

Department of Management Services

Long Range Program Plan FY 2008-2009 through 2012-2013

Trends and Conditions Statement

DIVISION OF REAL ESTATE DEVELOPMENT AND MANAGEMENT

The Division of Real Estate Development and Management oversees state-owned and leased office buildings. Through this, we help state agencies efficiently carry out their missions by alleviating activities not related to their core missions. This includes the construction, operation and maintenance of public buildings as well as the oversight of state agency's private property lease agreements. We capitalize on the benefits associated with long-term real estate ownership and strategic lease agreement plans for privately owned space. That means we leverage our buying power to provide competitive rental rates for state agencies. Our primary responsibilities outlined in Florida Statutes include:

Chapter 215 F.S. – Provides responsibility for the Department of Management Services to levy and assess funds for cost recovery administration of Fixed Capital Outlay projects and to serve as the owner representative on behalf of the state on construction projects through the Architects Incidental Trust Fund. Includes responsibility for the Florida Facilities Pool Working Capital Trust Fund and the Supervision Trust Fund is provided for the management of state-owned facilities.

Chapter 216 F.S. - Provides planning and budgeting responsibility for the state's Fixed Capital Outlay needs identified through an annual State Facilities Inventory report. Also provides planning and budgeting responsibility for leased, rented or otherwise occupied facilities maintained by state agencies and the Judicial Branch. The inventory service makes recommendations for our statewide customers on capital maintenance construction projects (with related costs) for the managed buildings.

Chapter 255 F.S. – Provides requirements for how publicly owned buildings are developed, operated and maintained including responsibilities associated with construction appropriations, Project Management Oversight, maintenance and leasing of DMS-managed facilities. This responsibility includes soliciting competitive leasing proposals, invitations to bid, requests for proposals and invitations to negotiate for privately-owned space leased by state agencies. This chapter authorizes the responsibility for the operation and maintenance of 21 regional facilities (located statewide) and 35 Tallahassee facilities, which comprises the 7.8 million square feet in the Florida Facilities Pool. Real Estate Management coordinates 8.4 million square feet of space leased from the private sector and other governmental entities.

Chapter 272 F.S. – Provides responsibility for the Department of Management Services to supervise the Capital Circle Office Complex buildings, Historic Capitol building, governor's mansion and parking areas in and around the Capitol Center. We are required to keep property well-maintained and operating efficiently for the public and state employees.

WE SERVE THOSE WHO SERVE FLORIDA

Chapter 281 F.S. – Provides the Department of Management Services maintain fire safety and security of its managed buildings. This includes training employees and enforcing rules to regulate traffic and parking on state-owned property.

Chapter 287 F.S. - Provides responsibility for the hiring of professional architects, engineers, landscape architects, surveyors and mapping services. This includes the Consultants Competitive Negotiation Act requirements for selecting, negotiating, making public announcements, qualifying providers, assisting local governments, Design-Build contracting and reusing existing plans. We manage projects including the construction, renovation, repair, modification or demolition of buildings, utilities, parks, parking lots and other facilities or improvements. Unlike other states that have an internal design and construction management activity, we are responsible for contracting with private sector providers for all architectural, engineering and construction manager services. This quality control responsibility is accomplished through a competitive selection process mandated by Chapter 287.055(7), Florida Statutes, to assure the best qualified provider is selected for the specific needs of each individual project.

Chapter 288 F.S. – Provides requirements to promote state building projects financed as provided by law in communities where a state building is needed.

Our priorities are primarily directed by Chapters 255 and 272, Florida Statutes, financed through the Bonded Building Program and supported by agency rental fees paid into the Supervision Trust Fund (to maintain the buildings) and the Architects Incidental Trust Fund (to support oversight services). These laws enable us to be prudent custodians of taxpayer dollars through efficient management of the public's real estate holdings, application of advancing technologies and continued innovation in the delivery of its core customer services. The following outline the driving factors that influence our priorities:

- 2007 legislative changes – During the 2007 Legislative Session, a focus on competitive solicitation process resulted in new statutes to enable agencies to obtain beneficial lease terms from private landlords to negotiate more security in their leases. By using multiple brokerage firms we strengthen our competitive leasing abilities and reduce costs.
- Rental fees – We maximize the occupancy of existing state-owned facilities by reducing the amount of private-sector square footage leased. Our Florida Facilities Pool rental rate is a composite of facilities costs charged back to the agency tenants in a cost-recovery system. Controlling cost is a priority for maintaining client agency rental fees at a minimal level and maximizing the available funds to address each building's specific maintenance needs. The Workspace Management Initiative focuses on: improving space quality for employees, promoting optimum use of office space, and controlling the costs associated with space use in state-owned buildings.

Under s. 255.506, Florida Statutes, we collect and distribute rental revenue to maintain the integrity of the Florida Facilities Pool. It is our priority to make sure that we have enough funds to meet debt service obligations and operation and maintenance

requirements of our real estate inventory. Through the Supervision Trust Fund we maintain state-owned facilities and comply with federal guidelines relative to tenant agencies.

Our fixed capital outlay planning process includes reviewing, analyzing and prioritizing renovations and repairs for the state-owned facilities. Planning occurs annually with additional assessment as necessary. We prioritize projects by assessing the current need versus available funds. Priorities can often be determined by the critical nature of the project (such as storm damage remediation or building system failures, and tenant customer needs). Fixed Capital Outlay funding is additionally a priority requirement to fulfill the pledge to the Florida Facilities Pool bond investors, to protect the value of the real estate assets of the State of Florida and for the safety of the citizens and employees that conduct the public's business within the buildings.

- Fixed Capital Outlay Appropriations Management -- This is an essential priority of our agency, pursuant to s. 216.192(1), F.S. This includes implementing appropriations, managing encumbered funds, assuring contract compliance, certifying the budget releases and project budget management. The Facilities Accountability Communication Tool (FACT), a three time Davis Productivity Awards recipient, supports this core responsibility assuring that appropriated funds are accounted for from their release to the completion of each construction project. We make certain that no Fixed Capital Outlay project exceeds the total appropriation available to the state agency. We prepare fund release documentation, track and report Fixed Capital Outlay appropriations and oversee the budget, project schedules, status reports and workload analyses. Without this, taxpayers and the Legislature would not be assured that the appropriated funds are expended in accordance with state law.

Authorized in 20.22 F.S., the Facilities Program serves as the owner-representative of the State in Fixed Capital Outlay project management oversight. The Division of Real Estate Management and Development acts in the public interest to ensure the value received exceeds or is equal to the funds spent and to maintain state safety and construction standards. In response to Governor Crist's energy-related Executive Orders for a reduction in usage and carbon emissions, the division will establish new energy efficient state-owned facilities to also consolidate the state agency's workforce. An example includes the future headquarters for the Department of Revenue at the Capital Circle Office Center in Tallahassee. The Legislature appropriated \$1 million for the initial planning and design phase and further funded an additional \$96 million to construct approximately 460,000 gross square feet of office space at Capital Circle Office Center. This space will meet the U.S. Green Building Council's Leadership in Energy Environmental Design for New Construction standards and will provide for the consolidation of all Department of Revenue staff in Leon County into a single centralized campus. It will provide significant rent and energy cost savings and improve the quality of space for the Department's employees. The buildings will be constructed within the next two years. This construction will result in the use of more state-owned space over private-leased space.

The Department of Management Services partnered with the First District Court of Appeals to assess the expansion/renovation capabilities of their existing building in Tallahassee. The

assessment determined that the existing site would be too costly given the current constraints of the site. As a result, the Department of Management Services will construct a new courthouse of approximately 106,000 gross square feet at the Capital Circle Office Center. The new courthouse will have eighteen judicial chambers, with three law clerks per chamber. The Leadership in Energy and Environmental Design (LEED) certified facility is expected to be completed by 2010.

Interaction with state agencies allows the Department of Management Services to understand customer needs and address long range plans to meet the diverse and changing facility requirements of the state. Fixed Capital Outlay Planning prepares the Capital Improvement Program Plan. The Capital Improvement Program includes future renovations to existing buildings and provides the Legislative Budget Request to proactively maintain state-owned facilities in the Bonded Building Program. In addition, this long-range planning activity addresses building deficiencies due to wear and damage, regulatory changes, advancements in technology and upgraded service standards for our customers. Examples include requirements such as life safety, ADA compliance, environmental, tenant space refurbishment and capital depreciation projects. Additional priorities focus on homeland security enhancements to protect the public and the state's property.

FACT is a part of the Florida Facilities Pool responsible for identifying and prioritizing funding for deficiency correction projects statewide. FACT ensures the appropriated funds last for the lifecycle investment of state-owned buildings and reduces the costs of delivering the program's core customer-focused services. This management tool is a Web-based data technology for accessing appropriations, budget, project, operational and customer related information in order to plan for the next five years and beyond from a foundation of historical information.

The 2007 Legislature passed, and the Governor signed into law, changes related to the activity of state agencies leasing privately owned space. This law requires the Department of Management Services to annually develop and implement a statewide strategic leasing plan in order to determine all state agencies' space needs. This plan will also identify cost reduction opportunities such as consolidations, relocations, reconfigurations, capital investments and the construction or acquisition of state-owned space. The Department of Management Services must produce an annual "master leasing report" to furnish various detailed information related to current state agency's leasing activities, financial impacts and cost benefit analyses. Each state agency will annually provide the Department of Management Services with information regarding their program, which will affect the need for or use of space.

This legislation allows the Department of Management Services to term contract with a real estate consultant or tenant brokerage services as stated in the strategic leasing plan duties. It requires agencies to consult with the Department of Management Services on consolidation, use of state-owned space, build-to-suit space and potential acquisition opportunities. By legislation, agencies must initiate an advertised competitive solicitation or appropriate lease-renewal negotiations for private leases and requirements for the use of invitation to bid, request for proposal and invitation to negotiate. The Department of Management Services is required to serve as mediator for lease-renewal negotiations at either the agency or lessee's request. The 2007 General Appropriations Act (line item 2286A) contained a lump sum of \$3.5 million

related to real estate consultant and tenant broker transaction fees and also identified funds for five positions and \$354,250 for the purpose of providing financial analysis and strategic planning of the Florida Facilities Pool and leased space.

The 2007 Legislature made a permanent exception to the public records law for all building plans that depict the interior or structural elements of a state-owned facility. With these exemptions, the Facilities Program limits access to building documents and requires certain guidelines. The Facilities Program completed an inventory and centralization process of the approximately 40,000 printed and electronic documents. The program assigned staff for electronically scanning and organizing the printed documents to improve the control and distribution.

The Facilities Program continuously evaluates their services for the general public and state agencies. Through these evaluations, the program recognizes the need to change business practices to improve output, resulting in cost-effective and efficient facilities development and management services. These changes occur through the increased use of automation, better training for field personnel, outsourcing of facilities maintenance services (where cost effective) and modernizing the state's leasing process.

The major cost factors associated with this service area include utilities, expenses and salaries. There is \$18 million funded to pay for the utilities associated with the operations and maintenance of the 7.8 million gross square feet within the Florida Facilities Pool. Due to increasing energy costs worldwide, energy efficiency initiatives are being investigated. These investigations will assist in containing future energy costs of the properties within the Florida Facilities Pool. Over the next five years, this effort will focus on all new construction based on the Leadership in Energy and Environmental Design national standards. Additionally, an assessment of the building inventory will be made to identify opportunities to reduce waste and fund energy improvement initiatives related to energy usage across the portfolio.

