

# Florida Department of Revenue

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Executive Director

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floridarevenue.com

#### LONG RANGE PROGRAM PLAN

Department of Revenue

Tallahassee, Florida

September 29, 2023

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

J. Eric Pridgeon, Staff Director House Appropriations Committee 221 Capitol Tallahassee, Florida 32399-1300

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

#### Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long Range Program Plan (LRPP) for the Department of Revenue is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our mission, goals, objectives and measures for the Fiscal Year 2024-25 through Fiscal Year 2028-29. The internet website address that provides the link to the LRPP located on the Florida Fiscal Portal is <a href="http://floridarevenue.com/Pages/about\_us.aspx">http://floridarevenue.com/Pages/about\_us.aspx</a>. This submission has been approved by Jim Zingale,

http://floridarevenue.com/Pages/about\_us.aspx. This submission has been approved by Jim Zingale, Executive Director.

Sincerely,

Jim Zingal

Executive Director



# LONG RANGE PROGRAM PLAN

FY 2024-25 THROUGH 2028-29



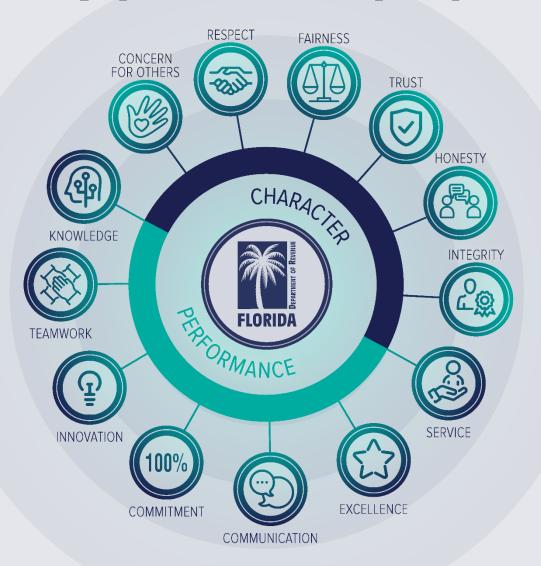
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#### **Agency Mission**

# CORE VALUES



# VISION

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

# MISSION

To serve citizens with **respect, concern** and **professionalism**; to make complying with tax and child support laws **easy** and **understandable**; to administer the laws **fairly** and **consistently**; and to provide **excellent** service **efficiently** and at the **lowest possible cost** 

Agency Goals, Objectives, Service Outcomes, and Performance Projection Tables

# **GOAL #1: Increase voluntary compliance**

## Child Support Program (CSP)

CSP 1A:

Objective: Increase collections on current obligations

Outcome: Percent of current support disbursed (federal fiscal year (FFY))

FY 1998-99 (Baseline Actual)	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
48.6%	62.0%	62.0%	62.0%	62.5%	62.5%

CSP 1B:

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

Outcome: Percent of total support disbursed (FFY)

FY 2012-13 (Baseline Actual)	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
68.5%	81.5%	81.5%	81.5%	82.0%	82.0%

## General Tax Administration (GTA)

GTA 1A:

Objective: Improve existing technology and broaden filing capabilities to assist taxpayers in

complying with tax laws

Outcome: Percent of all tax returns filed timely and accurately

FY 2014-15 (Baseline Actual)	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
85.0%	92.0%	92.0%	92.0%	92.0%	92.0%

# Property Tax Oversight (PTO)

**PTO 1A:** 

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

Outcome: Statewide level of assessment for real property

2009-10 (Baseline Actual)	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
96.8%	90.0%	90.0%	90.0%	90.0%	90.0%

# **GOAL #2: Increase productivity and reduce costs**

### Child Support Program (CSP)

CSP 2A:

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

FY 2007-08 (Baseline Actual)	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
83.0%	86.0%	86.5%	86.5%	86.5%	86.5%

CSP 2B:

Objective: Increase support order establishment for children Outcome: Percent of cases with an order for support (FFY)

FY 1998-99 (Baseline Actual)	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
48.9%	82.0%	82.0%	82.5%	82.5%	83.0%

## General Tax Administration (GTA)

GTA 2A:

Objective: Improve the timeliness of taxpayer-claimed refunds

Outcome: Median number of days to process a refund

FY 2015-16 (Baseline Actual)	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
35 days	33 days	33 days	33 days	33 days	33 days

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# **GOAL #3: Improve service**

# Child Support Program (CSP)

CSP 3A:

Objective: Improve distribution of identifiable payments to families and other states
Outcome: Percent of collections disbursed within two business days of receipt (FFY)

FY 2017-18 (Baseline Actual)	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
98.5%	99.75%	99.75%	99.75%	99.75%	99.75%

## General Tax Administration (GTA)

GTA 3A:

Objective: Ensure prompt availability of funds to support Florida's infrastructure and services to

citizens

Outcome: Average number of days from receipt of payment to deposit.

FY 2010-11 (Baseline Actual)	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
0.29	1 day				

GTA 3B:

Objective: Ensure prompt availability of funds to support Florida's infrastructure and services to

citizens

Outcome: Percent of revenue distributions made timely

FY 2010-11 (Baseline Actual)	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
93.0%	99.0%	99.0%	99.0%	99.0%	99.0%

# Property Tax Oversight (PTO)

**PTO 3A:** 

Objective: Improve customer and supplier satisfaction with program products and services

Outcome: Percent of training participants satisfied with services provided

FY 2004-05 (Baseline Actual)	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
90.0%	96.0%	96.0%	96.0%	96.0%	96.0%

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### Linkage to Governor's Priorities

#### How do Department goals link to the Governor's priorities?

As the State's primary revenue collection agency, the Department's purpose is to collect and distribute the revenues that fund the State's needs, including the collection and distribution of child support payments. Our goals are directly linked to the accomplishment of several of the Governor's priorities.

