

Department of Management Services
Long Range Program Plan
FY 2009-2010 through 2013-2014
Trends and Conditions Statement

DIVISION OF REAL ESTATE DEVELOPMENT AND MANAGEMENT

Authorized in s. 22.22 F.S., the Division of Real Estate Development and Management (REDM) administers the Facilities Program. This program oversees state-owned office buildings and state agency private property leasing. This service assists state agencies with efficiently carrying out their missions by alleviating activities not related to their core missions. These activities include the construction, operation and maintenance of public buildings as well as oversight of the state's private property lease agreements. By capitalizing on the benefits associated with long-term ownership, state-owned office space is available to the agencies at a low cost. REDM's Strategic Plan also describes ways to leverage the state's buying power, resulting in more competitive private rental rates for state agencies.

Facilities managed by the Department of Management Services (DMS) are financed through the Bonded Building Program and supported by agency rental and Project Management Oversight fees paid into trust funds. These funds address the debt service requirements and maintain the public's investment in its buildings. Fees for project management oversight are paid into the Architects Incidental Trust Fund in order to support fixed capital outlay administrative oversight. As directed by Florida Statutes, these trust funds enable DMS to be prudent custodians of taxpayer dollars through the efficient management of the public's real estate holdings. The Program's primary responsibilities include:

Chapter 215 F.S. – Responsibility for DMS 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. Chapter 215 F.S. authorizes the Architects Incidental Trust Fund and includes responsibility for the Florida Facilities Pool Working Capital Trust Fund as well as the Supervision Trust Fund to operate and maintain state-owned facilities.

Chapter 216 F.S. – 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. This inventory service makes recommendations for agency customers statewide on matters related to capital maintenance construction projects and the associated costs.

Chapter 255 F.S. – Requirements for how publicly owned buildings are developed, operated and maintained. This includes construction appropriations, Project Management Oversight, building maintenance, leasing, and long range strategic planning of DMS - managed facilities. This chapter also authorizes responsibility for the operation and maintenance of 28 state-owned regional facilities (located statewide) and 44 Tallahassee facilities, which comprises the 12 million square feet in the Florida Facilities Pool.

Energy conservation and building sustainability implementations are defined and direct DMS to develop and maintain a state energy management plan. Project Management Oversight services are authorized for construction, renovation, repair, modification or demolition of buildings, including utilities, parks, parking lots and other facilities or real property improvements.

DMS develops and implements a strategic plan to forecast space needs for all state agencies and identify opportunities for reducing costs through consolidation, relocation, reconfiguration, capital investment, and the building or acquisition of state-owned space. Responsibility includes soliciting competitive leasing proposals, invitations to bid, requests for proposals and invitations to negotiate for privately-owned space leased by state agencies. The leasing unit coordinates approximately 8.5 million square feet of space leased from the private sector and other governmental entities.

Chapter 272 F.S. – Managing the Capitol Center, Capitol Complex, and Governor’s Mansion as well as the Capital Circle Office Center in Tallahassee. This includes the operation and enforcement of parking facilities. It requires that the property be well maintained and operated efficiently to serve the needs of the public and tenant agency.

Chapter 281 F.S. – Maintain fire safety and security for managed buildings with the exception of the Capitol Complex, which is secured by the Capitol Police. 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 services such as architects, engineers, landscape architects, surveyors and mapping. The Consultants Competitive Negotiation Act (CCNA) defines the requirements for making public announcements, qualifying providers, selecting and negotiating as well as authority for Design-Build contracting, reuse of existing plans and assisting local governments. Unlike other states with internal design and construction management activity, REDM contracts with private sector providers for all architectural, engineering and construction manager services. This quality control responsibility is accomplished through a competitive selection process to assure that the best qualified provider is selected for the specific needs of each individual project.

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

Chapter 489 F.S. – Provide technical content assistance to state agencies in the development of energy-related Performance Contracts. This includes reviewing agencies Investment Grade Audits and ongoing Measurement and Verification reports.

2008-2009 Priorities

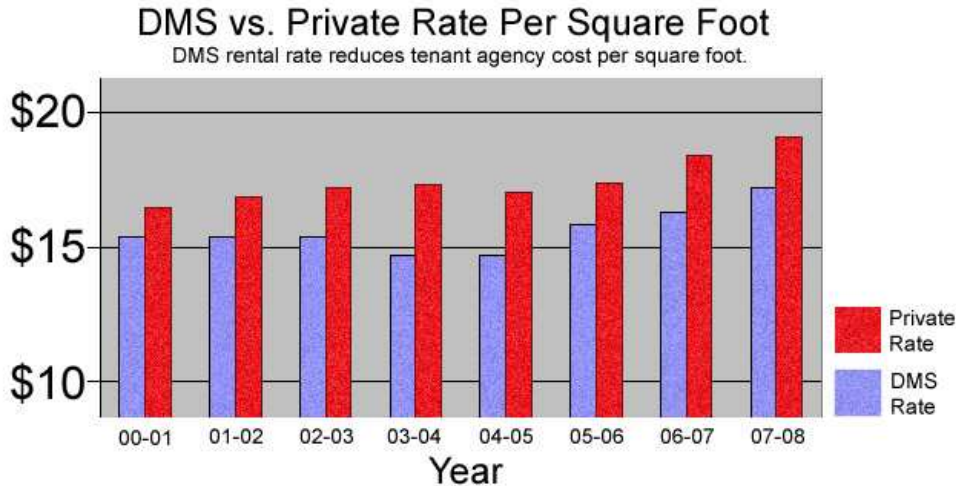
REDM’s priority is to serve the public owners and the tenant agency customers who occupy state-owned buildings or space that is leased from private owners. In addition, implementation of the 2008 “Florida Conservation and Sustainable Buildings Act” aligns with energy, a major emphasis for REDM. We received two national recognition awards for its High Performance Buildings, including the Council of State Government’s Annual Innovation Award. Our efforts include energy conservation and sustainable construction methods and techniques.

REDM's priorities are customer-driven priorities directed primarily by Chapters 255 and 272, F.S... The following outlines the driving factors influencing the priorities:

- 2008 Legislative Changes – The passage of House Bill 7135, created the “Florida Energy Conservation and Sustainability Buildings Act,” which established new energy related tasks, responsibilities and requirements for DMS:
 - Compile a list of suitable Energy Performance Contract projects for the facilities by December 31, 2008. Develop the list with the assistance of state agencies occupying space within the buildings. DMS is also to recognize or develop a high performance green building rating system for new construction and building renovations.
 - Attain a life-cycle cost analysis for state agency private sector leases based on sustainable building ratings, and an energy performance analysis performed by DMS. Collect monthly energy use data from all private buildings leased by state agencies.
 - State agencies should submit all energy consumption data to DMS annually.
 - Develop a state energy management plan consisting of data-gathering requirements, uniform data analysis procedures, employee energy education program measures, energy consumption reduction techniques, training program for state agency energy management coordinators, and guidelines for building managers.
 - Review the Investment Grade Audits for all state agency Energy Performance Contracts, to certify cost savings are appropriate and sufficient for the term of the contract. Review all Measurement and Verification reports for all state agency Energy Performance Contracts.

DMS is the primary agency for state-owned building development and management with rule authority over activities including building construction, operations and maintenance of facilities and state agency leasing from private entities. Without the department's leadership role, the state would be less centralized in its efforts to improve the energy efficiency of state-owned buildings.