The Facilities Program strives to preserve the state's buildings at the level the public expects. Like all buildings, these institutional facilities require regular repairs and renovations to continue their functional and economical service to the state and extend their life cycle into the future. Deficiency Correction Projects are annually assessed and are currently at \$58 million to bring the buildings up to standard condition. These deficiencies are systematically addressed through a \$16 million appropriation in 2006 and a \$12 million appropriation by the 2007 Legislature. There is a consistent focus on sustaining the regular maintenance to deliver quality services and avoid any future costs associated from extended damage to the state's assets.

The Facilities Program outsources all of their design and construction projects. The state retains its residual oversight responsibility but contracts with private industry for the delivery of the design and construction management of the public's construction projects. The Department of Management Services must maintain professional level expertise with Project Management Oversight knowledge, skills and abilities of the state's specific rules and regulations for the delivery of state-owned structures.

For the fiscal year 07/08, there is a \$12.9 million fund for expenses and contracted services, primarily used to pay for contractual obligations related to the operations and maintenance of the Florida Facilities Pool. These obligations include contracts for outsourced operation and maintenance services, custodial services, landscaping, elevator maintenance, heating/air conditioning maintenance, etc. It is expected for the policy to continue using the private workforce to maintain the buildings managed by DMS.

For the fiscal year 07/08, there is a \$14.5 million fund for the salaries associated with 320.5 FTE to provide internal oversight of the public's building investment and to produce best value results for the tenants occupying DMS-managed facilities. Our employees focus on direct customer service and provide expected results on a regular basis. To secure future success of the organization, the Facilities Program implements leadership building, career guidance, succession planning and mentorship programs to develop and retain experienced individuals and to encourage growth of the team environment.

The state has a substantial financial investment in state-owned buildings. For this reason, the 2007 Legislature established an intent and policy that when state-owned buildings meet the needs of state agencies, agencies must fully use the state-owned buildings before leasing privately-owned space. The Department of Management Services will create a five-year plan for implementing this policy and provide detailed proposed actions to meet the plan's goals. DMS will provide this report to the President of the Senate, the Speaker of the House and the Governor by September 15 of each year. The report will include operational data, vacancy data and forecast rental rate impact information.

As a result of Governor Crist's Executive Orders for a reduction of energy and carbon emissions, new policies will be established. To implement some identified energy reductions, policies may not require funding but will require appropriations for energy investments to enhance the buildings' performance. The Facilities Program will assess each building for energy usage and requirements to bring it up to U.S. Green Building Council's Leadership in Energy Environmental Design for Existing Buildings.

House Bill 1489 was passed by the 2007 Legislature and signed into law by Governor Crist. This created s. 255.103, Florida Statutes, "Construction management or program management entities," which provides local government entities with construction management selection authorities. This law addressed current trends and conditions related to construction industry delivery methods. It authorizes local government entities to contract for construction management consultant services by way of the methods authorized in s. 287.055, Florida Statutes, the "Consultants Competitive Negotiations Act." These methods allow for continuing area contracts in which the agency can competitively select, negotiate and partner with the most qualified firms based on the specific requirements of the projects. A Legislative proposal is being developed that will provide similar authority for the Department of Management Services and align the state with the current industry delivery method trends.

The Department of Management Services will publish annually a report that lists, by agency, all leases that are due to expire within 24 months. The annual report will include the following information for each lease: location; size of leased space; current cost per leased square foot;

lease expiration date; and a determination of whether sufficient state-owned office space will be available at the expiration of the lease to house affected employees. The report must also include a list of amendments and supplements and waivers of terms and conditions in the lease agreements that have been approved during the previous 12 months and an associated comprehensive analysis, including financial implications, showing that any amendment, supplement, or waiver is in the state's long-term best interest. The Department will furnish this report to the Executive Office of the Governor and the Legislature by September 15, 2007.

EXECUTIVE AIRCRAFT

The mission of Executive Aircraft is to deliver safe and efficient executive on-demand air travel for the governor, cabinet and other state officials.

In accordance with Chapter 287.161, F.S., we manage state-owned and operated aircraft including operational and safety standards and assignment, use, and reporting policies and procedures. The service operates an Executive Aircraft pool: a Cessna Citation Bravo, a King Air 300 and a King Air 350, from a central aviation facility in Tallahassee. The following priority system is used to book flights.

1. First priority – the Governor, the Lt. Governor, a Cabinet Officer, the Speaker of the House of Representatives, the President of the Senate, the Chief Justice of the Supreme Court.
2. Second priority – Justices of the Supreme Court, appointed secretaries and executive directors of the executive branch, chairpersons of standing committees of the Legislature, and the chairpersons of the Public Service Commission and the Parole Commission.
3. Third priority – other authorized persons.

Executive Aircraft is supported by an aircraft maintenance facility and aircraft mechanics that are required to provide timely and quality repairs and service to the pool aircraft in Executive Aircraft.

The two outcome measures currently approved for this program area are the comparison of private charter costs to our state-owned aircraft cost and a benchmark of flight hours flown in a fiscal year. If there were a significant weather event or other major disruption to the airport facility, these outcome measures would likely not be met given our expectations of repair and/or purchase. Otherwise, we would expect that the trend in both would remain constant.

FLEET MANAGEMENT

The mission of Fleet Management is to deliver safe and efficient vehicles and watercraft including acquisition, tracking and disposal to state agencies.

In accordance with Chapter 287, Part II, F.S., 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 motor vehicles and watercraft to be included on state contracts, develops technical bid specifications and helps evaluate the contracts. This area also administers the rental vehicle contract.

We approve the purchase of vehicles and watercraft, develop equipment purchase approval guidelines, develop fleet replacement criteria and administer the state's federally mandated alternative fueled vehicles program. In addition, we provide an Equipment Management Information System (EMIS) to manage cost information. This helps track accountability to effectively and efficiently manage the state's fleet and ensure proper equipment use.

There are currently two approved outcome measures for the rental vehicle contract area. We track how many commercial miles are driven through our rental car contract and we compare the state contract daily vehicle rental rate against a private provider daily vehicle rental rate. Should there be a major event such as a significant recession or other budgetary issue from the outside, we would probably not be able to sustain the required numbers. Otherwise, we believe that this current method will remain constant in the five-year plan. We added a new measure this year that deals with customer satisfaction through our turn around time for the acquisition and disposal of vehicles through agency requests.

Through an outside fleet consulting firm, the Department of Transportation conducted an analysis of the state's fleet. The analysis and findings as reported by the fleet consulting firm may be used as baseline data for future improvements to this area. We will present the baseline information to the legislature in the 2008 session.

FEDERAL PROPERTY ASSISTANCE

The mission of Federal Property Assistance is to deliver as much federal surplus property as possible to Florida nonprofits, political subdivisions and law enforcement to enable the Division of Specialized Services to provide exceptional customer service.

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

Federal Property Assistance also acquires and distributes U.S. Department of Defense-owned tangible personal property declared excess to meet the needs of the military and approved state and local law enforcement agencies. We've created state/local government partnerships to

review available assets physically on-site at military holding depots. Once approved, we transport equipment to the distribution center in Florida. The program helps agencies access equipment they might otherwise not have the resources to purchase.

The 1122 Counter Drug equipment procurement program is now being operated by the Florida Sheriffs Association. We retain audit and oversight authority as we did when the Orange County Sheriff's Office operated the program from its inception.

There are currently two approved measures for this program area. We measure the distribution rate of equipment (how much equipment is transferred to assist relative to how much we receive) and the number of property orders processed through the system. These two measures would not be met in the event of extreme military conflict or extreme economic turns. Otherwise, we would expect to maintain fairly constant measures in this area.

PRIVATE PRISON MONITORING

The mission of Private Prison Monitoring is to provide effective oversight and management of the contracts administered by the program and exceptional customer service.

This program area is governed by Chapter 957, F.S. Statute requires we save at least 7 percent in expenses over the public provision of a similar state facility. For each facility, we enter into an "Operations and Management Contract" with a private vendor to operate the facility for an agreed daily per-diem. The contracted per diem rates include: personnel, general operating expenditures, operating equipment, food services, medical services, maintenance and repair, educational programs, substance abuse programs, sales tax, salary and expenses for a department-employed contract monitor position, property taxes or grants to the counties that have private prisons, and corporate taxes.

Funding to pay the Debt Service and operations per diem to vendors facilities is appropriated in the Department of Correction's annual budget. The Debt Service of the two subleased facilities is appropriated in the Department of Juvenile Justice's budget. Funding of employee salaries is appropriated in the Department of Management Services' budget.

The Criminal Justice Estimating Conference projects the number of beds needed during the next five years. During the 2005 legislative session, the legislature directed us to issue an invitation to negotiate with current facility vendors for a contract for 854 additional beds for expansion at existing private facilities. As a result, the Bay and Moore Haven Correctional Facilities each completed 235-bed expansions each and the Gadsden Correctional Facility completed a 384-bed expansion. These beds will be available in 2007.

In 2005, the legislature also added 220 more beds to the new Graceville facility previously set at 1,280 beds. The Graceville Correctional Facility, opened September 2007, houses 1,500 adult male inmates, at the medium/close custody level.

The 2007 legislative session directed us to issue invitations to negotiate to contract for three 432-bed (1,296 beds total) community work camps to house minimum custody inmates; the

procurement of 600-total work release center beds to be constructed on existing Department of Corrections' work release sites or property; and an additional 384 beds at the Graceville Correctional Facility to house medium and close custody adult male inmates.

STATE PURCHASING

The mission of State Purchasing is to provide excellent purchasing services to deliver innovative, resource-saving solutions.

Governed by Chapters 112 part III, 119.07, 120.57, 283, 287, 413.031, 413.036, 413.037, 812.081, and 946.515, F.S., State Purchasing uses the combined purchasing power of the State of Florida to deliver the best value in goods and services for the state and eligible users. Our goal is to develop and implement sound procurement practices in accordance with executive policy and legislative mandates. State Purchasing is dedicated to building strong relationships with our key constituents – other agencies, local government and vendors. We provide professional leadership and guidance in understanding and using the best purchasing and contracting practices. To support this leadership and guidance, State Purchasing developed and implemented a State Training and Certification program for purchasing professionals.

State Purchasing promotes fair and open contracts in the state's procurement process. Sources of supply are solicited, and contracts for the purchase, lease or acquisition of commodities and services are scheduled and implemented. Additionally, State Purchasing promotes efficiency, economy and conservation of energy through vehicle, natural gas, fuel oil, recycled products and other environmentally relevant contracting efforts.

To assist the governor in the achievement of building economic opportunity for all, State Purchasing will continue to provide outreach and registration for vendors to broaden contracting opportunities to a more diverse vendor population. State Purchasing will continue to coordinate vendor participation at the annual Florida Government Conference with other state agencies, universities, cities and counties.

Many factors affect State Purchasing's ability to meet performance standards for our outcome measure, percent of state term contract savings (e.g., market conditions, competition, and state agencies' usage of state term contracts). However, over the next five years, State Purchasing anticipates that strategic sourcing efforts will provide significant cost savings of up to \$500 million annually to the State through use of state contracts and agreements.

MYFLORIDAMARKETPLACE

To further its mission, State Purchasing has implemented a statewide electronic procurement system known as MyFloridaMarketPlace. MyFloridaMarketPlace helps the state better direct, coordinate, evaluate and resource its procurement process. By aggregating spending on products and services, we are better positioned to negotiate contracts with suppliers based on economies of scale. As a result, buyers benefit from increased competition among the state's vendors. In addition to generating savings via the reduced cost of goods and services, MyFloridaMarketPlace generates process efficiencies from reduced paperwork. For example,

the system provides state of the art tools—electronic, internet-based transactions which provide a consistent and more efficient way of doing business with the state with less paperwork and fewer manual steps.