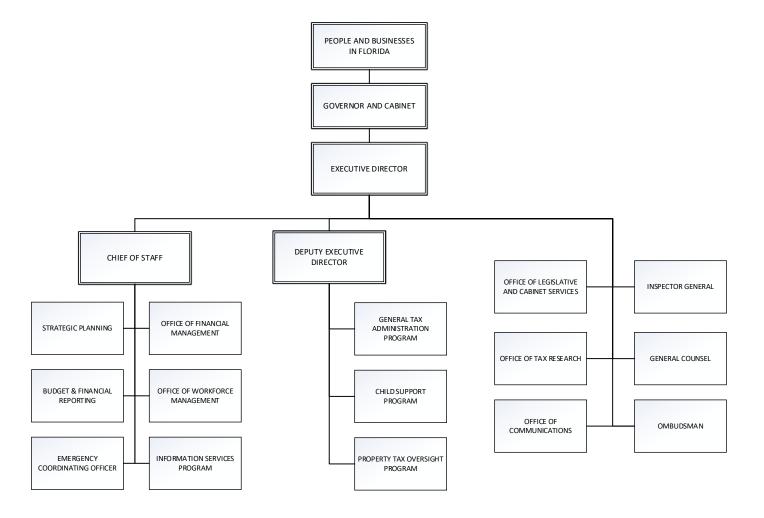
Governor's Priorities	Revenue's Programs/Goals	
Improve Florida's Education System	GOAL #1: Increase voluntary compliance  The Department ensures fair and equitable administration of Florida's local property tax system, which provides funding for public education programs.	
Economic Development and Job Creation	GOAL #1: Increase voluntary compliance GOAL #2: Increase productivity and reduce costs	
Public Safety	GOAL #3: Improve service  The Department ensures prompt availability of funds to support Florida's infrastructure and services to citizens.	
Public Integrity	GOAL #2: Increase productivity and reduce costs GOAL #3: Improve service  The Department protects taxpayer resources by ensuring the faithful expenditure of public funds, reducing costs where possible.	

#### **Trends and Conditions**

#### A. Agency primary responsibilities, based on statute

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

The Department is organized as displayed below:



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CHILD SUPPORT PROGRAM					
Program and Purpose	Primary Functions	Outcomes			
To help children get the financial support they need when it is not received from one or both parents	<ul> <li>Locate parents</li> <li>Establish paternity</li> <li>Establish and modify child support orders</li> <li>Establish parenting time plans when agreed to by the parents</li> <li>Enforce compliance with child support orders</li> <li>Receive and distribute child support payments</li> <li>Help parents and the public to understand and navigate the child support process</li> <li>Work with partners to</li> </ul>	<ul> <li>Legal establishment of paternity</li> <li>Legal obligations to pay support</li> <li>Support payments to families</li> <li>Reimbursements to federal and state governments for temporary cash assistance payments</li> <li>Total child support distributed by Florida to families was \$1.53 billion in state fiscal year (SFY) 2022-23.</li> </ul>			

complete critical steps in the

child support process, including State agencies, county officials, other states

and countries

GENERAL TAX ADMINISTRATION PROGRAM					
Program and Purpose	Primary Functions	Outcomes			
To collect and distribute State taxes and fees accurately and efficiently  The Department administers 34 taxes and fees.	<ul> <li>Register taxpayers</li> <li>Process tax returns and payments</li> <li>Enforce compliance through collection, audit, discovery, and criminal investigation activity</li> <li>Distribute funds to State accounts and local governments</li> <li>Assist taxpayers and resolve complaints</li> </ul>	<ul> <li>Registration of Florida businesses for the taxes that apply to them</li> <li>Timely and accurate payments by taxpayers</li> <li>Collection of past due amounts</li> <li>Prompt deposits into State, local, and trust fund accounts of payments the Department receives</li> <li>Taxpayer compliance with the law</li> <li>Total receipts for taxes and fees the Department administered were approximately \$66.03 billion in FY 2022-23. The Department also processed approximately \$6.93 billion in receipts for other State agencies.</li> </ul>			

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PROPERTY TAX OVERSIGHT PROGRAM					
Program and Purpose	Primary Functions	Outcomes			
To ensure fair and equitable administration of Florida's local property tax system	<ul> <li>Review and approve the property tax rolls for each of Florida's 67 counties every year</li> <li>Review and approve the annual budgets of property appraisers and most tax collectors</li> <li>Ensure that Florida's 650 local levying authorities comply with millage levying procedures and public disclosure laws</li> <li>Provide technical guidance to local officials</li> <li>Provide aid and assistance to property appraisers to improve the uniformity of assessments</li> <li>Review certain property tax claims for refunds</li> <li>Provide training to elected officials and levying authorities</li> <li>Provide training and oversight to value adjustment boards</li> <li>Assess railroad properties</li> <li>Respond to questions from the public</li> </ul>	<ul> <li>Property tax rolls in compliance with constitutional and statutory standards</li> <li>Millage levies in compliance with constitutional and statutory standards</li> <li>Local officials trained and in compliance with property tax laws and standards</li> <li>In 2022, Florida's local governments and taxing authorities levied more than \$44.8 billion in property taxes on over 11.8 million parcels of real and tangible personal property, with a total market value of \$4.2 trillion. Statewide average level of assessment was 92.5%.</li> </ul>			