- Low Rental Fees – The leasing unit maximizes the occupancy of existing state-owned facilities by reducing the amount of square footage leased from the private-sector. The state-owned office building rental rate is a composite of costs charged to 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 specific maintenance needs. The department consistently meets this measure statewide. The DMS rate per square foot averages 10 percent less than the private rates in comparable markets. An estimated three percent annual private market increase is expected, which may accelerate as a result of future utility cost increases for full-service rental space.



Under s. 255.506, F.S., DMS collects and distributes rental revenue to maintain the integrity of the facilities it manages. It is the department’s priority to make certain enough funds are available to meet debt service obligations as well as the operation and maintenance requirements of the public’s real estate inventory. Through the Supervision Trust Fund, state-owned facilities are maintained in accordance with bond requirements as well as federal guidelines relative to workplace safety and the Americans with Disabilities Act.

- Maintaining the State’s Investment Properties – The fixed capital outlay planning process includes reviewing, analyzing and prioritizing renovations and repairs for public buildings. Planning occurs annually with additional review by assessing the current need versus the available funds appropriated to address the need. Priorities may often be determined by the critical nature of the project (storm damage remediation or building system failures, and tenant customer service needs). Fixed capital outlay funding is a priority requirement to fulfill the pledge to the Florida Facilities Pool bond investors; it protects the value of the state’s real estate assets; and ensures safety for the citizens and employees conducting business within the buildings.
- Fixed Capital Outlay Appropriations Management – An essential DMS priority is fulfilling the requirements of s. 216.192(1), F.S. This includes implementing appropriations, managing encumbered funds, assuring contract compliance, certifying the budget releases and project budget management. An innovative internal information system known as the Facilities Accountability Communication Tool (FACT) supports this and other core responsibilities of REDM.
 All appropriated funds are accounted for from release to completion of each construction project. This assures that no fixed capital outlay project exceeds the total appropriation available. The building construction team, in cooperation with resources from the budget and planning area, prepare fund release documentation, track and report Fixed Capital Outlay appropriations and oversees the project budget, schedule, status reports and workload analyses. This process assures appropriated funds are expended in accordance with state law.

- Project Management Oversight – REDM building construction unit serves as the owner-representative for the state in fixed capital outlay contracting and project management oversight functions. This program acts in the public interest to ensure the value received is equal to or exceeds the funds spent and to maintain safety and construction standards at the facilities.
- Management of Agencies Private Sector Leases – As a result of Senate Bill 1972, passed in 2007, DMS created a strategic plan for state agencies across the portfolio. In 2007, Centralized Leasing emerged as a recommendation from the strategic plan to efficiently and competitively procure private sector leases through invitations to bid, requests for proposals and invitations to negotiate. The competitive solicitation process gives agencies the ability to obtain beneficial lease terms from landlords, and also allows landlords to negotiate more security in their leases.

Addressing Priorities

In order to implement energy conservation priorities and reduce the state's carbon footprint level, DMS has trained and certified employees in the United States Green Building Council's Leadership in Energy and Environmental Design (LEED). These employees manage the delivery of the state's first LEED certified building, the future headquarters for the Department of Revenue. This new \$110 million addition to the Capital Circle Office Center is in construction and will consist of three buildings totaling approximately 474,000 gross square feet of office space. Within the next two years this will consolidate the Department of Revenue's Tallahassee area staff into a single centralized campus and result in significant rent and energy reduction savings over private space currently leased.

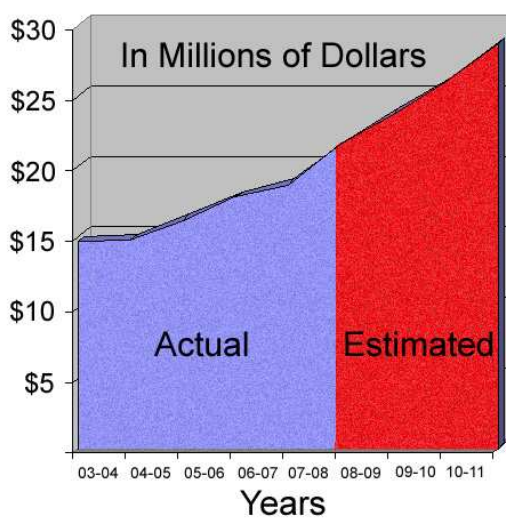
With architects and engineers on staff, REDM's construction unit is overseeing the construction of a new courthouse building for the First District Court of Appeals. With approximately 100,000 gross square feet, the new courthouse will have 18 judicial chambers, with three law clerks per chamber. The LEED certified facility is expected to be completed by 2010.

External factors affecting the delivery of construction projects includes what may be a short-term rise in the cost of steel and concrete as well as the fuel for transporting these and other commodities. Currently, market competition is achieving overall good pricing keeping the projects within budget.

Building relationships with state agencies allows DMS to understand their 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, workplace environmental, tenant space refurbishment and capital depreciation projects. Additional priorities focus on homeland security enhancements to protect the public and the state's property.

DMS is addressing workforce trends with additional services to enhance the workplace environment as a more productive and efficient space to deliver the state’s services. This includes providing after-hours space for employee benefit programs such as wellness to promote exercise, nutritional and other health initiatives. DMS is in the process of establishing higher quality food service at buildings with multiple agency tenants. REDM is moving to expand the food service options in many of the facilities to include more variety and healthier choices. This holistic approach extends to safety training and effective ways to reduce energy consumption. A new energy reduction policy has been implemented at all DMS managed buildings. The policy increases the building temperature set points, requires removal of all non-business energy consuming appliances, requires use of low energy bulbs in desk lamps, and limits after-hour A/C requests. The elements of this policy are also applicable to employee’s personal energy consumption, and they represent a cultural change that will extend into the future. Other employee related strategies are being investigated to reduce facilities-related energy costs including telecommuting, four-day work weeks and co-location.

DMS manages the operating expense payments associated with the operations and maintenance of the 12 million gross square feet within the DMS-managed portfolio. Due to the increases in energy costs worldwide, energy efficiency initiatives are being pursued to update the physical plant and associated equipment. Energy Performance Contracts are a mechanism used by state agencies in order to retrofit existing buildings with new energy efficient equipment, thereby reducing downstream consumption of energy. The savings generated by the reduced energy consumption is redirected to fund the improvements through a cash flow model, for a fixed period of time. DMS is negotiating with two Energy Performance Contracts providers to retrofit 17 existing facilities with lighting, water, and mechanical improvements. Energy Star resources are being leveraged to track and reduce its energy consumption. The Turlington Building, which is occupied by the Department of Education, received Energy Star Building status in May 2008. DMS currently tracks utility usage data for all DMS managed buildings and coordinates data collection for the Greenhouse Gas report as required by the Governor’s Executive Order 07-126.



Utility Costs

Extensive efforts are being made to lower the estimated utility costs. Including those identified in the Governor's Executive Orders and in implementation of House Bill 7135, passed in 2008. Nationally recognized energy features of the DMS High Performance Building are being applied to new construction along with LEED certification.

To meet agency needs, 8.5 million square feet of space was leased from non-state-owned sources during the 2007-08 Fiscal Year. Although average asking rental rates have increased over the last

five years, rental rates are currently on the decline. The DMS tenant broker market analysis indicates that shrinking payrolls in many parts of the state are weakening the fundamentals of the commercial real estate market. With increased office space vacancies in most metro areas, state leases that are due to expire within the next 12 to 24 months will experience lower rental rates. DMS is additionally exploring consolidation of smaller office leases into a larger location in order to improve negotiations and cut the cost per square foot.