The outcome measure for State Purchasing is 28 percent average savings off Manufacturers Suggested Retail Price or other referenced prices by using state term contracts. It pays to have a purchasing program when it saves resources. The bottom line in purchasing is reduction of purchase prices. Purchasing savings have a “multiplier effect” on budgets. For instance, a 28 percent reduction in prices is equivalent to a 38 percent increase in procurement budgets if full price were to be paid ($\$1.38 \times (1-.28) = \1.00). Twenty-eight percent was chosen as historically appropriate.

OFFICE OF SUPPLIER DIVERSITY

The Office of Supplier Diversity (OSD) provides leadership and guidance on state certification and the registration of minority vendors and facilitating use of Minority/Women-owned Business Enterprises (M/WBE) that provide goods and services to state agencies and universities. The office provides services in accordance with Chapter 255, s.255.102, Contractors Utilization of Minority Business Enterprises; Chapter 288, Part IV, s.288.703, Definitions; s.288.7031, Application of Definitions; s.288.706, Minority Business Loan Mobilization Program; and primarily Chapter 287, with specific reference to s.287.0943, Certification of Minority Business, s.287.0931, Statewide and Inter-local Agreements; s.287.094, Minority Business Enterprise Programs; s.287.09451, Powers and Duties. OSD is responsible for measuring the amount of spending by state agencies with certified minority enterprises and conducting compliance audits of certified minority enterprises. OSD also provides outreach to state agencies, community organizations and vendors in all matters relating to state contracting opportunities. OSD is charged with the responsibility of implementing the Minority Business Loan Mobilization Program, in conjunction with the Florida Black Business Investment Board (FBBIB), and the Mentor Protégé Program. It serves as a liaison between state agencies and minority vendors by reviewing 90-day spending plans and informing vendors about contracting opportunities. Also, OSD reviews state procurement documents to ensure that the language is not prohibitive to minority participation and that minority vendors have fair opportunities to compete in the state procurement process. OSD’s priorities are guided by the mission of providing quality customer service and to support the compelling interest of legislation to increase overall minority spending and equity in the State of Florida. The OSD established the following priorities for the next five years: Increase the amount of dollars expended by state agencies with certified minority/women business enterprises by 10 percent each fiscal year; and increase the number of certified/registered M/WBE’s in the MyFloridaMarketPlace database by 25 percent.

The OSD is a highly paper-intensive operation that is moving to incorporate new information technologies beginning with an electronic file management system. While exploring automation and less data entry for the office, OSD is utilizing multiple technology options. Further, in order to achieve the goal of optimum M/WBE participation in state purchasing, there is a need to create new opportunities for the inclusion of all state agencies in the state’s diversity initiatives. Also, OSD will initiate an aggressive campaign to state universities and community colleges to increase diversity outreach and procurement opportunities.

As the OSD explores race and gender neutral alternatives for increasing minority and women business participation in state spending, legislative action will be necessary to reconcile the different policy approaches of Executive Order 99-281 and Chapter 287.

The following Council exists under the OSD:

- Small and Minority Business Advisory Council: The purpose of the advisory council is to propose uniform criteria and procedures by which participating entities and organizations can qualify businesses to participate in procurement or contracting programs as certified minority and women owned business enterprises in accordance with the certification criteria established by law.

HUMAN RESOURCE MANAGEMENT

Human Resource Management's policies and programs focus on developing and providing innovative world-class human resource services designed to recruit, retain, reward and recognize a high performance workforce.

In accordance with Section 20.04; Chapter 110 (excluding Sections 110.123 – 110.1239); Sections 112.011 – 112.046, Parts VI and VIII of Chapter 112, Florida Statutes, and Sections 215.94(5)(a)-(d) and 216.262, Florida Statutes, Human Resource Management (HRM) develops and supports a human resource infrastructure for the State Personnel System agencies that is based upon sound human resource policies, practices and strategies. These 30 agencies are part of the Executive Branch of government and are comprised of state employees in the Career Service, Selected Exempt Service, and Senior Management Service. The State Personnel System agencies operate under a single set of employment laws, policies, and practices. The services provided by HRM ensure that the State fosters an equitable and lawful system of employment; ensures uniformity in the application of core policies; and remains a competitive employer. Specific functions of HRM include:

- Providing technical assistance and consultative services to help agencies administer their human resource programs;
- Reviewing and approving changes to agency human resource management programs for compliance with laws, statutes and rules;
- Developing personnel rules, manuals, guidelines and forms for agency personnel officers, managers and employees;
- Establishing and maintaining a classification and compensation program addressing all Career Service, Selected Exempt Service and Senior Management Service positions;
- Establishing and maintaining a personnel information system for authorized and established positions;
- Providing access to training and professional development opportunities for employees, supervisors and managers;
- Administering and promoting family-friendly personnel programs such as:
 - State Employee Child Care Program (approve agency plans to provide workplace child care services for state employees)

- Employee Telecommuting Program (coordinate and promote off-site work arrangements for state employees)
- Family Supportive Work Program (establish personnel policies affecting employees' ability to both work and devote care and attention to their families i.e., flexible work schedules, job sharing, maternity or paternity leave, paid and unpaid family leave, etc.)
- Researching, compiling and analyzing workforce statistical information for use by human resource professionals, agency staff, the Legislature, other states and the public; and
- Implementing best practices, streamlining human resource processes, and eliminating inefficiencies in the delivery of services.

The goal of the Division of Human Resource Management is to make the State Personnel System a leader in public sector employment by continuously assessing and modifying the human resource infrastructure to meet changing needs of the state's workforce. HRM strives to identify and incorporate enhancements to manage the state's human resources with greater ease and efficiency.

To determine key priorities and program needs, HRM receives input from our primary customers, the agency personnel officers and legislative staff. HRM conducts an annual customer satisfaction survey for agency personnel officers to provide feedback on services needed to address the concerns and suggestions expressed by state agencies. In addition, monthly meetings are held with agency personnel officers to discuss issues and policy initiatives. This collaborative effort allows HRM to determine the direction and the projects needed to provide world-class business solutions for managing a dynamic workforce.

The successful completion of the key priorities will allow the state to become the employer of choice while enabling state agencies and employees to deliver the Governor's priorities to the people of Florida. Below are six key priorities:

- To develop a statewide Human Resource Strategic Plan providing the 'roadmap' for human resource policy guidance, improve the state's human resource infrastructure by benchmarking the state's human resource programs and practices with public and private sector employers to ensure the state remains a competitive employer;
- To conduct a comprehensive compensation survey to determine how the state ranks in salaries and benefits with other public and private employers and to provide information to the state's budgetary leaders;
- To review human resource-related statutes and administrative rules to ensure compliance with state and federal laws; improve understanding and application of the provisions, and provide clear direction for the functionality of the People First system;
- To develop training and development strategies addressing the needs of employees, state managers and supervisors;
- To implement an audit program to ensure compliance and consistency with state human resource policies and practices; and
- To streamline and improve work processes to increase productivity and efficiency while fully utilizing the power of technology.

Over the next five years, HRM will focus on achieving the key priorities by developing partnerships with entities from the private and public sectors; continuing to research and analyze trends, innovations and best practices; and proposing legislative initiatives and implementing core policies. These strategies, along with development of policies designed to increase employee effectiveness, will help support a more effective and efficient workforce.

Shifts in workforce demographics, technological changes, global markets and a shrinking pool of skilled workers create many challenges for 21st century employers. Florida government must address these changing human resource trends, recognize the workforce needs for our future and be responsive to these challenges. A strategic approach to workforce design, compensation, benefits and development programs is essential to position our workforce to achieve optimum performance and provide taxpayers the best return on the investment of public funds.

World-class employers develop long-term strategic plans to position themselves as the employer of choice. The division is developing a long-term planning strategy and seeking funding for a compensation study needed to make the state a competitive employer for the shrinking pool of workers. This Human Resource Strategic Plan will serve as a “roadmap” for human resource policy guidance to improve the state’s human resource infrastructure for the use by the department and key stakeholders, such as the Governor and the Legislature. The plan will define the components of a “world-class human resource system”.

Human resource training and development is critical in maintaining a competent, qualified and productive workforce. In order to remain competitive, the State of Florida must increase its efforts to provide employees with state-of-the-art tools, processes and information to enhance their effectiveness in providing services to customers and to the citizens of Florida. The division must position itself as a leader in implementing strategies for the development of programs to promote organizational succession planning, individual career and professional development and the delivery of statutorily-required training programs.

While current staff continues to effectively fulfill the responsibilities outlined in the statutes and administrative rules and provide the day-to-day maintenance of the State Personnel System, additional resources are needed to support the key priority initiatives. The additional FTEs would allow the division to provide a more enriched level of service in its current responsibilities as well as implement the strategies identified in the HR Strategic Plan.

To assess Human Resource Management’s performance in developing policies and procedures and providing consultative services to agency personnel officers and practitioners, the division developed the outcome measure, “Percent of Customers Satisfied.” This measure reflects the ultimate impact of the products and services provided; it relates directly to the division’s mission “to develop and implement enhanced human resource policies, programs and systems that provide innovative statewide services and support to employees in the State Personnel System.” The division projects a 96 percent overall customer satisfaction rating for each year over the next five years.

The State Personnel System, made up of 30 agencies, is autonomous and diverse in its mission and goals. HRM’s overall customer satisfaction rating is based on each agency’s subjective level

of satisfaction with HRM's services. Unpopular policy decisions, as well as the small customer population base can cause our customer satisfaction rating to suffer and affect the projected standard.

In 2007, the division supported a legislative initiative to streamline processes related to the Adoption Benefits Program. As a result of statutory changes by the 2007 Legislature in CS/HB 803, the adoption program was transferred to the Department of Children and Family Services (DCF) effective July 1, 2007. Additionally, this legislation states that the money will be distributed in a lump-sum to each recipient, rather than in the 12 equal monthly installments previously provided in the law.

Currently, the division staff is engaged in two major projects. The division arranged a select group of personnel officers to review the human resource-related statutes and rules. The team will submit revisions to statutory language to make the statutes more generic and provide the needed specific information in the administrative rules. The project will take a comprehensive look at the statutes and make suggestions as needed. The goal of the proposed statutory revisions is to better position the state to more efficiently and effectively respond to the changing needs of the modern workplace and workforce.

In addition, Sections 110.116 and 215.94(5)(a)-(d), Florida Statutes, require the Department of Management Services to provide the State Personnel System agencies with a personnel information system for all authorized and established positions. To meet this requirement, on August 21, 2002, the State outsourced personnel transactional services and contracted with Convergys Customer Management Group Inc. (Convergys/service provider), to serve as the service provider. The nine year contract will expire in 2011. In anticipation of that event, the Division of Human Resource Management began to outline the functions and responsibilities which the State of Florida feels are conducive to outsourcing. This study is being performed in cooperation with agency personnel officers. This analysis will provide information needed in the procurement document. The end result will position the state as a state-of-the-art Human Resource system meeting the specific needs of the customers.

PEOPLE FIRST

People First is the state's self-service, online, human resource application. The system streamlines and automates the state's human resource functions such as payroll, benefits, hiring and personnel management. Employees, job applicants, retirees and benefits participants have instant access to personnel information at any time.

Section 110.116, Florida Statutes, requires the department to establish and maintain (in coordination with the payroll system of the Department of Financial Services) a complete personnel information system for all authorized and established positions in the state service. The department may also contract with a vendor to provide the personnel information system. Sections 215.93-94, F.S., direct the department to be the functional owner of the System. On August 21, 2002, the department contracted with Convergys Customer Management Group, Inc. (Convergys/service provider) to provide the state with a personnel information system and an

enterprise-wide suite of human resource services. The contract with Convergys expires in August of 2011.