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# **EXECUTIVE DIRECTION AND SUPPORT SERVICES**

Program and Purpose	Primary Functions	Outcomes
To ensure the Department clearly and consistently communicates expectations to customers and stakeholders to ensure that those who have an obligation can meet it as easily as possible To lead the Department to increased effectiveness and cost efficiency and better service to the State of Florida To provide support services that help each program reach its goals	<ul> <li>Provide day-to-day leadership for the agency</li> <li>Lead the planning process, ensuring that all employees can contribute their ideas, and that all programs follow the Department's strategic planning process</li> <li>Respond to requests and requirements from the Governor, Cabinet, and Legislature</li> <li>Provide financial management oversight and support</li> <li>Provide human resource oversight and support</li> <li>Develop and provide agency-wide training</li> <li>Manage legal matters and provide legal counsel</li> <li>Review operations for compliance with legal requirements</li> <li>Provide information and assistance to customers</li> <li>Prepare for and manage emergency situations</li> <li>Provide clear, accurate guidance regarding tax law</li> <li>Provide an informal process to resolve tax disputes</li> <li>Make determinations as to the taxability of transactions</li> </ul>	<ul> <li>An effective, continually improving agency</li> <li>An appropriately trained and skilled workforce</li> <li>Safe, economical workplaces that meet the needs of our customers and our employees</li> <li>Compliance with legal requirements</li> <li>Efficient use of resources and accurate accounting</li> <li>An engaged and committed workforce</li> <li>Emergency preparedness</li> <li>Resolution of customers' tax and child support concerns</li> </ul>

INFORMATION SERVICES					
Program and Purpose	Primary Functions	Outcomes			
To provide technology services to enable the Department to operate efficiently and effectively	<ul> <li>Provide, manage, and maintain computer systems</li> <li>Select, implement, and support software solutions to meet the Department's needs</li> <li>Provide information and support for Department employees to effectively use technology resources</li> <li>Ensure the Department's information resources are protected against internal and external threats</li> </ul>	<ul> <li>Secure and effective information systems</li> <li>Increased efficiency in carrying out the Department's responsibilities</li> <li>Enhanced customer experience aligned with the operating programs</li> </ul>			

#### B. What led the agency to select its priorities?

The Department's priorities are the result of a comprehensive strategic planning process that allows the Department to identify needed business changes based on factual data and align resources to accomplish strategies for improved performance. The agency continuously assesses its strengths, weaknesses, opportunities for improvement, and threats throughout the year. It also reviews data, trends, demand for services, stakeholder input, and other information to determine where to dedicate resources and what additional resources will be required to achieve strategic goals and objectives.

#### C. How will the agency generally address the priorities over a five-year period?

The Department's priorities are established during the strategic planning process, where program-level strategic plans are tied to agency performance goals and measures. During these strategic planning meetings, the Department sets measurable goals and objectives that focus on providing better services to stakeholders. Each goal is tied to an individual Specific, Measurable, Achievable, Realistic, and Timebound (SMART) plan to better ensure each one is achieved.

Through these strategic planning meetings, the Department identifies and monitors areas and events that will either assist or delay addressing the agency's priorities. By carefully monitoring these areas, corrective actions can be identified and implemented to help address the priorities over a five-year period. Once a goal's objective has been met or exceeded over a period of time, the Department will reassess that measure or range to continuously challenge itself.

#### D. The justification of revised or proposed new programs and/or services

One of the Department's major strategic initiatives is to provide additional communication channels for external constituents to improve efficiency, security, and customer satisfaction. The General Tax Administration, Child Support Program, and Property Tax Oversight programs have unique customer bases with diverse communication requirements and preferences. The Department seeks to address these needs by implementing enterprise-level electronic communications, including email, artificial intelligence, chatbot, text messaging, and enhanced customer portals.

# E. The justification of the final projection for each outcome and an impact statement relating to demand and fiscal implications

#### Outcome CSP 1A: Percent of current support disbursed (FFY)

This outcome focuses on the percent of current child support that is collected and disbursed in the month that it is due. Consistent, reliable child support payments are necessary for families to financially plan and care for children. This measure is one of the federal performance measures used to determine the level of federal incentive payments the state earns. The Department disbursed \$1.03 billion in current support collections in SFY 2022-23.

#### Outcome CSP 1B: Percent of total support disbursed (FFY)

This outcome focuses on the percent of child support that is collected and disbursed in the year that it is due. Consistent, reliable child support payments are necessary for families to financially plan and care for children. The Department disbursed \$1.53 billion in total support in SFY 2022-23.

#### Outcome GTA 1A: Percent of all tax returns filed timely and accurately

This outcome focuses on the timeliness and accuracy of tax return processing and serves as an indicator of the effectiveness of the Department's tax filing platforms. The program's strategic initiative is to continue educational outreach efforts to enhance understanding of tax filing obligations and promote convenient channels for customer interaction. The goal is to increase voluntary compliance.