Requested Legislative Amendments

Construction Management Authority

The 2007 Legislature created s. 255.103, F.S., “Construction management or program management entities.” It provides local government entities the authority to select and contract with private sector construction management entities. This law addresses 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, F.S., “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 2009 legislative proposal has been prepared to provide similar authority for DMS and align state agencies with the current industry delivery methods. Passage of the proposed language would:

- Improve the effectiveness of implementing fixed capital outlay appropriations.
- Align state agencies with the construction industry and establish continuing contracts for projects less than \$1 million.
- Improve the competitive selection process for specialty providers.
- Eliminate multiple qualifications of the same providers for each project and lead to negotiations with the most qualified to achieve best value for the state’s fixed capital outlay investment.

Centralizing the State’s Building Activities and Tasks

The management of horizontal construction such as roads and bridges is centralized within the Department of Transportation. However, the state’s vertical construction needs (buildings) are not centrally administered. State agency building needs are appropriated directly to DMS to manage for the agency or directly to the agency. An agency appropriated funds can contract with DMS for their delivery or can establish an internal staff to self perform the statutory requirements as well as following rules administered by DMS.

All vertical construction needs could be managed within a centralized entity specializing in fixed capital outlay administration and project management oversight. Agencies specialty needs could be addressed through consolidating current staff into units specializing in the various client agency needs. Consolidated sections serving specific agencies could more effectively improve the delivery process through professional information sharing. Statewide tracking of appropriations into one

data system such as FACT and centralizing project activity information would be a more efficient and effective approach for the state. REDM continues to put focus on increasing the functionality of FACT as a valuable management tool that other agencies could benefit from under a consolidated facilities management program. Most other states have consolidated building authorities.

Centralization of Real Estate Leasing

All agencies maintain their own leasing staff to execute leases. This is performed without a holistic view of economies of scale in their analysis. This puts the state at a disadvantage in the greater market place and results in delivery inefficiencies. The leasing of real estate from the private market can be centralized to function under one agency. DMS is positioned best to provide this coordinated effort.

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 27,000 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 have a performance measure in place to track customer satisfaction through our 48- hour turn around time for the acquisition and disposal of vehicles through agency requests.

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. which requires we save at least 7 percent 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 the following operating costs: personnel; general operating expenditures; operating equipment; food services; medical, dental and mental health 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 in-lieu of property taxes to the counties that have private prisons; and corporate taxes.

The original construction and all authorized expansion construction for the private facilities were financed utilizing tax exempt bond financing for a term of 20 years. Debt service payments are then appropriated and authorized twice each fiscal year. The funding to pay the debt service and operations per diem for the private facilities is appropriated in the Department of Corrections' annual budget. The debt service of two additional private subleased facilities appropriated within the Department of Juvenile Justice's annual budget were transferred to the Department of Corrections in 2008; the debt service funding for these facilities is now appropriated within the Department of Corrections' annual budget. The funding for the program area is appropriated in the DMS budget.

The Criminal Justice Estimating Conference projects the number of beds needed during the next five years. As a result of additional bed needs, 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 at existing private facilities. As a result, the Bay and Moore Haven Correctional Facilities each completed 235-bed expansions and the Gadsden Correctional Facility completed a

384-bed expansion 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 and houses 1,500 adult male medium/close custody level inmates.

The 2007 legislative session directed us to issue an invitation to negotiate to contract for three 432-bed (1,296 beds total) community work camps to house minimum custody inmates; the procurement of 600 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.

The procurement issued for the three 432-bed community work camps resulted in no responses. We sought approval from the legislature during the 2008 legislative session to modify the invitation to negotiate for two 648-bed work camps. A contract must be awarded by September 30, 2008 for the operation of the work camps or the invitation to negotiate must be cancelled and the 1,296 work camp beds will be granted to the Department of Corrections. The 600 work release center beds invitation to negotiate did not result in a contract award by July 1, 2008; therefore, the 2008 legislative session directed the work release center beds would be granted to the Department of Corrections.

The 2008 legislative session also directed us to issue an invitation to negotiate for a new 2,000-bed private facility to house medium/close custody adult male inmates. The invitation to negotiate was to be issued by July 1, 2008 and completed by December 1, 2008 to allow sufficient time for the new beds to become operational by July 1, 2010.

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 builds 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 further 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 Department of Management Services - Trends and Conditions Statement Section 3 page 11 of 44

Purchasing continues its outreach and registration for vendors to broaden contracting opportunities to a more diverse vendor population. State Purchasing coordinates vendor participation at the annual Florida Government Purchasing 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, a cost avoidance, of up to \$500 million annually to the state through use of state contracts and agreements.

MYFLORIDAMARKETPLACE

To further its mission, State Purchasing implemented a statewide electronic purchasing 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 the 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 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 measures the amount of spending by state agencies with certified minority enterprises and conducts compliance audits of certified minority enterprises. OSD provides outreach to state agencies, community organizations and vendors in all matters relating to state contracting opportunities. OSD 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

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by reviewing 90-day spending plans and informing vendors about contracting opportunities. Also, OSD reviews state purchasing documents to ensure that the language is not prohibitive to minority participation and minority vendors have fair opportunities to compete in the process. OSD's priorities are guided by the mission of providing quality customer service and to support the compelling interest of legislation and 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 each fiscal year; and increase the number of certified/registered Minority/Women-owned Business Enterprises (M/WBE) in the MyFloridaMarketPlace database.

The OSD is incorporating new information technologies beginning with an electronic file management system. While exploring automation and less data entry for the office, OSD uses multiple technology options. 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 purchasing opportunities. As the OSD explores race and gender neutral alternatives for increasing minority and women business participation in state spending, legislative action is necessary to reconcile the different policy approaches of Executive Order 99-281 and Chapter 287.

The following Council exists under the OSD:

The Small and Minority Business Advisory Council, under the OSD, proposes uniform criteria and procedures for participating entities and organizations to qualify businesses and participate in procurement or contracting programs as certified minority - and women-owned business enterprises in accordance with legal certification criteria.

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, F.S., and Sections 215.94(5)(a)-(d) and 216.262, F.S., Human Resource Management develops and supports a human resource infrastructure for State Personnel System (SPS) agencies based on sound human resource policies, practices and strategies. These 30 executive branch agencies include state employees in the Career Service, Selected Exempt Service, and Senior Management Service. SPS 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 to help agencies administer their human resource programs;
 - Reviewing and approving changes to agency human resource management programs for legal compliance;
 - Developing personnel rules, manuals, guidelines and forms for agency personnel officers,
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- managers and employees;
- Establishing and maintaining a classification and compensation program addressing 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;
- Implementing best practices, streamlining human resource processes, and eliminating inefficiencies in the delivery of services; and
- Serving as the governor's representative in SPS collective bargaining activities.

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 future workforce needs and be responsive to these challenges. HRM's goal is to make the SPS a leader in public sector employment by continuously assessing and modifying the human resource infrastructure to meet these challenges and the needs of the state's workforce.

To determine key priorities and program needs, HRM receives input from 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 and to address concerns and make suggestions for improvements. 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. To address these concerns, HRM identified the following priorities:

- Implement strategic plan recommendations which provide the 'roadmap' for human resource policy guidance, improve the state's human resource infrastructure and so the State remains a competitive employer. The plan includes eight recommendations:
 - Establish a governor's work group to provide guidance and promote essential improvements identified in the strategic plan
 - Adopt an approach to coordinating HR that places DMS in a recognized leadership role in policy-making and as a resources for specialized knowledge;
 - Transition from the broadband system to a more clearly structured classification hierarchy with an open range compensation philosophy of identifiable career ladders for positions and job families

- Establish a compensation philosophy and recommend a compensation adjustment plan to the legislature each year that includes cost of living, movement within the range, critical class adjustments and performance-related compensation components;
 - Analyze and document the best options for a comprehensive human resource information system that meets the evolving needs of the SPS
 - Analyze and recommend the appropriate future mix of human resource in-sourcing and outsourcing;
 - Centralize a common SPS training function within DMS/HRM in a SPS Learning Office that includes an analysis of and recommendations for the appropriate number of workplace learning and performance professionals; and
 - Develop a full-flex cafeteria plan.
- To review human resource-related statutes and administrative rules and propose revisions 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; and
 - To streamline and improve work processes to increase productivity and efficiency using technology.