The objective of this human resource outsourcing initiative (known as People First) was to provide the state with a manager and employee self-service tool to streamline and standardize human resource transactional processes. The People First system is comprised of eight modules: payroll, time management, staffing, benefits, human resources management, organizational management, performance management, and learning management.

The system has a current and historical database, the Data Warehouse and an Authorial staffing module enabling state agencies to post job advertisements online and for applicants to search and apply for positions and maintain their application online. Two service centers are also in place to provide an alternative to the Web-based solution. These centers assist all system users and perform other specified duties formerly handled by human resource offices. See below for a description of the new, self-service functionality features:

Employee	Manager
<ul style="list-style-type: none"> • Complete timesheets • View leave balances • Authorize direct deposit transactions • Maintain W-4/W-5 elections • Maintain miscellaneous payroll deductions • Enroll and elect benefits • View and update personal information 	<ul style="list-style-type: none"> • Process timesheets and leave balances for their employees • Initiate personnel actions (hiring, promoting, separating) • Advertise job vacancies • Execute management reports • View their employees' personnel information

The department formed a People First Team from existing resources in the Divisions of Human Resources Management and State Group Insurance. The department's People First Team, in partnership with Convergys, strives to ensure excellence in human resource services through the development and delivery of a user-friendly, reliable, Web-based system in the most efficient and cost effective manner. The People First Team acts as the contract manger; its primary functional responsibilities are:

- **System Requirements** – The team oversees the State of Florida personnel information system by identifying customer/user needs, developing requirements for system development and coordinating user acceptance testing. The team serves as the liaison between the vendor and the State of Florida and communicates the state's system functional design needs to:
 - Provide accurate and timely payroll and attendance and leave to over 130,000 employees and state-administered benefits to over 228,000 participants.
 - Correct People First system deficiencies/defects.
 - Change functionality based on state policy revisions, union agreements, etc.
 - Bring enhancements to the system.
 - Bring the system into ADA/508 Compliance.
- **Employee Issue Resolution, Communication and Training** – The team provides issue and complaint resolution and accurate information in a prompt, friendly manner, provides user support and develops and delivers communication and training to its customers.

- **Monitoring** – The team monitors the contractor’s performance in accordance with contractual requirements and State of Florida policy and regulations. This includes monitoring the day-to-day functionality of the system and holding the vendor accountable for each performance metric.

It is the People First Team’s goal to make the personnel information system user-friendly, reliable and meet the needs of its system users. For Fiscal Year 2006-07, the team met with over 25 state agencies and universities throughout the state to assess their needs and issues concerning the People First system. A takeaway log was created to track these issues, determine trends and set priorities. The team will visit the remaining entities in Fiscal Year 2007-08.

ORGANIZATIONS	SUB-GROUPS	SYSTEM USERS
State Agencies	33	130,348
Universities	11	44,203
Retirees		45,844
COBRA, Layoff, Life Waiver		2,535
Florida Board of Bar Examiners		38
Inland Navigation	2	9
Legislative Staff/Legislature	3	1,927
Miami-Dade Expressway		43
State Board of Administration		190
Surviving Spouse		3,459
Surviving Spouse of Law Enforcement Officer		17
Tri-Rail		105
TOTAL		228,718

Sources: People First Data Warehouse Pay Plan & OLO reports. Division of State Group Insurance Benefits report, August 2007

The department also holds focus groups, workshops and meetings to collect user input and feedback; Fiscal Year 2006-07 included 11 People First user meetings, two targeted focus groups (data warehouse and personnel action request process), three data warehouse user group meetings, four system security meetings, four training managers meetings and seven Change Review Board (CRB) meetings. CRB provides guidance and input on system enhancement prioritization, communication and training. The board is comprised of representatives from the Department, state agencies, universities, judicial entities, Legislature and Convergys.

In April 2007, the department conducted a customer satisfaction survey to assess the level of system user satisfaction. The department e-mailed survey invitations to a random sample of 20,000 employees and 3,330 responded, 1,005 more than the 2,325 needed for a statistically-sound response. In summary: 70 percent of the respondents said they were satisfied with the People First Service Center and 57 percent of those surveyed were satisfied with the performance of the People First Web site. The goal is to increase the satisfaction of our customers as measured for each subsequent survey offering.

By identifying user needs and following through with strategic planning, the department determined key priorities for the next five years. The successful completion of these key priorities will allow the state to reach its goal of making the personnel information system user-friendly, reliable and meeting the needs of its customers:

- **Priority 1:** To develop a business case and various procurement documents for the next contract cycle. The current contract with Convergys expires in 2011; the time frame to successfully procure a service is extensive.
- **Priority 2:** To continue implementing various system initiatives. As an example, the top three system issues as identified by the users and the CRB are (1) modify the user security role code matrix to strengthen security, but to also allow greater access to information for those that need that data to perform their job; (2) improve the accuracy of data and enhance usability of the data warehouse; and (3) improve the accuracy of data and enhance usability of the personnel action request process.
- **Priority 3:** To continue to provide timely and relevant communication to all stakeholders.
- **Priority 4:** To continue to design and deploy system training to human resources staff, managers and employees.

The Council for Efficient Government and other entities identified many “lessons learned” from recent outsourcing initiatives to be considered in future outsourcing and/or procurement activities. A few of those lessons learned include developing a solid business case, allowing enough time for the procurement activities to be performed and to have a dedicated project team overseeing the initiative. For this reason, the department will focus on requesting the necessary resources to have a dedicated project team to not only continue the ongoing operational activities, but to also successfully develop the business case and procurements documents for the next contract cycle.

The second key priority is critical to continually improve customer satisfaction. For Fiscal Year 2006-07, the People First Team worked with Convergys to implement 135 release items. These items either addressed system defects or provided enhanced usability in the system. Over the next five years, the user security role code matrix, PAR form and process and data warehouse are the most critical from a data reliability and user accessibility standpoint. Some additional system changes identified include: Systems, Applications, and Products (SAP) platform upgrade, staffing module upgrade, new leave payout screen, an automated password reset process, and continued Section 508 compliance improvements. During Fiscal Year 2006-07, the Department contracted with a vendor to perform a Section 508 of the Rehabilitation Act analysis of the People First System. The analysis report not only determined Section 508 compliance, but also provided recommendations to improve end user accessibility and usability.

Clear, consistent and repeated communication to all stakeholders and customers is critical. For Fiscal Year 2006-07, the People First Team streamlined the communication process to better meet the needs of the customers. Examples included three employee e-newsletters, 81 personnel officer alerts, 42 general employee correspondences, seven benefits-related communications and the development and distribution of a People First Fact Sheet to various stakeholders. As the

department focuses on the next contract cycle and the implementation of new system enhancements, excellence in communication is a priority.

Developing and deploying human resource system training is critical to a high performing workforce. Trained professionals gain system proficiency, maximizing time and resources. Furthermore, users who are comfortable with the system have a higher level of customer satisfaction. For Fiscal Year 2006-07, the Legislature appropriated \$54,648 specific to People First training. The People First Team used the funds to provide system training, system knowledge transfer during the agency/university visits, and begin the development of a customized data warehouse training module for the following year. For Fiscal Year 2007-08, the Legislature appropriated an additional \$54,648 in Specific Appropriation 2986 Expenses for People First training.

The department's People First Team provides system training for each major system release. The team offers classroom and online training, as appropriate, to meet the needs of users around the state. In addition to live training, the department's People First Web site houses 28 system training videos with more planned as the system enhances. The team will continue to provide training at human resource conferences upon request, as well as phone support to end users as needed. Currently, the department's People First Data Warehouse Team is finalizing a customized impromptu training curriculum for agency Data Warehouse users. The department will offer this training free of charge at both the beginning and advanced levels. The department will continue to work with agency subject matter experts to develop statewide, e-learning courses. These courses will be available through the learning management system once it has been fully implemented.

GOVERNOR'S COMMISSION ON DISABILITIES

The Governor's Commission on Disabilities was created July 26, 2007 to advance public policy for Floridians with disabilities and to provide a forum for advocates representing Floridians with disabilities to develop and voice unified concerns and recommendations.

The responsibilities of the commission include, but are not limited to:

- a. identifying and recommending methods to remove barriers to the delivery of, and access to, services for people with disabilities;
- b. identifying and recommending methods to maximize the freedom and independence of Floridians with disabilities, with a focus on employment, transportation, education and independent living;
- c. providing a forum for communication between individuals with disabilities throughout the State of Florida and the various arms of state government, particularly the Governor and the Legislature; and
- d. partnering with other agencies and organizations serving the disability community to facilitate collaborative efforts consistent with the purposes of the commission.

The commission will provide a written report to the Governor outlining its accomplishments during the previous 12 months by July 1, 2008, and July 1 of any subsequent year, if the Executive Order is extended. The report will address issues including, but not limited to, the following:

- a. recommendations regarding changes to Florida statutes, administrative rules, policies, and/or procedures of the State in reference to all duties outlined above;
- b. accomplishments in obtaining legislative or administrative change; and
- c. progress related to collaborative efforts with other agencies and organizations.

The commission consists of 19 members appointed by the Governor. Members serve a one-year term. At least one individual member of the commission will represent each of the following groups, agencies, or departments:

- a. individuals with hearing impairments;
- b. individuals with visual impairments;
- c. individuals with developmental disabilities;
- d. individuals with spinal cord or brain injuries;
- e. individuals with mental illnesses;
- f. elderly individuals;
- g. disabled veterans of the United States;
- h. Centers for Independent Living;
- i. the Division of Vocational Rehabilitation;
- j. the Florida Department of Health;
- k. the Florida Department of Education
- l. the Florida Department of Children and Families;
- m. the Florida Agency for Health Care Administration;
- n. the Florida Agency for Persons with Disabilities;
- o. the Florida Department of Elder Affairs;
- p. the Florida Department of Veterans Affairs;
- q. the Florida Agency for Workforce Administration;
- r. the Florida Commission for the Transportation Disadvantaged; and
- s. the Executive Director of the Statewide Advocacy Council.

The Governor selects the chair from the commission's membership, and appoints an executive director. All members and employees of the commission serve at the pleasure of the Governor. The commission office is located, for administrative purposes only, within the Department of Management Services.

The Commission will meet at least quarterly. A majority of the Commission's current members constitutes a quorum. A quorum must be met in order for the Commission to vote on any proposed action or recommendation. The Commission will function according to the guidelines set forth in Robert's Rules of Order, unless other procedural guidelines are adopted by the Commission.

The Statewide Advocacy Council is directed to partner with the Commission through its performance of the following functions related to the needs of Floridians with disabilities:

- a. Incorporating the existing clearinghouse for information and referrals on disability resources, formerly housed within the Americans with Disabilities Act Working Group.
- b. Maintaining the statewide toll-free information and referral telephone service for disability-related services, programs, assistance, and other resources; and
- c. Assisting the Commission and the Executive Office of the Governor in implementing initiatives consistent with the Commission's purposes.

All agencies under the control of the Governor are directed to appoint a "Disability Champion" within 60 days of the signing of this Executive Order. Each Disability Champion will be required to undergo ADA training approved by the commission within 60 days of appointment and will serve as a conduit for communication between the agency, the commission and the disability community. A member of the commission specifically representing an agency or department may serve as that agency's or department's Disability Champion.

To meet their goals, the commission can request data, reports or other information from any state agency, department, division or office. State agencies will share information necessary to establish and maintain the statewide information and referral telephone service.

The meetings of the commission will be noticed and open to the public, and conducted in accordance with Chapter 286, Florida Statutes. Florida's public records law, Chapter 119, Florida Statutes, will apply.

The commission will continue until July 26, 2008, unless extended by amendment.

