of facilities secured		18	73,043.89	1,314,790	
Manage Construction Projects * Dollar volume of Fixed Capital Outlay project starts		94,783,731	0.05	4,669,902	
Adjudicate And Facilitate Mediation Of Labor And Employment Disputes Through The Public Employees Relations Commission * Number of labor and employment dispositions		1,838	5,012.50	9,212,970	
Acquire And Redistribute Federal Surplus Property * Dollar value of donated property		88,162,509	0.01	829,382	
Acquire And Redistribute Military Excess Property * Dollar value of donated property		88,162,509	0.02	1,762,251	
Provide New Vehicle And Watercraft Acquisition Support * Number of vehicles and watercraft acquired		1,173	360.51	422,880	
Operate And Maintain The Florida Equipment Electronic Tracking (fleet) System * Number of state vehicles tracked		24,375	55.69	1,357,479	
Manage State Vehicle And Watercraft Disposal * Number of vehicles and watercraft disposed of		1,446	752.62	1,088,286	
Establish And Administer State Term (master) Contracts And Negotiated Agreements * Dollars expended by State Agencies using the State Term Contracts and Negotiated Agreements		714,140,772	0.06	43,791,370	
Provide Minority Access To Contracting Opportunities * Number of businesses certified and registered		1,199	850.72	1,020,017	
Provide Human Resource Management Expertise/Consulting * Number of authorized FTE and OPS employees in the State Personnel System.		108,673	59.80	6,498,980	
People First Contract Management * N/A		223,000	154.13	34,371,078	
Administer The Health Insurance Program * Number of enrollees		169,791	395.76	67,196,172	
Administer The Life Insurance Program * Number of enrollees		179,903	0.00	537	
Administer The Flexible Spending Account Program * Number of enrollees		23,167	4.25	98,435	
Administer The Supplemental Insurance Program * Number of enrollees		228,244	10.02	2,286,062	
Provide Local Government Pension Plan Oversight * Number of Local Pension Plans Reviewed		168	22,085.17	3,710,308	
Administer The Florida Retirement System * Number of FRS members		1,171,839	67.57	79,178,255	
Administer The Retiree Health Insurance Subsidy Program * Number of Recipients of the Health Insurance Subsidy		402,566	0.47	189,390	
Administer The State University System Optional Retirement Program * Number of participants in the State University System Optional Retirement Program		20,919	62.18	1,300,796	
Contract For The Construction, Operation And Oversight Of Private Prisons * Number of beds occupied		9,851	707.95	6,973,967	13,093,948
Investigate Complaints Of Civil Rights Violations * Number of inquiries/investigations		15,066	1,730.21	26,067,294	
TOTAL				417,485,813	147,070,441
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES				174,962,701	



AID TO LOCAL GOVERNMENTS		131,538,590	
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS			
OTHER			
REVERSIONS		171,171,101	
<b>TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)</b>		<b>895,158,205</b>	<b>147,070,441</b>

**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.

SECTION III - PASS THROUGH ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:

1-8: ACT0620 ACT0700 ACT1310 ACT1640 ACT8020 ACT8040

AID TO LOCAL GOVERNMENTS ACTIVITY ISSUE CODES SELECTED:

1-8: ACT8030

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 THROUGHES THAT ARE NOT REPRESENTED BY THOSE ABOVE OR ADMINISTRATIVE COSTS THAT ARE UNIQUE TO THE AGENCY AND ARE NOT APPROPRIATE TO BE ALLOCATED TO ALL OTHER ACTIVITIES.

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

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

DEPARTMENT: 72	EXPENDITURES	FCO
FINAL BUDGET FOR AGENCY (SECTION I):	895,158,201	222,810,808
TOTAL BUDGET FOR AGENCY (SECTIONS II + III):	895,158,205	147,070,441
	-----	-----
DIFFERENCE:	4-	75,740,367 **
(MAY NOT EQUAL DUE TO ROUNDING)	=====	=====

\*\* The difference in FCO is from the Chapter 2021-36, Section 152, which is placed in the unbudgeted reserves.

## **Glossary of Terms and Acronyms**

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

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

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

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

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

**CIO**: Chief information Officer.

**CIP**: Capital Improvements Program Plan.

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

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

**DST**: Division of State Technology.

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

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

**FCO**: Fixed Capital Outlay.

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

**Fixed Capital Outlay**: Real property (land, buildings including appurtenances, fixtures and fixed equipment, structures, etc.), including additions, replacements, major repairs, and renovations to real property which

materially extend its useful life or materially improve or change its functional use, and including furniture and equipment necessary to furnish and operate a new or improved facility.

FLAIR: Florida Accounting Information Resource Subsystem.

F.S.: Florida Statutes.

GAA: General Appropriations Act.

GR: General Revenue Fund.

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

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

Input: See Performance Measure.

IOE: Itemization of Expenditure.

IT: Information Technology.

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

LAN: Local Area Network.

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

LBC: Legislative Budget Commission.

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

LBR: Legislative Budget Request.

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

LEED: Leadership in Energy and Environmental Design.

L.O.F.: Laws of Florida.

LRPP: Long-Range Program Plan.

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

NASBO: National Association of State Budget Officers.

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

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

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

Outcome: See Performance Measure.

Output: See Performance Measure.

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

PBPB/PB2: Performance-Based Program Budgeting.

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

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

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

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

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

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

Program: A set of activities undertaken in accordance with a plan of action organized to realize identifiable goals based on legislative authorization (a program can consist of single or multiple services). For purposes of budget development, programs are identified in the General Appropriations Act for fiscal year 2021-2022 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.