Over the next five years, HRM will focus on these key priorities by researching and analyzing industry trends, innovations and best practices; and implementing core policies, practices and strategies that address the needs of our customers. HRM will utilize the research gathered during the development of the State Personnel System Human Resource Strategic Plan as the basis to support policy initiatives, which address solutions to the challenges faced by the SPS.

The SPS plan outlines a strategic approach to workforce design, compensation, benefits and development programs that are essential to position our workforce to achieve optimum performance and provide taxpayers the best return on the investment of public funds. During the next five years, the HRM will focus on implementing the eight high-level recommendations to move the SPS human resource functions towards a world-class operation. For example, one of the recommendations requires HRM to analyze and develop a classification and compensation hierarchy. These two programs are the elementary components of a human resource infrastructure. During the past seven years, the State adopted a broadbanding classification and compensation approach, which has presented many challenges to both the HR infrastructure as well as the budgeting process. Developing a solution to this core program alone will lay the foundation from which to build the other core human resource programs, i.e., performance management, career pathing, training and development, etc.

Through the development of the SPS HR Strategic Plan, other recommendations were identified to better position the state to meet the challenges of the 21st Century. However, due to the resources available and time constraints, all issues had to be culled and prioritized. As time and opportunities permit, HRM will utilize the additional research and recommendations to promote other changes to enhance the state's human resource infrastructure. As an example, the HRM reviews HR-related statutes and proposing changes to modernize and streamline the personnel processes and enhance the agencies flexibility to manage and meet the present and future needs. The changes position the SPS to become "an employer of choice" and ensure the attraction, development and retention of an appropriately-trained workforce to perform the day-to-day operational activities necessary to meet the needs of Florida's citizens.

The goal is for the proposed Chapter 110 statutory language to outline core employment philosophies, polices and programs for the SPS and address the necessary specificity regarding administration of the human resource programs through the administrative rules. In addition, the proposed statutes will be re-structured to align the provisions related to the SPS under Chapter 110 and the provisions that apply to other state government entities under Chapter 112. SPS agencies will be involved and continuously informed of all actions from the onset of the statutory revision process. Agency subject matter experts in all human resource functional areas continue to be integral participants in drafting the new proposed Florida Administrative Codes rules. As the SPS's workforce needs evolve, rule revisions are a more responsive and efficient method to address those changing needs. The rule promulgation process still ensures the opportunity for critical input from all key stakeholders and other impacted parties.

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 which assist agencies in streamlining processes and providing access to current information that allows them to make effective and efficient HR-related decisions. To this end, the Division will continue to build a strong human resource infrastructure and provide clear policy directives that will be supported by optimally functioning personnel information system.

To assess Human Resource Management's performance in developing policies and procedures and providing consultative services to agency personnel officers and practitioners, the outcome measure, "Percent of Customers Satisfied," was developed. This measure reflects the ultimate impact of the products and services provided and relates directly to HRM's mission "to develop and implement enhanced human resource policies, programs and systems that provide innovative statewide services and support to employees in the SPS." A 96 percent overall customer satisfaction rating is projected for each year over the next five years and is representative of previous ratings received from customer agencies.

PEOPLE FIRST

People First is the state's self-service, secure, web-based application and enterprise-wide suite of human resource services as performed by Service Center staff. The system streamlines and automates the state's human resource functions, such as payroll and benefits administration, hiring, and personnel management. Employees, job applicants, retirees, and benefits participants have access to their own personnel information at any time or can call a human resource advisor at the Service Centers to receive additional assistance.

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 state service. The Department may also contract with a vendor to provide the personnel information system. Sections 215.93-94, F.S., directs 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 August 21, 2011.

The objectives of this human resource outsourcing initiative (known as People First) were to:

- Provide the State with a manager and employee self-service tool to streamline and standardize human resource transactional processes
- Reduce the overall cost of providing human resource services
- Leverage the technology investment made by the private sector in state of the art human resource systems
- Provide the state workforce improved human resource services

The People First system is comprised of the following modules: payroll administration, attendance and leave, staffing, benefits administration, human resources management, and organizational management. The system is integrated with a current and historical database, the Data Warehouse, and an Authoria staffing module. This staffing module enables state agencies to post job advertisements online and allows applicants to search and apply for positions and maintain their applications online.

Two service centers are in place to provide support to users of the system. These centers also perform other specified duties that human resource offices or the Division of State Group Insurance formerly handled, such as benefits enrollment, appeals, refunds, and reinstatements. Moreover, employees and managers are now able to complete many actions themselves because of the self-service functionality features of the system:

Employee	Manager
<ul style="list-style-type: none"> • Complete timesheets • View leave balances • Establish and maintain direct deposit authorization • 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 requests 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 Resource Management and State Group Insurance. The Department's People First Team, in partnership with Convergys, strives to ensure excellence in human resource services through (1) the development and delivery of a user-friendly, reliable, web-based system in the most efficient and cost effective manner; and (2) the effective oversight of the enterprise-wide suite of human resource services as performed by Service Center staff. The People First Team Director acts as the contract manager, and the Team's primary responsibilities include:

- Contract Management – The Team monitors the People First Initiative to ensure compliance with state and federal policies, procedures, statutes, and rules, as well as ensure effective implementation of the tenth amendment to the contract, signed in May 2008. The Team's overall contract management responsibilities include monitoring Convergys' and its subcontractors' compliance with the contract and associated amendments, the day-to-day functionality of the system, and the operations of the Service Centers. Additionally, the Team

analyzes metrics and monitors Convergys' compliance with contract performance requirements and, when necessary, works with Convergys to modify existing and develop new performance metrics.

- Customer Support, Issue Resolution, Communication and Training – The Team provides customer support, issue and complaint resolution, and develops and delivers communication and training to its customers in a prompt, friendly manner. Customer support responsibilities include coordinating public records requests, coordinating mass data loads into the system, and working with Convergys to improve and re-engineer business process at the Service Centers.
- System and Data Warehouse Design – The Team oversees the State of Florida personnel information system by identifying customer needs, developing requirements for system and data warehouse 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 design needs to:
 - Provide accurate and timely payroll administration to over 130,000 employees, and state-administered benefits to more than 232,000 participants.
 - Provide accurate and timely data warehouse information to 33 state agencies.
 - Correct People First system and data warehouse deficiencies/defects.
 - Change functionality based on state policy revisions, union agreements, etc.
 - Bring enhancements to the system and data warehouse.
- Strategic Planning – The Team researches best practices, reviews lessons learned, analyzes trends, defines strengths and weaknesses of the current contract, and proactively plans for future success in providing the web-based system and human resource services. The Team is also responsible for developing a business case to define the best model with which to proceed after contract expiration, including justifying the proposal to outsource, if applicable. The contract with Convergys Customer Management Group, Inc. expires August 21, 2011, and the process of defining the State's strategy for future success with the transition to the next generation of the system (and related services) is becoming increasingly important.