INSURANCE BENEFITS ADMINISTRATION

In accordance with Chapter 110.123, Florida Statutes, Insurance Benefits Administration offers and manages a comprehensive package of health and welfare insurance benefits, including a variety of health insurance options, flexible spending and health savings accounts, life insurance, vision insurance, dental insurance and others. These benefits allow active and retired state employees and surviving spouses the option to choose pre-tax and post-tax benefit plans that best suit their individual needs. Specific administrative functions include, but are not limited to, client relations, benefit plan analysis, product development and procurement, contract management, compliance, fiscal control and management, and information technology support.

The priorities of the Insurance Benefits Administration program were selected based upon the initiatives in the Executive Office of the Governor, the Secretary of the Department of Management Services, legislative mandates, the availability of budgetary authority and product development and procurements.

In order for the department to attain its goal of attracting and retaining a high performance workforce, insurance benefit options must meet the needs of a mobile workforce and provide the flexibility needed to accommodate the demographic and social changes in the workforce. Therefore, it is the mission of Insurance Benefits Administration to continue to develop and offer a high-quality, competitive portfolio of employee benefit products and services which will enable the state to attract and retain the finest workforce.

It is the intention of Insurance Benefits Administration to achieve its goal of assisting the state in attracting and retaining a high performance workforce by continuing to building upon the redesigned health insurance benefit platform. The redesigned health insurance benefit platform will continue to be enhanced by implementing industry best practices to slow rising health care costs; redesigning the life insurance plan benefit, if appropriate; designing and offering a fully insured long-term care insurance plan; designing and offering a fully insured, integrated short-term and long-term group disability insurance plan; creating a new Web site with online tools and resources to compare and understand plan options and the associated costs; and contracting for a Health Insurance Management Information System.

In meeting the needs of those retired from the workforce, the Department continues to offer health care coverage to retirees at competitive premiums. For those Medicare-eligible, the prescription drug coverage is, on average, expected to pay out as much as the standard Medicare prescription drug coverage will pay and is considered Creditable Coverage.

Recent policy (enacted at the federal level) prohibits Insurance Benefits Administration from offering TRICARE Supplement Plan as part of the state's cafeteria plan.

To achieve the ongoing objective of quality, choice, and affordability, while increasing customer satisfaction, Insurance Benefits Administration has established performance measures to evaluate its progress. An independent survey research entity is contracted annually to conduct a Customer Satisfaction Survey of the satisfaction level of active and retired state employees. The 2005-2006 survey reveals that 89% of our customers surveyed were "satisfied" or "very satisfied" with the insurance benefits program. The agency also measures its satisfaction of various contracted vendors through a self-reporting method to determine the vendors' compliance with contractually required performance standards. For FY 2005-2006 the aggregated results equated to a 95.2 percent compliance rating with a standard of 95 percent. To ensure resources are appropriately allocated in a manner that would produce cost effectiveness and efficiencies in services, the agency has a performance standard that measures its administrative cost per insurance enrollee. The approved standard is \$10.27 per insurance enrollee; however, the agency provided services for approximately \$8.56 per insurance enrollee for FY 2005-2006.

The agency plans to continue to operate under current policies in effect. At this time, there are no changes that require legislative action. The agency, in past sessions, has reduced its workforce to a residual staff size of 30 FTE's. The Insurance Benefits Administration is currently in the process of developing its legislative budget issues for the 2008 Legislative Session.

The Insurance Benefits Administration is in the planning stage of contracting with a professional consulting firm to perform a strategic assessment of the program.

RETIREMENT BENEFITS ADMINISTRATION

The mission of the Division of Retirement is to deliver a high quality, innovative and cost-effective retirement system.

In accordance with Chapters 121, 122, 175, 185 and 238, Florida Statutes, as well as sections 112.05, 112.363, 215.28, and 250.22, Florida Statutes, the Division of Retirement administers the state retirement plans, including the Florida Retirement System (FRS), the fourth largest public state retirement system in the nation, comprised of more than 980,000 active and retired employees of 935 state, county, district school board, community college, city, and special district agencies. 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 oversight of the actuarially sound funding of 507 local government retirement systems, pursuant to Part VII, Chapter 112, Florida Statutes.

The Division of Retirement's core function is to administer statewide retirement programs. The division's key priority is to meet its statutory obligations in the most efficient and effective manner possible. The division's continuing commitment to quality customer service is reflected in the recurrent high satisfaction ratings reported by its customers—the members, retirees and surviving beneficiaries, and employing agencies of Florida's state-administered retirement programs. Over the past several years, the division has achieved an increase in the percentage of members satisfied with the division's retirement services, improving its FY 1998-99 satisfaction level of 93.7% to 95.0% in FY 2005-06. The division sustains one of the lowest administrative costs per member, less than \$21 annually, among all large public pension plans in the nation.

The division is focused on good business management practices and responsible community involvement. We nurture our employees to be among the best in state government. To continue meaningful training for management and staff is a high priority along with actively listening to our employees and providing them feedback on their performance. Educating our customers and protecting our customers' vital information electronically is paramount to building a trusting relationship with the division that must encompass their lifetime participation in the FRS, often spanning 30 years or more.

An emphasis on continuous improvement, quality customer care and service, a fully automated electronic information system, employee involvement and solidarity among its management will assure the agency achieves all its priorities.

Finding ways to best serve our customers is always a central focus. Customer usage continues to grow from the January 2006 implementation of toll-free long distance telephone service. The use of this service provides the customer easier access to retirement services and a more rewarding and cost effective means of communicating with the division. Continuing our annual customer surveys and updating them relative to changing conditions will assure the division stays focused on providing quality and meaningful customer service. Continual enhancements to

the division's Web site assure our customers have the latest information available in understanding their retirement plans and in planning for their retirement. A recent improvement to customer service allows our more than 265,000 retirees to change their address and other contact information online in a secure web environment. This updated contact information assures more timely delivery of retirement benefit information. Another improvement is an online feature allowing retirees to download their current and prior year 1099-R tax forms. As of June 2007, 7,400 retirees have used this service in lieu of a written request to the division for a duplicate 1099-R.

Last year, our division personnel conducted ten seminars at our Tallahassee office for the employing agencies participating in the Florida Retirement System (FRS). More than 400 agency personnel from over 260 agencies attended these seminars. These agency personnel help their employers manage their FRS responsibilities. The training they receive provides an overview of the functions and processes of the division in administering the FRS. The seminars enable agency personnel to develop a richer understanding of the FRS and the important coordination of agency responsibilities with the division. These training seminars are a significant enhancement to the customer service provided to FRS employing agencies. The seminars have been very successful and the increased customer satisfaction is reflected in the very positive feedback provided by the participants.

Our customers include our retiree's health insurance providers. The retired payroll includes 262 separate deductions for health care providers. The division received a Davis Productivity Award in 2007 for developing a secure Web site allowing insurance providers to instantly update retiree premium changes paid by deductions from retiree benefit payments. The insurance providers also receive timely reports on the health care insurance deductions made from each monthly retired payroll. This facility benefits both the retiree and the insurance provider in managing timely and accurate health care insurance deductions. Future customer service enhancements will be focused on providing Web-based training for customers and in finding more creative ways to serve our increasing customer base through the use of technology.

Our customers are best served by a well-informed, well-trained and motivated management and staff. This past year, nearly 200 training courses were taken by our division personnel. Additionally the division has implemented Web-based training for our employees and will expand this capability as the opportunity becomes available. Training received by division staff covered the areas of computers, safety and security, customer service and many other areas specific to the type of work performed by the division. Work process improvements will be further achieved by networking with other State Retirement Systems through national organizations like the National Association of State Retirement Administrators (NASRA) and the National Council on Teacher Retirement (NCTR). An association with these types of organizations provides the opportunity to compare statistical data and business practices against which to benchmark our own performance and operations. The division is also reviewing and developing additional internal employee and organizational performance measures to assist management and our employees in providing the highest degree of customer service.

In 2007, with the cooperation and support of the Department of Revenue Telecommunications staff, the division completed its system wide implementation of its Centrex-based call center

management software. This software enhances our ability to manage inbound telephone calls and measure achievements against our call center service objectives. The division receives more than 325,000 inbound calls per year and staffs the call center with 126 customer service representatives in a decentralized call center model. All of our call center customer service representatives rotate between telephone duty and their production responsibilities. This software provides our supervisors real-time displays of current call center activity. Its extensive data collection supplies information used to measure our representatives' performance and it provides call center traffic analysis data needed to assure sufficient call center staffing so that our callers receive the very best attention and customer service.

The division's proprietary Integrated Retirement Information System (IRIS) has effectively and efficiently served our division and its membership for the past seven years. Although substantial enhancements have been made over the years, the system is aging and there is a need to look towards updating the electronic imaging and workflow systems and to migrate the software architecture to a more current standard. The option for this major rewrite was included in the FY 2006-2007 re-bid of the division's very successful outsourcing of all its information technology support services begun in 2001.

Growing concerns by our customers in regard to their personal information maintained in the Florida Retirement System (FRS) is continually being addressed. In 2006, the division incorporated additional security measures to protect our customers' information. Our customers now see that their Social Security numbers are partially masked when viewing their personal information on our Web site and also in our written correspondence sent to the customer. Our future customer newsletters will regularly address the importance of protecting personal information.

Information is the lifeblood of the retirement services connecting us with all our customers. To further raise security consciousness, all division employees are currently engaged in completing Web-based training in Information Security Awareness. This course emphasizes management's commitment to information security and will encourage our employees to behave in a security-conscious manner. Constant attention to security awareness will help our employees understand the importance of protecting our customer's and their own vital information as well as the information assets of the Florida Retirement System.

Natural disasters and security threats are an important concern in regard to our operations. The ability to assure the continuing distribution of retirement benefits has been addressed and plans established to continue operations in the event normal business is severely disrupted. In FY 2005-2006, critical computer server equipment was relocated to the state's facilities at the Shared Resource Center (SRC) in Tallahassee. This move provides a more secure and weather resistant environment to safeguard this equipment. Recent improvements that further strengthen system security include the use of a secure off-site facility to house daily data backups. Also begun in 2007 is the use of a "warm-site" disaster recovery provider. This off-site capability will assure the division can sustain operations at a level sufficient to continue distribution of monthly retirement benefits to its more than 265,000 retirees or their beneficiaries. Other plans being formulated will continue to strengthen the division's disaster recovery and data back up systems.

The outcome measures of the Division of Retirement reflect its mission to deliver a high quality, innovative and cost-effective retirement system. The services leading to these outcomes require a focus on quality customer service, cost containment and efficient operations. The services provided by the division to the 980,000 active and retired FRS members and their 935 employing agencies cover the lifetime employment of the FRS member, often spanning 30 years or more, and lasting until the death of the member and their beneficiary. All of the services provided by the division, from enrolling members, managing and auditing employer contributions, keeping detailed records on every member, 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 with thousands of participants and other interested parties every year, culminate in providing a monthly retirement benefit to more than 265,000 retired members or their beneficiaries.

All the division's outcome projections are aggressive and challenging, but reflective of the level of effort employed by division management and staff. Member satisfaction surveys, various efficiency ratings and cost effectiveness measures all show high achievement which the division expects to sustain through the coming years. All the different services provided by the FRS membership culminate in assuring a retirement benefit is paid accurately and timely once the member leaves active service. This outcome is immutable. The goal is to deliver their earned monthly retirement benefit, in a timely manner, 100% of the time. To the individual recipient living on a fixed income, this is the only acceptable outcome. To accomplish this takes the continued delivery of superior customer service, experienced and motivated employees and a management team who share a constant focus on fulfilling the division's mission to deliver a high quality, innovative and cost-effective retirement system.