#### Outcome PTO 1A: Statewide level of assessment for real property

This outcome focuses on the program's responsibility to determine whether county property appraisers secure a just valuation of all property for ad valorem tax purposes and to provide a uniform assessment between property within each county and property in every other county or taxing district. The program provides additional analysis and assistance to each county as needed to ensure that levels of assessment and uniformity remain within professionally accepted limits.

#### Outcome CSP 2A: Percent of cases available for next appropriate action (FFY)

This outcome focuses on the percentage of cases where the necessary information is available to establish paternity; establish, modify, and enforce child support orders; and disburse child support payments. Having reliable information available for case processing allows for timely action to be taken when needed. At the end of SFY 2022-23, 78.3% of cases had all critical data available.

#### Outcome CSP 2B: Percent of cases with an order for support (FFY)

This outcome focuses on the percentage of cases that have a child support order in place. Having a child support order is the first step in families receiving child support payments. At the end of SFY 2022-23, 81.5% of the cases handled by the Program had a support order in place. This measure is one of the federal performance measures used to determine the level of federal incentive payments the state earns.

#### Outcome GTA 2A: Median number of days to process a refund

This outcome focuses on the timeliness of tax refund processing and serves as an indicator of the effectiveness of the Department's refund process. It is imperative that the Department timely refund payments made in error, overpayment of tax due, or payment where no tax is due. The goal is to increase customer service and satisfaction in instances where a refund is necessary.

Outcome CSP 3A: Percent of collections disbursed within two business days of receipt (FFY)

This outcome focuses on the percent of IV-D child support payments the Program receives and disburses within two business days of receipt. Processing child support payments quickly is critical to parents having funds available to support and care for children. In SFY 2022-23, the Program received \$8.247 million in child support payments and 99.9% were disbursed within two business days.

#### Outcome GTA 3A: Average number of days from receipt of payment to deposit

This outcome focuses on the Department's efficiency in depositing receipts and making money available in the State Treasury. Given the magnitude of the dollars remitted electronically compared to check processing, further improvement in performance for this objective is dependent on refinements to the Department's check processing capabilities. The goal is to ensure prompt availability of funds to support Florida's infrastructure and services to citizens.

#### Outcome GTA 3B: Percent of revenue distributions made timely

This outcome focuses on the legal mandate by statute and/or local ordinance to timely distribute revenue to the appropriate jurisdiction to fund governmental operations and programs. The goal is to ensure prompt availability of funds to support Florida's infrastructure and services to citizens.

#### Outcome PTO 3A: Percent of training participants satisfied with services provided

This outcome focuses on the satisfaction of training participants with the job specific training they receive. The measure serves as an indicator of the quality of the statutorily required aid and assistance (training) provided to value adjustment boards, property appraisers, tax collectors, and their staff. While the current level of satisfaction is high, the program routinely collects feedback from training participants to continue this level of service for all participant groups.

# F. List of potential policy changes affecting the agency budget request or Governor's Recommended Budget

At this time, the Department has not identified policy changes that may affect the agency's budget request or Governor's Recommended Budget.

# G. List of changes that would require legislative action, including the elimination of programs, services, and/or activities

The Department plans to seek law changes during the 2024 Legislative session. The proposed law changes involve administrative issues the Department has identified for sales tax and other taxes the Department administers.

#### H. List of all task forces, studies, etc., in progress

#### Florida Planning, Accounting, and Ledger Management (PALM) Project

For more than 30 years, the State has relied on the Florida Accounting Information Resource subsystem (FLAIR) in performing accounting and payroll functions. Beginning in 2014, the State embarked on a multiyear, multiphase project to replace the statewide accounting, payroll, and cash management systems. The Florida Planning, Accounting, and Ledger Management (PALM) Project is led by the Department of Financial Services (DFS) and Chief Financial Officer (CFO). One of the key aspects in management and oversight of large-scale projects is project governance. The PALM Project governance structure includes two tiers including the project director and the executive steering committee (ESC). Seventeen members representing nine State agencies and the Executive Office of the Governor, one of whom is a member representing the Department, comprise the ESC. As outlined in the PALM Project charter, the ESC shall:

- Identify and recommend to the Executive Office of the Governor, the President of the Senate, and the Speaker of the House of Representatives any statutory changes needed to implement the Financial Management Solution (FMS) that will standardize, to the fullest extent possible, the State's financial management business processes
- Review and approve any changes to the Project's scope, schedule, and budget beyond the project director's authority
- Ensure that adequate resources are provided throughout all phases of the Project
- Approve all major Project deliverables
- Approve all solicitation-related documents associated with the FMS

# Performance Measures and Standards – LRPP Exhibit II

## 73300000 PROGRAM: CHILD SUPPORT PROGRAM

Approved Performance Measures <sup>(1)</sup>	Approved FFY 2022-23 Standard	Projected FFY 2022-23 <sup>(2)</sup>	Approved FFY 2023-24 Standard	Requested FFY 2024-25 Standard
Percent of cases available for next appropriate action	86.0%	84.6%	86.0%	86.0%
Total number of cases maintained during the year	850,000	855,040	850,000	850,000
Percent of cases with an order for support	81.0%	81.6%	81.5%	81.5%
Total number of newly established and modified orders	15,000	17,136	15,000	17,500
Percent of total support disbursed	81.3%	83.3%	81.5%	81.5%
Total amount of collections received (in billions)	\$1.600	\$1.533	\$1.600	\$1.550

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#### 73300000 PROGRAM: CHILD SUPPORT PROGRAM