The People First Team's goal is to ensure the personnel information system is user-friendly, reliable, and meets the needs of its system users. The driving force behind meeting user needs has been clear identification of those needs and significant strategic planning to realize that outcome. Over the past two years, the Team has visited and met with 36 state agencies and universities 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 remaining entities will be visited in Fiscal Year 2008-09. For a description of the number and type of system users, please see the table below:

Organizations	Sub-groups	System Users
State Agencies	33	130,778
Universities	11	44,743
Retirees		48,302
COBRA		1,920
Florida Board of Bar Examiners		39
Inland Navigation	2	9
Layoff		556
Legislative Staff/Legislature	3	1,927
Life Waiver for Non-Retiree		195
Miami-Dade Expressway		46
State Board of Administration		188
Surviving Spouse	2	3,626
Tri-Rail		99

Total 232,428

Sources: People First Data Warehouse Pay Plan & OLO reports & Division of State Group Insurance Benefits report, April 30, 2008

The Department also holds focus groups, workshops, and meetings to garner user input and feedback. For Fiscal Year 2007-08, this included two targeted focus groups (payroll overpayment report and sign-in and home page redesign), two data warehouse user group meetings, one system security meeting, and two training managers meetings. In addition, our team presented in the Division of Human Resource Management personnel officer meetings and the monthly Florida Association of State Agency Administrative Services Directors meetings. Our team holds bimonthly conference calls with all state universities to assess their needs, as well.

In April 2007, the Department developed an electronic survey to assess the level of satisfaction with People First users' experience. The Department e-mailed survey invitations to a random sample of 20,000 system users and 3,330 responded, which was 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 Department is using the results of this survey, especially the free responses, to improve customer service at the Service Center and to enhance the system.

On May 28, 2008, the Department and Convergys executed Amendment 10 to the contract, which clarified various contractual issues and better positioned the State for the future. Highlights of Amendment 10 include:

- License to Intellectual Property: Gives the state license to use and modify the People First system, all intellectual property, and associated documentation. For the future, gives the state a new option of keeping and building upon the current system as opposed to building another human resource system from scratch.
- Transition Planning: Allows the state to use the license at the beginning of the transition process instead of waiting until the end of the contract to build upon the next generation human resource model. In addition, the length of time given to transition is extended. When

the state finishes the transition period (estimated at two years), it will have the ability to consult with Convergys on a case-by-case basis for support and help.

- 135 System Enhancements & Upgrades: Includes significant improvements in the core human resource functions of the system (payroll administration, leave and attendance, benefits administration) and upgrades of the SAP and Oracle software to latest release versions.
- Security Improvements: Increases security of the People First system by enhancing the audit trail, requiring stringent background checks, increasing password security requirements (alpha numeric), and implementing other security enhancements.
- No Cost Impact for the Contract Changes: There is no change in the monthly payments to Convergys. In addition, the state obtains the ability to use the intellectual property (thus not having to build a new system) which has an estimated value of \$65 - \$90 million.

The continuous cycle of contract management, identifying user needs, and strategic planning has enabled the Department to determine key priorities for the next five years. Successfully completing these key priorities will allow the State to reach its goal: the personnel information system and the Service Centers will be user-friendly, reliable, and will consistently meet customer needs. A summary of these key priorities follows:

- Priority 1: To develop a business case and other planning, procurement, and transition documents for the next contract cycle.
- Priority 2: To improve system performance and user satisfaction by implementing system enhancements.
- Priority 3: To successfully transition to the next generation human resource model while meeting and exceeding customer expectations.
- Priority 4: To provide timely and relevant customer support, issue resolution, communication, and training.

The Council on Efficient Government and other entities have identified many “lessons learned” from recent outsourcing initiatives that should be considered in future outsourcing and/or procurement activities. A few of those lessons learned include developing a solid business case, allowing sufficient time for the procurement activities to be performed, and having a dedicated team to oversee the initiative. For this reason, the Department will focus on requesting the necessary resources to have a dedicated team and third-party assistance to not only continue with on-going operational activities, but also to successfully develop the business case, as well as planning, procurement, and transition documents for the next contract cycle. For fiscal year 2008-09, the legislature appropriated funds to OPPAGA to conduct an independent study. The People First Team will provide OPPAGA with any needed assistance and information.

The second key priority is critical to continually improve customer satisfaction. For Fiscal Year 2007-08, the People First Team worked with Convergys to implement 128 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 enhancement needs from a data reliability and use-ability standpoint. Some additional system changes that have been identified include the SAP platform upgrade, staffing module upgrade, and new leave payout screen. In all, 135 system enhancements have been identified in Amendment 10 and will be implemented by July 2010.

A key aspect to a successful transition is proper planning. Amendment 10 to the contract includes a migration planning component that calls for collaboration between the People First Team (and its consultants and vendors) and Convergys to transition from the existing system to the next generation human resource model. Convergys will continue to be under contract and available for consultation during the transition process. The transition is estimated to begin two years prior to contract expiration and will ensure a deliberate and comprehensive move to the next generation human resource model.

To address Priority 4, the People First Team works with the service provider on a daily basis to improve service center performance and, consequently, overall customer satisfaction. The Team liaises between user groups and the service center to provide issue resolution, corrective action, and training. Additionally, the Team provides oversight of operational processes performed at the service center, such as appeals, refunds, reinstatements, and the Right Fax system. The Team is working with the service provider to re-engineer these and other business processes for more accurate and timely service. The Team will map service center processes for documentation as well as make recommendations for improvement. Finally, the Team coordinates visits to the service center for agency and university human resource staffs and attends service center training sessions to provide (subject matter expert) feedback.

Clear, consistent, and repeated communication to 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. Since that time, the Team has sent six employee e-newsletters, 109 alerts, 83 general correspondences items, 17 system enhancement documents, four benefits-related communications, and has distributed the 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 will continue to be 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. To accomplish these goals, the Department used \$54,648 (legislature appropriated in Fiscal Year 2007-08 specific to People First training) to provide People First training and data warehouse workshops to human resource professionals and data warehouse users across the state. The Department used agency and university visits as a forum to further explain system functionality and newly implemented work items. Customized data warehouse/Impromptu materials were developed so that the data warehouse workshops provide beginning and advanced users with practical, hands-on training. This training enables users to write reports from the data warehouse, a task critical to the functioning of state human resource offices. Funding for People First training was not re-appropriated in Fiscal Year 2008-09, and the Team will be looking to creative ways to deliver training.

Additionally, the 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 is further enhanced. The Team will continue to provide training at human resource conferences upon request, as well as provide phone support to end users as needed. 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 on July 26, 2007 to advance public policy for Floridians with disabilities the elderly, and veterans as well as to provide a forum for advocates representing Floridians with disabilities, the elderly, and veterans 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 persons with disabilities, the elderly, and veterans.
- 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 F.S., 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 21 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: It represents 14 agencies all with ties to programs with persons of disabilities, elderly, and veterans. The Commission will also have 7 members of the public.

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 meets 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 Department of Management Services - Trends and Conditions Statement Section 3 page 22 of 44

Robert's Rules of Order, unless other procedural guidelines are adopted by the Commission.

The Clearinghouse on Disability Information is a subdivision of the Commission to perform the following functions related to the needs of Floridians with disabilities, the elderly, and veterans:

- 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.

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

INSURANCE BENEFITS ADMINISTRATION

In accordance with Chapter 110.123, F.S., 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 set forth by 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.

For DMS to assist the state in 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. The mission of Insurance Benefits Administration is to develop and offer a high-quality, competitive portfolio of employee benefit products and services enabling the state to attract and retain the finest workforce.

The redesigned health insurance benefit platform continues 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.

To assist retirees, DMS offers health care coverage 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.