COMMUNICATIONS AND INFORMATION TECHNOLOGY SERVICES

The Communications and Information Technology Services (CITS) program provides telecommunications and information technology (IT) services to support state agencies and other public entities serving the citizens of Florida. Chapter 282, Florida Statutes, provides a framework of the primary responsibilities of CITS as a state communications and information technology service provider focusing on:

- Being a full-service, information-processing facility offering hardware, software, operations, integration, networking and consulting services
- Providing Technology Resource Center (a sub-entity of CITS) customers a wide range of computing and information technology services
- Partnering with the Agency for Enterprise Information Technology to identify and facilitate interdepartmental networking and integration of network services for its customers
- Assisting customers in testing and evaluating new and emerging technologies used to meet the needs of the state
- Contracting with customers to provide any combination of services necessary for agencies to fulfill their responsibilities and serve their users
- Designing and implementing advanced, bundled telecommunications systems and IT services to meet and support the needs of state agencies, universities, local governments and other qualifying organizations

- Adopting technical standards for the state communications network to ensure the interconnectivity of computer networks and information systems of agencies
- Managing the statewide law enforcement radio system and establishing an interoperability network
- Cooperating with any federal, state or local emergency management agency to provide emergency communications services
- Establishing technical standards to physically interface with the SUNCOM Network and establishing the standards, policies and procedures for access to the SUNCOM Network
- Providing greater customer service by supplying tools to allow greater flexibility and faster access for services customers currently have or wish to change
- Consolidating vendor costs, invoicing, payments and associated data to simplify vendor billing and reduce their collection's risks, thus their charges to the State, and provide CITS customers with simpler billing, auditing and advocacy

Chapter 282.103, Florida Statutes, specifically defines the responsibilities for designing and operating SUNCOM provided for state agencies, state universities, political subdivisions, educational institutions and libraries and qualifying non-profit organizations. Chapter 282.20, F.S., outlines its role as manager for data services and operations at the Shared Resource Center, a state data processing facility. Chapters 282.1095 and 282.111, F.S, explain CITS' responsibilities for planning, designing and managing the statewide law enforcement radio system and establishing an interoperability network. Chapter 282.111, F.S., authorizes and directs the agency to develop and maintain a statewide system of regional law enforcement communications.

In addition, under non-282 Florida Statutes, CITS assumes responsibility for management of public safety initiatives in the area of communications to protect Florida's citizens. Under Chapter 252 relating to Emergency Management, CITS coordinates emergency communications at the state Emergency Operations Center and provides personnel to serve on emergency assessment teams. CITS implements and continually updates a reliable statewide emergency "E911" number plan for enhanced statewide 911 services. E911 provides citizens with fast, direct access to public safety agencies by accessing "911." This plan reduces the response time to situations requiring law enforcement, fire, medical, rescue and other emergency services under the Florida Emergency Communications Number E911 State Plan Act (Chapter 365.171, F.S.) and for oversight and administration of the E911 Board (Chapter 365.172., F.S). Chapter 401.015, F.S., assigns DMS-CITS to develop and oversee the statewide system of regional emergency medical telecommunications services (EMS).

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

- coordinating volume purchasing and establishing contracts with vendors at reduced rates for its customers
- continuously analyzing systems, equipment and technological trends to leverage appropriate implementation of changing industry offerings and satisfying customer requirements
- adopting standards and policies for enterprise-wide interconnectivity and shared use among all customers
- establishing centralized purchasing and billing.

In the area of public safety, CITS priorities respond to state, federal and local agency requirements to coordinate radio interoperability and emergency 911 communications.

In the next five years, the continued quality delivery of services for its customers will remain a top priority for CITS. CITS represents the state as a technical agent in the volume purchase of communications and information technology services and strives to obtain the lowest cost and the highest quality product for all its customers. CITS relies on the needs assessment and demand from its many state and local government customers to determine their purchasing schedule or establish contracts for provision of service.

CITS remains focused on Florida's citizens. We make sure an appropriate and secure communications infrastructure is in place at all times, providing Floridians with access to government information and assistance in their daily lives. CITS assures safety through improved communications for law enforcement and emergency personnel. As the provider of communications and a major provider of information technology services for state entities, CITS will continue to find the most cost effective and quality solutions to allow government entities to function in the best interest of Florida's citizens.

MyFloridaNet: CITS is currently working on a monumental transition to improve service delivery of advanced network services for the next generation of government services. The current networking infrastructure will not meet our expanding customer requirements for increased networked applications critical in today's working environment. To address these demands, CITS established MyFloridaNet, the next phase of SUNCOM communications services. MyFloridaNet uses local service provider infrastructure and a new technology known as Multi Protocol Label Switching (MPLS) to maximize statewide communications access to all of Florida's government entities, including state, local and qualified non-profits. By providing more advanced services, we will establish a scalable networking platform to handle the ever-increasing communications requirements of our customers. As a new multi-purpose communications network, MyFloridaNet will replace virtually all of the existing data services and ultimately much of the voice services with more features and security at lower costs.

Public Safety and Radio Interoperability: CITS successfully joined in a public-private partnership to complete the Statewide Law Enforcement Radio System (SLERS), a state of the art shared 800 MHz radio communications system. SLERS provides an enterprise solution for communications among 17 state law enforcement entities. This digital system serves over 6,500 users with 14,000 radios in patrol cars, boats, motorcycles and aircrafts around the state. With the provision of SLERS, the state achieves effective interagency communications, as well as

coordinated communications with local public safety entities, without frequency congestion. CITS will continue to maintain SLERS to meet the public safety communications requirements of state and local governments. With the Federal Communications Commission 2005 mandate for 800 MHz re-banding, CITS will now focus on coordinating the transition of Florida's radio systems under the new federal guidelines.

In addition, as delegated manager of the Florida Interoperability Network project, CITS will continue to enable emergency personnel on disparate radio systems and frequencies to communicate. Through administration of federal domestic security grants, CITS facilitates the implementation of network connections between Florida dispatch centers with installation of an interoperability tool to connect users on any radio system to any other radio system and the build-out of nine mutual aid channels throughout the state. The mutual aid build-out will substantially increase coverage areas in emergency situations to ensure Florida's emergency responders will have radio communications capability wherever they are. This capability will be in addition to the two 800 MHz channels already provided by SLERS.

Shared Resource Center Utilization: CITS supports and maintains the Shared Resource Center (SRC), a state-of-the-art data center. The SRC provides customers with a solid IT infrastructure to support their applications. Currently hosting data systems for numerous state agencies, SRC utilization is now at near complete capacity in its ability to provide power, cooling and space (with the remaining resources reserved for planned initiatives). This is a result of a joint effort with the Governor's Office of Planning and Budgeting to promote the use of the SRC. This campaign encouraged other State agencies to consider using the SRC for their growing "data center" needs rather than create redundant resources, and provided them moving cost offset incentives to place equipment at the SRC.

Next Phase of Data Center Optimization: The SRC now houses approximately 1,700 servers, one IBM mainframe and one Unisys mini-mainframe and numerous support devices (e.g. for power and switching). Much of this equipment is likely to retain excess computing capacity (beyond what is necessary to effectively perform). So the next phase of SRC data center optimization will aim at reducing this excess computing capacity (as opposed to SRC infrastructure capacity) through consolidating equipment or adding software applications to them. CITS, DOT and HSMV are now negotiating with software and hardware vendors to facilitate consolidating our three IBM mainframes into one at the SRC. CITS has also reached out to DOR and received positive interest in consolidating our two Unisys mini-mainframes at the SRC. In the coming year, CITS will also establish new product lines using "virtual server" technology to allow customers more piecemeal consumption of computing. Customers will be able to buy computing services in the amount they need rather than buy and maintain dedicated computing hardware that they cannot optimize. As these services mature, they will allow for significant consolidation and optimization of the 1,700 Windows and Unix servers on the SRC floor.

Post State Technology Office (STO) Information Services Restructuring: To provide a more cost-effective business model, CITS reviewed and restructured several information services. Applications management has been consolidated into one unit, providing internal support for CITS and DMS applications. CITS owned Windows and UNIX platforms are in the final stages

of being upgraded with the latest software versions and are being purged of old, unused applications and hardware. The Services Desk charge has been successfully downgraded to mostly focus on CITS and DMS service support rather than providing all State enterprise IT support.

Our outcome measures are based on our mission as a state communications and information technology service provider, to focus on our customers in providing the most efficient, cost effective and secure communications and information technology (IT) systems and services. In turn, the CITS customer base, including state agencies, local governments, educational institutions and non-profit organizations, provide routine as well as critical services affecting the daily lives of Florida's citizens. CITS ensures customized communications and IT services for the state and local entities; the services we provide meet their daily requirements, remain fully operational and are highly secure.

To measure how effectively we handle our responsibilities as a service provider, we developed a "Percent of Customers Satisfied" measure through distribution of a survey to Telecommunications, Wireless and Information Services customers. Our customer survey questions focus on our performance in providing services by:

- meeting customer requirements
- providing access to information
- utilizing reliable, secure and friendly products
- protecting data and information
- responding to problems or outages with timely support and resolution

We project a minimum of 86 percent overall customer satisfaction rating for each year over the next five years.

Under Florida Statutes, we are associated with the following councils and/or boards and provide certain documents for state planning:

- **Chief Information Officers Council:** The Chief Information Officers Council was established under Chapter 282.315, F.S., to facilitate the sharing and coordination of information technology resources management issues and initiatives among the agencies.
- **Digital Divide Council:** The Digital Divide Council plans and executes programs aimed at increasing citizen access to information technology resources. The former State Technology Office, under Chapter 445.049, F.S., provided administrative support for the Digital Divide Council until July 1, 2005. However, this function is no longer funded under the current CITS budget. DMS will be seeking relief from participation on the council in the upcoming legislative session.
- **Joint Task Force on State Agency Law Enforcement Communications:** The Joint Task Force, established in Chapter 282.1095, F.S., advises CITS on member-agency needs for the planning, designing and establishment of the statewide radio

communications system. This system serves law enforcement units of state agencies and local public safety agencies through a mutual aid channel or as third party subscribers.

- **Florida Interoperability Network Comprehensive Management Plan:** This plan for all public safety agencies statewide is maintained by the Florida Executive Interoperable Technologies Committee (FEITC) and DMS-CITS, in conjunction with the Florida Department of Law Enforcement and the Department of Community Affairs, Emergency Management.
- **Florida Law Enforcement Communications Plan:** CITS maintains this plan in conjunction with its responsibility for a statewide system of regional law enforcement communications under Chapter 282.111, F.S.
- **Florida-Region 9 Plan for Public Safety Radio Communications:** The CITS coordinates and maintains this plan, based on the frequency allocation responsibility delegated in Chapter 282.111(2) (c), F.S.
- **E911 Board:** We oversee the E911 Board, established to administer the E911 fee under Chapter 365.172(8), F.S. This board distributes funds to counties and service providers to improve the public health, safety and welfare through the development of wireless emergency telephone assistance. 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 911 systems statewide as delegated in Chapter 365.171, F.S., CITS maintains responsibility for implementing and continually updating this cohesive statewide emergency number “E911” plan for the State of Florida.
- **Emergency Support Functions 2 – Communications Emergency Recovery Plan:** CITS annually reviews and updates this communications plan prior to hurricane season to provide emergency preparedness support for state and local agencies.
- **Emergency Medical Communications (EMS) Communications Plan:** Under Chapter 401.015, F.S., CITS maintains this plan to establish and regulate EMS radio communications for licensed EMS agencies and hospital emergency departments.
- **SUNCOM Portfolio of Services:** CITS provides this electronic document on the state communications system for describing available services, policies and procedures, as mandated in Chapter 282.102(1), F.S.