Approved Performance Measures <sup>(1)</sup>	Approved FFY 2022-23 Standard	Projected FFY 2022-23 <sup>(2)</sup>	Approved FFY 2023-24 Standard	Requested FFY 2024-25 Standard
Percent of current support disbursed	61.5%	63.4%	61.5%	62.0%
Percent of collections disbursed within two business days of receipt	99.75%	99.94%	99.75%	99.75%
Total amount of collections distributed (in billions)	\$1.600	\$1.510	\$1.600	\$1.550
PROGRAM-WIDE				
Cost effectiveness	\$5.00	\$5.12	\$5.00	\$4.00

<sup>&</sup>lt;sup>(1)</sup> FFY = Federal Fiscal Year 10/1-9/30

<sup>(2)</sup> Estimated performance at the end of September 30, 2023

73400000 PROGRAM: GENERAL TAX ADMINISTRATION PROGRAM

Approved Performance Measures	Approved FY 2022-23 Standard	FY 2022-23 Actual	Approved FY 2023-24 Standard	Requested FY 2024-25 Standard
Average number of days from receipt of payment to deposit	1 day	.02 day	1 day	1 day
Total collections received (1) (in billions)	\$63.142	\$73.621	\$71.194	\$71.971
Percent of sales tax returns filed timely and accurately	92.0%	84.6%	92.0%	92.0%
Percent of all tax returns filed timely and accurately	91.5%	86.3%	92.0%	92.0%
Percent of taxpayer-claimed refunds processed within 90 days	91.0%	88.8%	91.5%	91.5%
Percent of revenue distributions made timely	99.0%	97.8%	99.0%	99.0%
Number of tax returns processed	9,300,000	10,525,413	9,500,000	10,000,000
Number of distributions made	41,000	44,425	41,000	41,000
Number of refund claims processed	125,000	178,782	125,000	125,000

<sup>&</sup>lt;sup>(1)</sup>The Department will submit a budget amendment requesting title and/or standard change for FY 2023-24.

### 73400000 PROGRAM: GENERAL TAX ADMINISTRATION PROGRAM

Approved Performance Measures	Approved FY 2022-23 Standard	FY 2022-23 Actual	Approved FY 2023-24 Standard	Requested FY 2024-25 Standard
Median number of days to process a refund	33 days	35 days	33 days	33 days
Percent of audits completed within 305 days from commencement	90.0%	87.4%	90.0%	90.0%
Number of audits completed	10,868	12,494	11,411	13,664
Percent of collection cases resolved with payment	63.0%	66.8%	63.0%	63.0%
Number of collection cases resolved	600,000	592,384	600,000	600,000
Cost Effectiveness (1)	\$378.28	\$454.32	\$391.79	\$396.06

<sup>&</sup>lt;sup>(1)</sup>The Department will submit a budget amendment requesting title and/or standard change for FY 2023-24.

73200000 PROGRAM: PROPERTY TAX OVERSIGHT PROGRAM

#### **Approved Performance Approved** FY 2022-23 **Approved** Requested FY 2022-23 FY 2023-24 FY 2024-25 Measures Actual Standard Standard Standard Statewide Level of 90.0% 95.8% 90.0% 90.0% Assessment for real property Percent of property value studied with a statistically 96.0% 99.8% 96.0% 96.0% reliable sample Number of parcels studied to establish in-depth level of 135,000 135,000 135,000 184,190 assessment

96.4%

38,157

96.0%

24,000

96.0%

24,000

Percent of training

services provided

hours provided

participants satisfied with

Number of student training

96.0%

26,000

# 73010000 PROGRAM: EXECUTIVE DIRECTION AND SUPPORT SERVICES

Approved Performance Measures	Approved FY 2022-23	FY 2022-23 Actual	Approved FY 2023-24	Requested FY 2024-25
	Standard		Standard	Standard
Administrative costs as a percent of total agency costs (not including revenue sharing)	6.31%	5.41%	4.76%	4.16%
Administrative positions as a percent of total agency positions	5.13%	5.14%	5.14%	5.13%

#### 737100000 PROGRAM: INFORMATION SERVICES PROGRAM

Approved Performance Measures	Approved FY 2022-23 Standard	FY 2022-23 Actual	Approved FY 2023-24 Standard	Requested FY 2024-25 Standard
Information technology costs as a percent of total agency costs	7.01%	4.55%	6.85%	6.19%
Information technology positions as a percent of total agency positions	3.63%	3.63%	3.63%	3.79%

#### FLORIDA DEPARTMENT OF REVENUE Performance Measure Assessment Forms - Exhibit III **Department:** Revenue Program: **Child Support** Service/Budget Entity: **Child Support Enforcement** Measure: Percent of cases available for next appropriate action (FFY) Action: Performance Assessment of Outcome Measure Revision of Measure Performance Assessment of Output Measure Deletion of Measure Adjustment of GAA Performance Standards Approved Standard **Actual Performance** Difference Percentage Results (Over/Under) Difference 86.0% 84.0%\* -2.0% -2.3% \*Projected end of FFY performance **Factors Accounting for the Difference:** Internal Factors (check all that apply): **Personnel Factors** Staff Capacity **Level of Training Competing Priorities Previous Estimate Incorrect** Other **Explanation:** External Factors (check all that apply): Resources Unavailable **Technological Problems Natural Disaster** Legal/Legislative Change **Target Population Change** Other This Program/Service Cannot Fix the Problem Current Laws Are Working Against the Agency Mission Explanation: In last year's LRPP, the Program projected an end of federal fiscal year performance of 80.7% and actual year end performance was 81.87%. The Program has made performance improvements and is projecting year end performance at 84%. While this is 2 percentage points below target, it is 2.13 percentage points above last year's performance. The Program continues to experience a decline in caseload and parents without a mailing address at points in time throughout the year. Management Efforts to Address Differences/Problems (check all that apply): Training Technology Personnel Other

**Recommendations:** The Program is monitoring missing critical information monthly and prioritizing performance improvement projects.