Pursuant to Section 9 of Senate Bill 2534, effective January 1, 2009, Insurance Benefit Administration will offer coverage to certain dependents up to age 30.

Pursuant to Senate Bill 2654, effective January 1, 2010, Insurance Benefit Administration will offer coverage of autism spectrum disorder to eligible individuals.

To achieve the ongoing objective of quality, choice, and affordability, while increasing customer satisfaction, Insurance Benefits Administration 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 2006-2007 survey reveals that 89 percent 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 fiscal year 2006-2007 the aggregated results equated to a 96.7 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 \$6.91 per insurance enrollee for fiscal year 2006-2007.

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 FTEs. The Insurance Benefits Administration is developing its legislative budget issues for the 2009 legislative session.

Insurance Benefit Administration retained a consultant to evaluate the options available to align its plan options, contributions and incentives to promote competition, mitigate expenditure increases, while continuing to provide valuable benefits to state employees and retirees.

1. Actuarial study for program modifications
 - a. Review of premium contribution structure
 - b. Review of tier structure
 - c. Review of benefit attributes – PPO and HMO plans
2. Actuarial study for carve-out of Medicare population to a Medicare Advantage Plan (s)

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, F.S., as well as sections 112.05, 112.363, 215.28, and 250.22, F.S., 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 991,000 active and retired employees of 961 state, county, district school board, community college, city, and special district agencies. It 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 501 local government retirement systems, pursuant to Part VII, Chapter 112, Florida Statutes.

The Division of Retirement's core function is to administer state-wide retirement programs and its 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 increased the percentage of members satisfied with its services, improving its fiscal year 1998-99 satisfaction level of 93.7 percent to 96.7 percent in 2006-07. It sustains one of the lowest administrative costs per member, less than \$21 annually, among all large public pension plans in the nation.

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

The division focuses on providing quality and meaningful customer service through 530,000 customer calls, more than 250,000 letters and 200,000 requests for retirement publications. Continual enhancements to the Web site assures our customers have the latest information available about their retirement plans, and planning for the future. A recent improvement allows retirees to download their current and prior year 1099-R tax forms. This past year, more than 20,000 used this service in lieu of a written request. Another enhancement recently implemented to the Division's Online Services Web site provides each member the ability receive retirement information by e-mail notification rather than through the U.S. Mail.

Last year, division personnel conducted seminars at our Tallahassee office for the employing agencies participating in the FRS. In fiscal year 2007-2008, six seminars involved 249 agency

personnel from 85 agencies. These agency personnel help their employers manage their FRS responsibilities. The training provides an overview of the functions and processes in administering the FRS, enabling agency personnel to develop a richer understanding of the FRS and the important coordination of agency responsibilities. The seminars have been very successful and our customers' satisfaction is reflected in the very positive feedback provided by the participants.

Division personnel attended more than 200 training courses covering computers, safety and security, customer service and many other areas specific to the work performed. The opportunity for work process improvements is 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 organizations provides the opportunity to compare statistical data and business practices to benchmark our own performance and operations.

The Division's proprietary Integrated Retirement Information System (IRIS) has effectively and efficiently served our Division and its membership for the past eight years. This application handles all essential business functions and to facilitates communication with the FRS employing agencies, its active and retired members and its business partners. The current IRIS was designed in 1996 with development through 1999 and implementation in fiscal year 1999-2000. Although substantial enhancements have been made over the years, there is a real need to look towards modernizing the electronic imaging and workflow systems software architecture to a more current standard. As our technology ages, available support and resources and the ability to make enhancements become limited.

The division addresses its responsibility to protect our customers' personal information maintained in the FRS. In 2006, the division incorporated additional security measures to protect customers' social security numbers. Customers now see that their Social Security numbers are partially masked when viewing their personal information on the Web site and also in our written correspondence sent to the customer. One very recent improvement enhancing security for Online Services requires each user to establish a new User Profile consisting of a user name, password and a security question and answer. Another improvement was implementation of a New Security Guidelines manual and policy to maintain and enhance the security and confidentiality of data in IRIS. All member data is a valuable asset and must be protected from unauthorized access, modification, destruction and disclosure, whether accidental or intentional. The guideline incorporates best industry practices including the ability to monitor user access to assure a legitimate business purpose exists for reviewing every member's data.

Natural disasters and security threats are an important concern. The ability to assure the uninterrupted distribution of retirement benefits has been addressed and plans are established and tested to continue operations in the event normal business is severely disrupted. In fiscal year 2005-2006, critical computer server equipment was relocated to the Southwood Shared Resource Center (SSRC) here in Tallahassee. This move provides a more secure and weather resistant environment to safeguard this equipment. Recent improvements to 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 assures the division can sustain operations at a level sufficient to continue distribution of monthly retirement benefits to its more than 276,000 retirees or their beneficiaries. A successful "tabletop" exercise portraying a mock natural disaster was conducted by DMS to test the division's newly updated Continuity of Department of Management Services - Trends and Conditions Statement Section 3 page 26 of 44

Operations Plan (COOP) which outlines procedures employed in a time of emergency.

These outcome measures reflect the division's 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. All of the services, 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 276,000 retired members or their beneficiaries.

The division's outcome projections are aggressive and challenging, but reflect the level of effort employed by management and staff. Member satisfaction surveys, various efficiency ratings and cost effectiveness measures all show high achievement which the division expects to sustain through coming years. All the different services provided 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 percent 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 mission to deliver a high-quality, innovative and cost-effective retirement system.

DIVISION OF TELECOMMUNICATIONS

The Division of Telecommunications provides telecommunications 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 TRS:

- 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 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
- Create a 700 MHz interoperability communications plan and maintain it, the law enforcement communications plan, the EMS communications plan, and the Region 9 communications plan.
- Cooperating with federal, state or local emergency management agencies 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 TRS 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. Chapters 282.1095 and 282.111, F.S, explain the Division's 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, the Division 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, the Division coordinates emergency communications at the state Emergency Operations Center and provides personnel to serve on emergency assessment teams. The Division 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 the Division to develop and oversee the statewide system of regional emergency medical telecommunications services (EMS).

The Division of Telecommunication strategic planning caters to constantly-changing technologies and meeting the needs of our customers. The Division's planning also ensures public safety communications systems to adequately protect Florida's citizens. As a communications service provider for its customers, Its priorities ensure access to the most efficient, cost effective and secure communications systems and services available. The Division's mission focuses on providing technical expertise for the communications management 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, the Division's 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 the Division of Telecommunications. The Division represents the state as a technical agent in the volume purchase of communications services and strives to obtain the lowest cost and the highest quality product for all its customers. The Division 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.

The Division 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. The Division assures safety through improved communications for law enforcement and emergency personnel. As the provider of communications services for state entities, the Division 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: The Division is currently finishing a monumental transition to improve service delivery of advanced network services for the next generation of government services. The legacy networking infrastructure will not meet expanding customer requirements for increased networked applications critical in today's working environment. To address these demands, the Division 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, it establishes a scalable networking platform to handle the ever increasing communications requirements of 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: The Division 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. The Division 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, the Division now focuses on coordinating the transition of Florida's radio systems under the new federal guidelines. Concurrent with 800 MHz re-banding, the Division is planning the next generation of SLERS to P25 technology. This will transform SLERS to a standards-bases technology, which creates opportunities for communications with other agencies with P25 systems.

In addition, as delegated manager of the Florida Interoperability Network project, the Division will

continue to enable emergency personnel on disparate radio systems and frequencies to communicate. Through administration of federal domestic security grants, the Division 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.