OFFICE OF EFFICIENT GOVERNMENT

The Office of Efficient Government (OEG) supports the Council on Efficient Government (CEG) as an outsourcing center of excellence to deliver quality, innovative and resource-saving solutions.

OEG is a newly-created entity with currently five FTEs filled and allocated from General Revenue. OEG has an additional five FTEs accounting for \$625,000 in General Revenue that need release authorization from the Office of Policy and Budget to fully complete the tasks of the CEG. Any increased demand and the associated fiscal implications will be documented and used to develop the five-year workforce plan for the office.

OEG selected their top priorities based on the requirements of the Council (stated in the provisions of the Florida Efficient Government Act of 2006), directives from the Executive Office of the Governor and additional tasks assigned by Council Members and the Chair.

The Office of Efficient Government focuses on three key initiatives necessary to carry out the provisions of the Florida Efficient Government Act of 2006, Chapter 2006-224, Laws of Florida

- OEG developed and employed a standard process for reviewing business cases, evaluating business cases to outsource and providing advisory reports on selected projects. Additionally, OEG is dedicated to driving agencies to complete business cases and cost benefit analysis for outsourced projects.
- The office will recommend standards, best practices and templates to agencies for the business case lifecycle. OEG will provide business case tools for agencies to support business case development. They will evaluate business cases for the net value to the state. Additionally, the office has dedicated its partnership with the Agency for Workforce Innovation to develop guidelines for assisting state employees who lose their jobs because of outsourcing.
- OEG will distribute information about best practices to assist in the sharing of knowledge. The office will also identify and recommend innovative methods of delivering government services to improve the efficiency of government services.

In accordance with the Florida Efficient Government Act of 2006, Chapter 2006-224, Laws of Florida, CEG reviews, evaluates and issues advisory reports on business cases submitted to the council as specified in Section 287.0573, Florida Statutes. The Council is responsible for the following duties:

- Employ a standard process for reviewing business cases.
- Review and evaluate business cases to outsource, as requested by the Governor or the agency head whose agency proposes to outsource or as required by this act or by law.
- Provide an advisory report for each business case reviewed and evaluated by CEG. The report must contain all versions of the business case, an evaluation of the business case, any relevant recommendations and sufficient information to assist the agency proposing to outsource to determine whether the proposal

should be included in the legislative budget request.

- No later than 30 days prior to the agency's issuance of a solicitation of \$10 million or more, the Council must provide to the agency conducting the procurement, the Governor, and the President of the Senate, and the Speaker of the House of Representatives
- Recommend and implement standard processes for state agency and council review.
- Develop standards and best-practice procedures for use by state agencies in evaluating business cases to outsource.
- Work with the Agency for Workforce Innovation to develop guidelines for assisting state employees who lose their jobs as a result of outsourcing.
- Identify and report annually to the Legislature on:
 - Innovative methods of delivering government services which would improve the efficiency, effectiveness or competition in the delivery of government services, including, but not limited to, enterprise-wide proposals.
 - Outsourcing efforts of each state agency include, but are not limited to, the number of outsourcing business cases and solicitations, the number and dollar value of outsourcing contracts, an explanation of agency progress on achieving the cost-benefit analysis schedule as required by s. 287.0574(4)(h), descriptions of performance results as applicable, any contract violations or project slippages and the status of extensions, renewals and amendments of outsourcing contracts.

OEG is responsible for assisting CEG in:

- developing a standard process for reviewing business cases
- reviewing and evaluating agency submitted business cases to outsource
- assisting in the development of standard processes for state agency and council review and evaluate state agency business cases to outsource, including templates for use by state agencies in submitting business cases to the Council
- assisting in the development of standards and best practice procedures for use by state agencies in evaluating business cases to outsource
- compiling an advisory report for each business case reviewed and evaluated by the Council
- compiling an annual report to the Legislature concerning innovative methods of delivering government services which would improve the efficiency, effectiveness or competition in the delivery of government services

OEG is in charge of training state agency employees involved in managing outsourcings as Project Management Professionals, as certified by the Project Management Institute.

OEG has also undertaken additional policy initiatives in line with its mission to investigate best business case practices, disseminate innovative enterprise wide adaptable ideas, and share lessons learned within state government. Most significant is the project tasked to CEG by Governor Crist to conduct project reviews of People First, Project Aspire and MyFloridaMarketplace. Reviewing these projects will provide significant information on best practices and how state government should approach similar projects going forward. OEG will publish the findings of this review upon its completion. Governor Crist recently tasked the Office of Efficient Government through Executive Order Number 07-126 to incorporate energy consumption and greenhouse emissions as performance criteria for all business cases evaluated in determining whether outsourcing projects are fiscally prudent for the State of Florida.

OEG recommends the following legislative actions to assist in the mission of the CEG:

- Clarification of the definition of *outsourcing* and *contracted services* in Chapter 287, Florida Statutes
- The inclusion of the Council on Efficient Government in Chapter 287.057(14),(a), Florida Statutes.

Since January 2007, OEG reviewed 27 business cases to date with a cumulative value of \$62 million dollars. Individual project value ranged from \$787,000 to \$7.5 million dollars. All projects submitted to date fall below the threshold for Council review and recommendation and were submitted as informational items to the Council during scheduled meetings. Lastly, the office is finalizing its annual report for submission to the Governor and the Legislature; OEG is in the process of completing a report for People First, Project Aspire and MyFloridaMarketPlace for the Governor's review. The office continues to develop a communications plan informing agencies of the Office's role and providing the tools for agencies to make efficient decisions.

PUBLIC EMPLOYEES RELATIONS COMMISSION

The mission of the Public Employees Relations Commission (PERC) is to adjudicate and facilitate mediation of labor and employment disputes. Pursuant to Article I, § 6, and Article III, § 14, of the Florida Constitution, Chapter 120, Sections 110.227, 112.0455, 295.07-.11, and, principally, Chapter 447, Part II, Florida Statutes, the Public Employees Relations Commission (PERC) handles all cases involving public sector employment and labor law including certification and registration of unions, unfair labor practices, career service matters, drug-free workplace issues and veterans preference cases. Florida Statutes, § 187.201(21), provides that it is a state goal that government economically and effectively provide the amount and quantity of services required by the public.

The Public Employees Relations Commission was established in 1975 to promote harmonious management/employee relations. This is achieved by expeditiously resolving local and state government employment and labor law controversies in a fair and economical manner and by preventing work stoppages. Prevention of work stoppages by public sector employees such as

fire, law enforcement, health care, corrections and education is critical to the safety and welfare of citizens of the state of Florida and is a crucial part of the Commission's mission.

PERC is a quasi-judicial tribunal with the primary function of mediating and resolving labor/employment disputes among hundreds of thousands of state and local government employees, job applicants, and their public employers. The authority for quasi-judicial tribunals is contained in Article V, § 1, Fla. Const.

Specifically, in regulating collective bargaining, PERC acts as the impartial to mediate impasses and disputes, monitors those disputes possessing the potential to become strikes, prevents strikes and imposes punishment on strikers, if necessary. PERC ensures that public sector unions provide pertinent financial and officer disclosure through its licensing desk. It decides disputes concerning bargaining unit configuration/modification and alleged unfair labor practices involving state and local governments pursuant to legislative instructions and case precedent. PERC also issues declaratory statements to avoid future labor disputes and conducts elections throughout Florida for state and local government employees voting for establishing or maintaining union representation. These functions are constitutionally required. Art. I, § 6, Fla. Const.: Dade County CTA v. Legislature, 269 So.2d 684 (Fla. 1972).

PERC also acts as the neutral to mediate and, if necessary, decide career service disputes between state employees covered by civil service, and their employers. This function is constitutionally required. Art. III, § 14, Florida Constitution. In 1997, a blue-ribbon Legislative committee that would be recognized by this Administration determined that the Commission was a cost efficient means of providing this required due-process function. Also, in 2001 the Legislature thoroughly reviewed PERC and its various jurisdictions and made significant changes. (SB 466 – "Service First").

PERC also mediates and, if necessary, decides employment disputes regarding drug testing, whistle-blower and forced retirement for state employees. It also decides veterans' employment disputes for both state and local governments. Federal and state constitutional due process of law requires that a neutral adjudicate these disputes.

The Commission is in the process of upgrading technological hardware and software to improve monitoring of caseload for staff and legislatively imposed reporting requirements, as well as archival of data. In addition, a project plan is being prepared for new web based options to increase the use of the internet to conduct business. This plan will allow for a simpler and more efficient means of accessing the Commission by allowing citizens to view case data and related electronic documents, PERC forms, publications and newsletters and to allow electronic submission of case filings.

As with any quasi-judicial agency, it is difficult to predict with any degree of certainty the future demand for PERC's services, since the advocates practicing before it control demand. For the three-year period between 2003 and 2005, PERC had 1,184, 1,695, and 1,030 filings, respectively. Case filings were reduced in FY 2005-06 to 955.

While career service case filings decreased over the previous 3-year period, they appear to be stabilizing when compared to last year's data. The reduction in career service cases may be largely attributable to the major reforms in this area that were made through the Service First legislation in 2001. Significantly, this legislation removed attorney's fees and costs from being assessed when an employee is wrongfully disciplined, thereby eliminating the possibility for legal representation based upon a contingency fee arrangement. Some of the historical decrease is also a consequence of changes in what is considered to be inputs (filings) as defined in 1999 for performance based program budgeting. This change eliminated reporting of impasse cases but the Commission continues to process these cases and maintains jurisdiction of this program.

The significant 2001 legislative revisions of Chapter 447, Part II, and Section 110.227, Florida Statutes, and the reorganization of State agencies occurring between 2000 and 2002, makes precise forecasting virtually impossible. It is very likely the past years will not provide a reliable base line due to the aforementioned legislative actions. Also, it should be recognized that labor activity has been affected by a number of factors, including the abolishment of the State Board of Regents, which had a number of certified bargaining agents throughout the statewide university system. Upon the implementation of the eleven separate boards of trustees as independent public employers on January 7, 2003, significant labor activity occurred at those institutions and will continue to do so over the next several years. Thus, we would generally predict an increase in labor cases over the next five years. The labor cases are publicly visible and thoroughly litigated. While case filings have decreased, the actual amount of work performed by the diminished PERC staff has not, due to the processing of more difficult cases.

When a collective bargaining agreement exists between a public employer and a union with a wage provision, the state's Constitution requires that it be abided by. Chiles v. United Faculty of Florida, 615 So. 2d 671 (Fla. 1993). However, in 1995, the Legislature created Section 447.4095, Florida Statutes which concerns "financial urgencies." This provides a mechanism for local levels of government to declare a financial urgency and enter into a 14 day period of negotiations with an automatic impasse at the conclusion. Although it has not been addressed by the Commission, it appears that an unfair labor practice charge may be filed after the 14 day insulated period, in which the existence of a financial urgency may be contested. Given the property tax legislation that has passed in the last special session, it appears likely that unfair labor practices will be filed in this fiscal year. They will be heavily litigated high profile cases and extremely technical in nature due to complex economic issues. Thus, it is predicted that the Commission will be subjected to an unusual expenditure of staff working hours in this fiscal year.

Data analysis for Fiscal Year 2006-07 has been completed and case filings for this fiscal year are 986 which is an increase of 31 cases or approximately 3%. This may or may not be statistically significant and, thus, it is assumed that filings will remain essentially the same, if no other factors were to be considered. However, due to the factors addressed above, it is anticipated that there will be an increase in labor filings of approximately 3% for each of the next 5 years. This 3% increase in case filings (inputs) will be reflected in a 3% increase in outputs (disposition of cases) over this 5-year period. Thus, case outputs are projected as follows.