Department: Program: Service/Budget Entity: Measure:	Revenue Child Support Child Support Enforce Total amount of colle		
Action:  Performance Assessme Performance Assessme Adjustment of GAA Per	· · · · · · · · · · · · · · · · · · ·	Revision of M Deletion of M	
Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$1.600	\$1.533*	067	-4.2%
Factors Accounting for the Internal Factors (check all Personnel Factors Competing Priorities Previous Estimate Inco	that apply): rrect	Staff Capacity Level of Training Other	
External Factors (check all Resources Unavailable Legal/Legislative Chang Target Population Chang This Program/Service C Current Laws Are Worl	ge nge	Technological Problem Natural Disaster Other	ms
<b>Explanation:</b> The Program continues to experience a decline in caseload, which results in a decline in cases available to collect and disburse child support.			
Management Efforts to Ac Training Personnel	ldress Differences/Problem	ns (check all that apply):  Technology  Other	
<b>Recommendations:</b> The P and prioritizing performance		tions, case levels, and obliga	ation information monthly

Department: Program: Service/Budget Entity: Measure:	Revenue Child Support Child Support Enforce Total amount of colle	ement ctions distributed (FFY)	
Action:  Performance Assessme Performance Assessme Adjustment of GAA Pe	·	Revision of M Deletion of M	
Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$1.600	\$1.510*	09	-5.6%
Factors Accounting for the Internal Factors (check all Personnel Factors Competing Priorities Previous Estimate Inco	that apply):	Staff Capacity Level of Training Other	
=	ge	☐ Technological Probler☐ Natural Disaster☐ Other	ms
<b>Explanation:</b> The Program continues to experience a decline in caseload, which results in a decline in cases available to collect and disburse child support.			
Management Efforts to Ad Training Personnel	ddress Differences/Problem	ns (check all that apply):  Technology  Other	
<b>Recommendations:</b> The P and prioritizing performan	_	tions, case levels, and obliga	ition information monthly

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Department: Program: Service/Budget Entity: Measure:	Revenue General Tax Administ Tax Processing Percent of sales tax re	ration eturns filed timely and accu	ırately	
Action:  Performance Assessment Performance Assessment Adjustment of GAA Perfo	of Output Measure	Revision of Measure Deletion of Measure		
Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference	
92.0%	84.6%	-7.4%	-8.04%	
Factors Accounting for the D Internal Factors (check all the Personnel Factors Competing Priorities Previous Estimate Incorre  External Factors (check all th Resources Unavailable Legal/Legislative Change Target Population Change This Program/Service Car Current Laws Are Workin	at apply): ect at apply):	Staff Capacity Level of Training Other  Technological Problems Natural Disaster Other (non-compliance)		
Explanation: This outcome measure is computed based on timeliness and accuracy of the return filed. Tax returns are considered timely when filed by the due date for the specified applied period. When the return is not timely, a delinquency notice is issued. Over the past three years, there has been an increase in the number of delinquency notices issued. In FY 2020-21, the Department issued 569,833 delinquency notices, compared to 796,177 notices in FY 2022-23 (a 40% increase, or 226,344 additional notices). In the last fiscal year alone, the Department saw an increase of 127,426 notices (a 19% increase). This increase in issuance of notices, combined with growth of active, required-to-file taxpayers, is a contributing factor to the underperformance of this measure.  Management Efforts to Address Differences/Problems (check all that apply):  Training  Technology  Other				
Recommendations: The Dep	artment continues to take pro	active steps by providing due c	date reminders through its	

**Recommendations:** The Department continues to take proactive steps by providing due date reminders through its online subscription process and the Education and Communications Outreach (ECO) program to enforce compliance. In December 2022, the Department began capturing detailed data and performing analyses to determine the root causes of taxpayers' failure to file required returns timely. The Department is also exploring new approaches to the issuance of delinquency notices and changes to registration and return filing requirements. Lastly, the Department is partnering with other states to benchmark and determine taxpayer compliance best practices.

Program: G Service/Budget Entity: T	evenue General Tax Administration Fax Processing Percent of all tax returns filed	d timely and accurately		
Performance Assessn	nent of Outcome Measure nent of Output Measure erformance Standards	Revision of M Deletion of M		
Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference	
91.5%	86.3%	-5.2%	-5.68%	
=	Il that apply): correct Il that apply): e nge	Staff Capacity Level of Training Other  Technological Problem Natural Disaster Other (non-compliances		
<b>Explanation:</b> Sales tax is a major driver of this measure because these documents account for approximately 70% of all tax returns processed. In addition, a large amount of corporate income tax (CIT) delinquent non-filers exists based on accounts that are created – approximately 80% annually – from the submission of CIT Extensions of Time (EOT) that result in the needless creation of an account that is subsequently canceled because there is not a filing requirement in Florida. In the current environment, accounts must be created to process the EOT.				
Management Efforts to A Training Personnel	Address Differences/Problem	ns (check all that apply):  Technology  Other		
<b>Recommendations:</b> Along with the data analysis related to the sales and use tax measure, the Department is researching potential changes to the way corporate income tax (CIT) accounts are created based on the				

is researching potential changes to the way corporate income tax (CIT) accounts are created based on the submission of a CIT Extension of Time (EOT). If implemented, there is a projected decrease of 90% or greater of delinquent non-filer CIT accounts.