The Division of Telecommunications is responsible for 700 MHz interoperability channels and intends to create and maintain a 700 MHz interoperability communications plan, fulfilling the Federal Communications Commission's expectation for the Division administering these channels. These channels are recognized nationwide to enable communications for mutual aid response using 700 MHz equipment.

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 and Radio 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 Division's 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 the Division 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 the Division of Telecommunications, in conjunction with the Florida Department of Law Enforcement and the Department of Community Affairs, Emergency Management.
- **Florida Law Enforcement Communications Plan:** The Division 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 Division 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 (wireless and nonwireless) under Chapter 365.172(8), F.S. This board distributes funds to counties and wireless service providers to improve the public health, safety and welfare through the development of 911 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., the Division 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:** The Division 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., the Division maintains this plan to establish and regulate EMS radio communications for licensed EMS agencies and hospital emergency departments.
- **SUNCOM Portfolio of Services:** The Division 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.

SOUTHWOOD SHARED RESOURCE CENTER

The Southwood Shared Resource Center (SSRC) was created as a separate entity and identified as the first primary data center for the state with the adoption of SB 1892 (FS 282.205) effective July 1, 2008. The SSRC is a shared use facility owned and operated by The State of Florida providing enterprise technology services to support state agencies and other public entities serving the citizens of Florida. Oversight is provided by a board of trustees made up of SSRC customers. Chapter 282.203 Florida Statutes provides a framework for the primary data centers focusing on:

- Serving customer entities.
- Cooperating with customer entities to offer, develop, and support the services and applications as defined and provided by the center's board of trustees and customer entities.
- Complying with rules adopted by the Agency for Enterprise Information Technology, pursuant to this section, and coordinate with the agency in the consolidation of data centers.
- Providing transparent financial statements to customer entities and the Agency for Enterprise Information Technology.
- Maintaining the performance of the facility, which includes ensuring proper data backup, data backup recovery, an effective disaster recovery plan, and appropriate security, power, cooling and fire suppression, and capacity.
- Developing a business continuity plan and conducting a live exercise of the plan at least annually. The plan must be approved by the board and the Agency for Enterprise Information Technology.
- Entering into service-level agreements with each customer entity to provide services as defined and approved by the board in compliance with rules of the Agency for Enterprise Information Technology.
- Plan, design, establish pilot projects for, and conduct experiments with information technology resources, and implement enhancements in services if such implementation is cost effective and approved by the board.
- Enter into a memorandum of understanding with the agency where the data center is administratively located which establishes the services to be provided by that agency to the data center and the cost of such services.

Southwood Shared Resource Center Utilization: The SSRC provides customers with a solid IT infrastructure to support their applications. The center is currently hosting data systems for numerous state agencies, SSRC utilization is now at or 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 SSRC. This campaign encouraged other State agencies to consider using the SSRC

for their growing “data center” needs rather than create redundant resources, and provided them moving cost offset incentives to place equipment at the SSRC.

Next Phase – Data Center Consolidation: The SSRC now houses approximately 1500 servers, one IBM mainframe and one Unisys mainframe and numerous support devices (e.g. for power and switching). As mandated in Chapter 282.205, F.S. the SSRC has been identified as a primary data center and Chapter 282.201(1), F.S. outlines the legislative intent that agency data centers and computing facilities be consolidated into primary data centers to the maximum extent possible by 2019. Currently the SSRC, DOT and HSMV are negotiating with software and hardware vendors to facilitate consolidation of three IBM mainframes into one located at the SSRC which is mandated in SB 1892 to be completed by July 1, 2009. In addition the SSRC will assume the resources and equipment of the various state agencies that currently house equipment at the center by July 1, 2010 as mandated in SB 1892.

COUNCIL ON EFFICIENT GOVERNMENT

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

CEG was created in January of 2007 with four full time positions filled and allocated from the Operating Trust Fund. Any increased demand and the associated fiscal implications will be documented and used to develop the five-year workforce plan for the CEG. CEG selected 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.

CEG 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

- CEG developed and employed a standard process for reviewing business cases, evaluating business cases to outsource and providing advisory reports on selected projects. Additionally, CEG is dedicated to driving agencies to complete business cases and cost benefit analysis for outsourced projects.
- The office recommends standards, best practices and templates to agencies for the business case lifecycle. CEG provides business case tools for agencies to support business case development. They evaluate business cases for the net value to the state and partners with the Agency for Workforce Innovation to develop guidelines for assisting state employees who lose their jobs because of outsourcing.
- CEG distributes 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 senate president, and the speaker of the house.
- 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:
 - o Innovative methods of delivering government services to improve the efficiency, effectiveness or competition in the delivery of government services, including, but not limited to, enterprise-wide proposals.
 - o 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.
 - o developing a standard process for reviewing business cases
 - o reviewing and evaluating agency submitted business cases to outsource
 - o 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
- o assisting in the development of standards and best practice procedures for use by state agencies in evaluating business cases to outsource
 - o compiling an advisory report for each business case reviewed and evaluated by the council
 - o 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

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

CEG 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 has provided significant information on best practices and how state government should approach similar projects going forward. CEG has published the findings of this review and can viewed on our website at:

http://dms.myflorida.com/other_programs/council_on_efficient_government/reports.

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.

CEG 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, F.S.
- The inclusion of the Council on Efficient Government in Chapter 287.057(14),(a), F.S..

Since January 2007, CEG reviewed 52 business cases to date with a cumulative value of \$227 million dollars with an identified savings of 29 million to the State. 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 Council is finalizing its FY 2008 annual report for submission to the Governor and the Legislature.

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, F.S., 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 for a new website and improved web based options is currently in the implementation phase and will provide increased availability of online resources. The updated website is currently operational and offers a simpler and more efficient means of accessing the Commission and conducting business. Visitors to the site are now able to view and download case data and related electronic documents, forms, publications and newsletters. The next phase of the project is intended to provide for electronic submission of case filings; however, implementation is contingent upon the results of research regarding the feasibility and legality of

this process.

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 2005 and 2007, PERC had 1,030, 955, and 986 filings, respectively. Case filings increased in FY 2007-08 to 1,137.

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, F.S., 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. Thus, we would generally predict an increase in labor cases over the next five years. The labor cases are high profile 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, F.S. 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 recent property tax legislation 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 2007-08 has been completed and case filings for this fiscal year are 1,137 which is an increase of 150 cases or approximately 15%. 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.

- 2008 - 2009 = 1,058
- 2009 - 2010 = 1,090
- 2010 - 2011 = 1,123
- 2011 - 2012 = 1,157
- 2012 - 2013 = 1,192

FLORIDA COMMISSION ON HUMAN RELATIONS

Mission, Vision and Statutory Authority

The mission of the Florida Commission on Human Relations (Commission) is to promote and encourage fair treatment for all persons in Florida regardless of race, color, religion, sex, national origin, age, disability, and 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 recommends methods to address and eliminate discrimination and inter-group tensions. By providing training and assistance to individuals, businesses and communities, the Commission seeks to empower the people of Florida to be proactive in their efforts to address discrimination and to promote community awareness of human rights issues. The Commission also conducts research to address the purposes and policies of the Florida Civil Rights Act of 1992 (Part I, Chapter 760, F.S.) and the Florida Fair Housing Act (Part II, Chapter 760, F.S.).

The Commission's priorities are based on its mission and statutory requirements. Throughout its 39-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 various community organizations and associations to address human and civil rights issues in Florida.

Overview of Commission's Units

The Commission consists of six organizational units. The Enforcement Unit contains Customer Service and Intake and Investigations (housing and employment). The Customer Service and Intake receives inquiries regarding complaints of discrimination and provides technical assistance upon request. Both employment and housing investigations work to resolve these complaints by conducting thorough, accurate and quality investigations and determining the facts of a given discrimination case.