- 2007 - 2008 = 1,027

- 2008 - 2009 = 1,058
- 2009 - 2010 = 1,090
- 2010 - 2011 = 1,123
- 2011 - 2012 = 1,157

FLORIDA COMMISSION ON HUMAN RELATIONS

The mission of the Florida Commission on Human Relations (FCHR) is to promote and encourage fair treatment for all of the people and visitors of Florida regardless of race, color, religion, sex, national origin, age, disability, familial or marital status. The Commission strives to ensure mutual understanding and respect among persons of all economic, social, racial, religious and ethnic groups. To this end, the Commission is charged with recommending methods for the elimination of discrimination and intergroup tensions and to use its best efforts to provide the tools and information needed. By providing training and assistance to individuals, businesses and communities, the Commission works to raise awareness and empower the people of Florida to be proactive in dealing with human relations issues. The Commission also conducts studies to address the purposes and policies of the Florida Civil Rights Act of 1992.

The Commission's priorities are based on its mission and statutory requirements. Throughout its 36 year history, the Commission has served the people of Florida by assuring equal protection against discrimination in employment, housing, certain public accommodations and state employee whistle-blower retaliation. The Commission accomplishes its mission by enforcing Florida's civil rights laws against discrimination and serving as a resource through education and training for businesses, state agencies, associations and community groups. The Commission also partners with organizations to address human and civil rights issues in the state.

Its administrative structure has been developed and implemented with these priorities in mind. The Commission's Customer Service and Intake Unit receives inquiries regarding complaints of discrimination; the Mediation Unit offers all parties an opportunity to reach a resolution in a mutually agreed upon and confidential manner; its Investigations Units work to resolve these complaints by conducting thorough investigations and determining the facts of the case; the Legal Unit reviews all cases and issues a determination about the alleged discrimination.

To ensure that businesses, individuals and communities are aware of their rights and responsibilities, the Community Relations Services Unit offers strategies and recommendations to resolve intergroup tensions and offers technical assistance as needed statewide. These activities are supported by a robust Management Information Systems Unit that provides technological resources and innovative applications to the entire Commission. The Commission's Human Resources Unit offers support services and training to help employees improve upon their job skills.

Within the next generation, Florida is expected to experience an explosive growth in population, particularly among racial and ethnic minority populations. The Hispanic population is expected to double and by 2025, the total racial and ethnic minority populations are expected to exceed Florida's current white majority population for the first time. Given the ever broadening diversity of Florida's cultural, racial and ethnic landscape, assisting communities in the

development of tolerance and mutual respect is critically important. The Commission views itself as an active and essential component of Governor Crist's vision of Florida leading the nation in economic and technological advances. Developing the dynamic statewide infrastructure that will make Florida competitive requires individuals, communities and businesses that are able to work together in settings free of conflict. These are goals central to the Commission's statutory mission.

Priorities over the next five years include: (A) Providing timely and quality complaint investigations and resolutions; (B) Promoting greater public understanding of discrimination issues and laws; (C) Promoting greater community awareness and involvement to improve local community relations and address conflict; (D) Promoting public confidence in Commission services and (E) Increasing employee confidence in the Commission's management principles and practices.

(A) Providing timely and quality complaint investigations and resolutions:

In recent years, with new management approaches, the Commission has steadily improved the timeliness and quality of discrimination complaints and their resolutions. For example, the Commission's efficiency in resolving discrimination complaints (average, 117 days) far exceeds rates of "sister" agencies such as the Equal Employment Opportunity Commission (EEOC average, 167 days) and the Florida Fair Employment Practice Agencies (FEPA average, 855 days). The Commission's case backlog also compares favorably (13.1%) with the EEOC (30.9%) and FEPA (64.1%). For employment, public accommodations, housing and whistleblower complaints, the Commission will continually strive to improve upon the rate at which cases are docketed (or processed) and the rate of completion of complaint determinations and dismissals.

(B) Promoting greater public understanding of discrimination issues and laws:

The Commission's community outreach and communications efforts in promoting a greater understanding of discrimination laws and issues have improved dramatically in recent years. In addition to employment, housing, public accommodations and "whistle-blower" issues, the Commission is also focusing its education efforts on improving public awareness of human trafficking and hate crimes. In 2006 and 2007, the Commission's Community Relations Unit delivered 46 education and training sessions to community and stakeholder groups around the state. Over the next five years, the Commission has set ambitious goals to increase the number of training programs it will offer to Florida businesses, governmental officials, individuals and community organizations by no less than 20 percent each year (as resources allow). Another initiative will strive to improve the rate at which parties involved in disputes choose mediation as an alternative to the lengthy investigative process.

(C) Promoting greater community awareness and involvement to improve local community relations and to address community conflicts

During FY 2006-2007, the agency initiated 29 community outreach and educational programs to improve public awareness of the Commission and its mission and services as well as

discrimination issues and laws. The Commission was cited in 23 print news media outlets throughout the state. The topics of the articles ranged from hate crimes to community events and the Commission's role in Florida. The Commission also ran public service announcements informing the public of its role and initiatives in 27 television and electronic media outlets. Several training and public awareness forums were also conducted statewide to improve the public's knowledge of recent developments in human trafficking and hate crimes. The Commission also formed new partnerships with organizations such as Community Tampa Bay, the National Council of Jewish Women and the Police Complaint Center.

Over the next five years, the Commission anticipates increasing media and communications outreach efforts to inform the public of its services and human rights issues in Florida. The Commission will accomplish this by:

- Informing individuals, businesses, housing providers and communities of their rights and responsibilities via various media outlets.
- Developing partnerships with local groups and organizations to reach out to communities through electronic messaging and internet technology.
- Recruiting those who have benefited from Commission programs and services who are willing to speak out about their experiences and "paint a picture" for the public of the consequences of discrimination.

Target audiences for outreach and communications efforts will include: Florida's housing industry; business-owners, managers and employees; local community groups and organizations; state and local public officials and educators and students at all educational levels.

One of the Commission's statutory goals is to provide technical assistance to individuals and organizations statewide in the development of strategies to improve local relations and to address potential conflict. Through its Community Relations Services Unit, the Commission anticipates implementing the FCHR Data Clearinghouse. The Clearinghouse will provide an accessible, online data clearinghouse of community data. The Clearinghouse will contain links to federal, state, local and private sector sites maintaining relevant information, reports, publications and research. The Clearinghouse will also provide trend analysis in demographic, economic, social, cultural and civil rights issue categories including data maintained at the Florida county level. Using the Clearinghouse, the Commission will provide technical assistance to communities that wish to understand their local economic, social and cultural "landscape" (as resources allow). This will help individuals, lawmakers and community groups better understand, anticipate and plan for potential community relations issues throughout the state. The Commission will be the only state agency in the United States providing such a capability to its local communities.

Finally, the Commission's most current legislative request is the statutory creation of a Direct Support Organization (DSO) to provide additional outreach and educational activities. If approved, the DSO would be implemented over the next five years as a not-for-profit corporation to engage in additional program activities using private and public grants and donations. As resources allow, the Direct Support Organization could fund the following innovative activities:

- Community assessment and conflict resolution initiatives to assist in resolving community conflicts.

- Housing initiatives to provide educational resources and tools to the housing industry for improved understanding of housing discrimination and the implementation of best practices.
- Employment Fairness initiatives to provide educational resources and tools to Florida's business community for improved understanding of employment discrimination and the implementation of best practices.
- A human and civil rights study and trend analysis capability in cooperation with local communities, human rights offices, university research centers and area chambers of commerce to develop a database of human rights conditions in Florida.
- Trend analyses to assist policy makers in addressing the state's current and future human relations needs.
- Technical assistance in the development of community academies which would provide educational resources to residents for the establishment of conflict resolution programs.
- A youth enrichment program which would provide training and resources to students (K-12, college) to raise their awareness of cultural differences and discrimination issues and promote the value of acceptance and tolerance in a diverse society.

(D) Promoting public confidence in commission services:

Results of a customer service survey administered in April of 2007 revealed high levels of public satisfaction with the Commission's investigative services and procedures. On a five point rating scale (1, "very poor" to 5, "excellent"), survey respondents rated seven categories of service as "excellent" as follows: "Courteous and helpful", 97 percent; "Prompt and responsive", 90 percent; "Neutral and objective", 95 percent; "Patient and understanding", 92 percent; "Professionalism", 98 percent; "Knowledgeable", 93 percent; and "Clear and easy to understand", 95 percent. In six of seven categories, no respondent provided a rating of less than 4 ("very good"). Although it is difficult to improve upon such positive feedback, through staff training, continuing education and the use of new technology, the Commission seeks to build on this record of general satisfaction. To ensure even greater managerial efficiency and agency accountability, the Commission has adopted and currently operates under the FCHR Governance Policy, the design of which was based on the Carver Model of Policy Governance. This Governance Policy, adopted in July 2006, clearly delineates the managerial responsibilities of the Commissioners, the Executive Director and Commission staff.

(E) Increasing employee confidence in the Commission's management principles and practices.

Despite the challenges of a reduced budget and relatively low salary rates, Commission employees' confidence in management and the agency's direction remains fairly high, as revealed by the Commission's recent organizational "climate survey." Nearly 90 percent of all staff reported being "satisfied" with their jobs and the work environment and were satisfied with the agency's ethical environment. More than three-quarters of staff rated staff morale as "high." Nearly one-third saw opportunities for intra-agency career advancement in 12 months prior to the survey. Slightly more than one-third indicated they would seek "other employment" for career advancement opportunities and higher salary, underscoring a general staff concern over pay-scale limitations.

Although these results indicate staff satisfaction with Commission management and its principles and practices, retaining qualified staff—particularly high performing staff members—has been an ongoing challenge in an increasingly limited budget environment. Fortunately, the majority of the Commission’s staff members are internally motivated by the Commission’s important mission. In the upcoming five year period, management will continue to seek ways to improve employee compensation. Due to improvements in technology and continuing education, new workplace efficiencies will be implemented to develop and improve upon employee job skills.

The expected impact of proposed programs and priorities in terms of outcomes has been addressed in the sections above. Given recent successes of administrative, managerial, technological and procedural measures described above, the Commission will achieve its goals and outcomes. This is being accomplished through innovations in technology, employee continuing education and ongoing skill-building as well as continual monitoring of organizational “business” procedures. It is anticipated that increased public awareness of the Commission and its services due to expanded public communications and outreach efforts will increase public demand for Commission services and technical assistance. Finally, approval of the Commission’s legislative request to establish a Direct Support Organization will provide the Commission access to public and private funding which would improve its ability to respond to increased customer demand.

If the Florida Legislature passes a new state budget which includes a 10% reduction of the Commission’s budget, there could be a significant impact on the Commission’s programs and services. Other than potential budget cuts, no policy changes are anticipated that will affect the Commission’s budget request.

The Commission will be requesting the statutory authority to create a Direct Support Organization (as discussed in section 3) during the 2008 legislative session. Despite anticipated adjustments to the budget, no Commission programs are scheduled for elimination at this time.

The Commission will employ its Data Clearinghouse to conduct a review of civil rights trends in Florida which will provide a historical picture of discrimination in Florida and the impact it has had on the state. The Clearinghouse will also analyze demographic, economic, educational and healthcare data, among many other categories of data, to project future trends in Florida based on historical patterns to be used by legislators and others. Finally, as resources permit, the Commission will assist interested communities who request technical aid in using Clearinghouse data to develop local studies and reports for local human relations and civil rights initiatives.

Finally, the Commission will continue to work with the Hate Crimes Working Group of the U.S. Attorney’s Office, Middle District of Florida, to address issues and solutions relating to crimes based on violations of civil rights of individuals and groups.