Program: Service/Budget Entity:	Revenue General Tax Administration Tax Processing Percent of taxpayer-claimed	refunds processed within 90	) days
Performance Assess	ment of Outcome Measure ment of Output Measure Performance Standards	Revision of M Deletion of M	
Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
91.0%	88.8%	-2.2%	-2.42%
Factors Accounting for to Internal Factors (check and Personnel Factors Competing Priorities Previous Estimate In	ill that apply):	Staff Capacity Level of Training Other	
=	ole ange	Technological Probler Natural Disaster Other	ms
<b>Explanation:</b> This outcome measure is influenced by the "Median number of days to process a refund" measure. Implementation of the motor fuel tax holiday, along with an unusually large influx of cases for a single refund issue (lemon law), created a build-up of case inventory. In addition, staffing resources within the process were not sufficiently allocated. These constraints influence refund case processing cycle time.			
Management Efforts to Training Personnel	Address Differences/Problem	ns (check all that apply):  Technology Other	
Recommendations: The	Program is closely monitoring	g workload, particularly with	respect to legislative

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changes, and ensuring adequate allocation of resources to prevent reoccurrence.

Program: G Service/Budget Entity: Ta	evenue eneral Tax Administration ax Processing ercent of revenue distribution	ons made timely		
=	ent of Outcome Measure ent of Output Measure erformance Standards	Revision of M Deletion of M		
Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference	
99.0%	97.8%	-1.2%	-1.21%	
=	orrect I that apply):  I that apply):	Staff Capacity Level of Training Other  Technological Problem Natural Disaster Other	ms	
Explanation: Motor fuel distributions account for 25% of this overall measure. In January 2023, the Department experienced a one-day delay in motor fuel distributions due to required tiering calculations, which resulted in slippage to 73.24% for the month. This delay, combined with implementation of the motor fuel tax holiday, resulted in overall distribution slippage for the year.  Management Efforts to Address Differences/Problems (check all that apply):  Training  Technology  Personnel				
Personnel  Recommendations: The F	Program has adjusted interna		s to prevent reoccurrence.	

Department: Program: Service/Budget Entity: Measure:	Revenue General Tax Administration Tax Processing Median number of days to p	rocess a refund	
Performance Assess	ment of Outcome Measure ment of Output Measure Performance Standards	Revision of M	
Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
33 days	35 days	2 days	6.06%
=	all that apply):  correct  all that apply):  ble  ange	Staff Capacity Level of Training Other  Technological Problet Natural Disaster Other	ms
<b>Explanation:</b> This outcome measure is influenced by the "Percent of taxpayer-claimed refunds processed within 90 days" measure. Implementation of the motor fuel tax holiday, along with an unusually large influx of cases for a single refund issue (lemon law), created a build-up of case inventory. In addition, staffing resources within the process were not sufficiently allocated. These constraints influenced refund case processing cycle time.			
Training Personnel	Address Differences/Problen	Technology  Other	
<b>Recommendations:</b> The Program is closely monitoring workload, particularly with respect to legislative			

changes, and ensuring adequate resource allocation to prevent reoccurrence.

			• • • • • • • • • • • • • • • • • •
Program: Service/Budget Entity:	Revenue General Tax Administration Compliance Determination Percent of audits completed	within 305 days from comm	nencement
Performance Assess	ment of Outcome Measure ment of Output Measure Performance Standards	Revision of N Deletion of N	
Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
90.0%	87.4%	-2.6%	-2.89%
Factors Accounting for the Internal Factors (check and Personnel Factors Competing Priorities Previous Estimate Internal Factors Previous Previous Previous Estimate Internal Factors Previous	all that apply):	<ul><li>Staff Capacity</li><li>Level of Training</li><li>Other</li></ul>	
= -	ole ange	Technological Problem Natural Disaster Other (COVID-19)	ms
<b>Explanation:</b> This measure was narrowly missed due to wrapping up older cases that had received COVID-19 related accommodations. In addition, the audit process continues to face challenges in recruiting and retaining qualified audit staff. These constraints have had a continuing impact on the 305-day measure.			
Management Efforts to Training Personnel	Address Differences/Problem	ns (check all that apply):  Technology  Other	

Recommendations: The Program is monitoring case levels and resource allocation monthly. Additionally, the Program is placing priority on various strategic projects to improve audit coverage, employee training, and employee retention.

Program: G Service/Budget Entity: R	evenue eneral Tax Administration eceivables Management umber of collection cases re	esolved	
=	ent of Outcome Measure ent of Output Measure erformance Standards	Revision of M	
Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
600,000	592,384	-7,616	-1.27%
Current Laws Are Wo	that apply):  I that apply i that		
<b>Explanation:</b> Florida was struck by two major storms during the 2022 Atlantic hurricane season – Hurricanes Ian and Nicole. As a result, the Department ceased collections activities in designated disaster areas due to disruptions caused by the storms. To be responsive to taxpayer needs, the Department granted extensions of time to comply and gave impacted businesses time to recover from the adverse effects of the storm (damage, loss of power and communications, and temporary business closures).			
Management Efforts to A Training Personnel	ddress Differences/Problen	ns (check all that apply):  Technology  Other	
	Program is reviewing the pront of the pront	-	-

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## Performance Measures Validity and Reliability - Exhibit IV

At this time, the Department is not requesting new or revised measures, a change in data source or measurement methodology, or providing backup for performance measures.

# Associated Activity Contributing to Performance Measure - Exhibit V

	CHILD SUPPORT PROGRAM				
Measure Number	Approved Performance Measures for FY 2023-24	Associated Activities Title			
1	Percent of cases available for next appropriate action (FFY)	MAINTAIN CHILD SUPPORT CASES			
2	Total number of cases maintained during the year (FFY)	IVIAIIVTAIIV CHILD SUFFURT CASES			
3	Percent of cases with an order for support (federal definition) FFY	ESTABLISH AND MODIFY SUPPORT ORDERS			
4	Total number of newly established and modified orders (FFY)				
5	Percent of total support disbursed (FFY)				
6	Total amount of collections received (FFY)	PROCESS SUPPORT PAYMENTS			
7	Percent of current support disbursed (federal definition) (FFY)				
8	Percent of State Disbursement Unit collections disbursed within 2 business days of receipt (FFY)	DISTRIBUTE SUPPORT PAYMENTS			
9	Total amount of collections distributed (FFY)				

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	GENERAL TAX ADMINISTRATION			
Measure Number	Approved Performance Measures for FY 2023-24	Associated Activities Title		
10	Percent of all tax returns filed timely and accurately			
11	Number of tax returns processed	PROCESS RETURNS AND REVENUE		
12	Average number of days from receipt of payment to deposit	T NOCESS RETORNS AND REVENUE		
13	Total collections received			
14	Percent of revenue distributions made timely	ACCOUNT FOR REMITTANCES		
15	Number of distributions made			
16	Percent of taxpayer-claimed refunds processed within 90 days			
17	Number of refund claims processed	REFUND TAX OVERPAYMENTS		
18	Median number of days to process a refund			
19	Percent of audits completed within 305 days from commencement	PERFORM AUDITS		
20	Number of audits completed			
21	Percent of collection cases resolved with payment	RECEIVABLES MANAGEMENT		
22	Number of collection cases resolved			

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PROPERTY TAX OVERSIGHT PROGRAM					
Measure Number	Approved Performance Measures for FY 2023-24	Associated Activities Title			
23	Percent of property value studied with a statistically reliable sample				
24	Number of parcels studied to establish in- depth level of assessment	DETERMINE REAL PROPERTY ROLL COMPLIANCE			
25	Statewide level of assessment for real property				
26	Percent of training participants satisfied with services provided	PROVIDE INFORMATION			
27	Number of student training hours provided				

# Agency-Level Unit Cost Summary – Exhibit VI

DEPARTMENT OF REVENUE	FISCAL YEAR 2022-23			
SECTION I: BUDGET	OPERATING		ING	FIXED CAPITAL OUTLAY
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT			637,809,116	0
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)			65,939,048	0
FINAL BUDGET FOR AGENCY			703,748,164	0
SECTION II: ACTIVITIES * MEASURES	Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)				0
Determine Real Property Roll Compliance * Number of parcels studied to establish in-depth level of assessment	184,190	71.54	13,176,666	
Provide Information * Number of student training hours provided	38,157	1,643.45	62,709,057	_
Maintain Child Support Cases * Total Number of cases maintained during the year	853,209	135.89	115,942,256	
Process Support Payments * Total number of collections received  Distribute Support Payments * Total number of collections disbursed	8,637,767 8,663,952	4.81 0.87	41,567,419 7,505,724	-
Establish And Modify Support Orders * Total number of newly established and modified orders	16,945	8,038.01	136,204,103	
Process Returns And Revenue * Number of tax returns processed	10,525,413	3.15	33,135,275	
Account For Remittances * Number of distributions made	44.425	127.80	5,677,481	i
Perform Audits * Number of audits completed	12,494	5,038.45	62,950,369	
Refund Tax Overpayments * Number of refund claims processed	178,782	61.84	11,056,095	l
Receivables Management * Number of collection cases resolved	592,384	130.25	77,160,579	
TOTAL			567,085,024	
SECTION III: RECONCILIATION TO BUDGET				
PASS THROUGHS TRANSFER CTATE ACCUSES				
TRANSFER – STATE AGENCIES	-		00.750.000	
AID TO LOCAL GOVERNMENTS	4		83,759,890	
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS	-			
OTHER	-			
REVERSIONS			52,903,269	
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) – Should equal Section I above. (4)			703,748,183	
		IMARY		

 $<sup>\</sup>hbox{(1) Some activity unit costs may be overstated due to the allocation of double budgeted items. } \\$ 

<sup>(2)</sup> 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.

<sup>(3)</sup> Information for FCO depicts amounts for current year appropriations only. Additional information and systems are needed to develop meaningful FCO unit costs.

<sup>(4)</sup> Final Budget for Agency and Total Budget for Agency may not equal due to rounding.

#### Glossary of Terms and Acronyms

#### **Business Process**

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

#### **CAMS – Child Support Automated Management System**

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

#### FY – State Fiscal Year (also SFY)

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

#### FFY - Federal Fiscal Year

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

#### **SUNTAX**

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

#### **Tax Roll**

A list of all taxable property within a given jurisdiction.