The Legal Unit reviews completed cases and issues determinations regarding the presence or absence of discrimination. The Mediation Unit offers parties an opportunity to reach a resolution

in a mutually agreed upon and confidential manner. To ensure that businesses, individuals and communities are aware of their rights and responsibilities, the Community Relations Services (CRS) Unit offers strategies, training and outreach to resolve inter-group tensions; CRS also actively provides statewide technical assistance as needed.

All of the Commission's activities are guided and supported by the Administrative Services and Enforcement Support Unit. This unit includes budget support, policy development, legislative affairs and human resources, the latter of which offers support services and training in the areas of employee recruitment, hiring and training to improve employee performance. All of the Commission's units are supported by a robust Management Information Systems Unit, which provides technological resources, innovative software applications and computer support services.

Status of Human Relations and Civil Rights in Florida

Within the next generation, Florida is expected to experience an explosive growth in population, particularly among racial and ethnic minority populations. By 2025, it is anticipated that Floridians of Hispanic and Latino ancestry will comprise 23% of the state population -- an increase of 9% from 2000. On the other hand, Florida's African American population as a percentage of Florida's total population will increase only 1% -- from 13% in 2000 to 14% in 2025. Florida's Caucasian population will decline from 59% in 2000 to 51% in 2025. Although they account for only 1 percent of total state population, Florida's diverse Native American population includes approximately 40 distinct tribal affiliations. As of 2008, there are 14 major religions practiced in Florida and 17 major language communities.

Such dramatic shifts in Florida's cultural, racial and ethnic landscape only heighten the necessity and value of the Commission's efforts to assist communities in recognizing the importance of respect for and tolerance of ethnic, racial, religious and other cultural and social differences and to further anticipate, address and minimize inter-group tensions and strife.

The Commission views itself as an essential component in Governor Crist's goal of transforming Florida's economic and commercial infrastructure in ways that will make Florida globally competitive. Such efforts require individuals, communities and businesses to work together in settings free of conflict. The Commission recognizes that, in addition to potential conflict arising from cultural, religious, racial/ethnic differences, majority/minority economic inequality is also a source of potential conflict, particular between majority and minority racial and ethnic groups. These are goals central to the Commission's statutory mission.

Unfortunately, Florida's economy is struggling. During the second quarter of 2008, Florida's unemployment rate rose to 5.5 percent, the highest rate of unemployment since January 2003 (Florida Agency on Workforce Innovation, June 2008). The strained economy is having an adverse effect on companies and businesses, causing increased layoffs and a reduction in hiring statewide. Coincidentally, the Commission has realized an increase in total complaints filed in the last few years. (In FY 2007-08, the Commission received a total of 1,744 cases vs. 1,611 cases in FY 2006-07 and 1,332 cases in FY 2005-06.) Simultaneously, Florida has experienced a dramatic increase in home foreclosures, in part as a result of predatory lending practices by banks and mortgage lenders from 2004 through 2006.

And, finally, as realized in the rest of the nation, high fuel prices have increased the cost of living,

negatively impacting consumer confidence and economic security, especially among the poor. Historically, the economic recession has been accompanied by an increase in discrimination complaints, as well as higher rates of crime, particularly hate crimes, such as burning or defacing of places of religious worship, nooses in schools and the workplace and unwarranted beatings of persons of various races, sexual orientation, ethnic groups or religions. According to the Southern Poverty Law Center, Florida is second in the nation with the number of documented hate groups. In 2006 (Office of the Attorney General, 2006 Hate Crimes Report; also referenced in the Florida Commission on Human Relations' Sunset Review Response to OPPAGA, July 1, 2008), 55.2% of reported hate crimes were based on race, followed by sexual orientation (18.1%) and ethnicity/national origin (13.1%). In 2005, 50% were based on race, with ethnicity/national origin comprising 22.3% and sexual orientation 13.1%.

Given Florida's ever-changing demographics and the increasing diversity of the state—all in a time of economic uncertainty – the Commission believes that now more than ever it is imperative that Florida's lead civil rights agency be able to anticipate potential conflict “hot-spots” in Florida through its dedicated and intensive research efforts and to have in place appropriate mechanisms to deal with them.

Commission Outcomes and Priorities Over the Next Five Years

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

1. 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 resolutions. For example, the average age of cases for FY 07-08 was 73 days (vs. 117 days in FY 06-07; a decrease of 89% since 2000) and the backlog was 4.9% (vs. 13.1% from last year). 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. The Commission also recently reorganized its administrative structure in order to create a position of Quality Control Director, which will enhance the Commission's accountability initiatives and level of customer service provided to the people of Florida.

2. Promoting greater public understanding of discrimination issues and laws; and working to engage community members and leaders in addressing inter-group tensions and discriminatory activities:

The Commission's community outreach and communications efforts in promoting a greater understanding of discrimination laws and issues and working to engage members in addressing discrimination and intolerance 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 FY 2007-08 the Commission's Community Relations Service Unit (CRS) conducted numerous trainings and presentations to state and county governments, as well as local and nonprofit entities. This included training to Florida's Supreme Court and an additional 13 courts statewide (including the Chief Justice of the Florida Supreme Court, Associate Judges and Chief Department of Management Services - Trends and Conditions Statement Section 3 page 40 of 44

Judges in several Florida circuit courts). This extensive training effort resulted from a subcommittee of the Supreme Court's Standing Committee on Diversity that requested that the Commission provide training to address instances of alleged racial and cultural intolerance within the court system.

Commission Studies

In terms of studies conducted, the Commission received a \$280,000 grant from HUD in 2007 to conduct a Housing Discrimination Study, which was successfully coordinated by the Commission's Housing Unit. The purpose of the study is to measure the extent of housing discrimination against Hispanic homebuyers and renters in Orlando metro area (Lake, Orange, Osceola and Seminole counties). This current effort is a follow-up study to the Housing Discrimination Study 2000 (HDS 2000) that researched discriminatory trends and measured the extent of housing discrimination in the United States against person because of race or color. This previous study found that 1 in 4 Hispanics are discriminated against and denied housing in rentals.

As part of this current study and grant awarded to the Commission, the Commission's Housing Unit conducted a Predatory Lending conference that concentrated on the Hispanic communities within the Orlando metro area. Because of this conference, approximately 60 housing complaints (mortgage fraud for Hispanic families) were generated. Because the Commission is not statutorily authorized to investigate mortgage fraud, it is working with HUD and other agencies to ensure proper referral of these complainants. The HDS study concludes in August 2008, with a final report to be completed by October 2008.

In December 2007, the Commission was also awarded a research grant by the Jonathan and Dorothy Rintels Foundation to examine the determinants of majority/minority inequality in income and wealth accumulation and its role as a potential source of majority/minority conflict. In partnership with a prominent research economist at Florida State University, a final report of findings is expected during the spring of 2009.

Training Services

Over the next five years, the Commission has set ambitious goals to increase the number of Florida businesses, governmental officials, individuals and community organizations that will benefit from the Commission's training efforts. The Commission has developed a new "Train the Trainer" (TOT) program that will be launched in the fall of 2008. This initiative is designed to maximize the impact of the Commission's training program and will allow the Commission to reach a wider statewide audience, address the needs of an ever-increasing workforce and create the capacity for Florida's communities to independently implement effective training modules and programs. The TOT program will be offered at least once quarterly in each of the four CRS districts. Another initiative will strive to improve the rate at which parties involved in disputes choose mediation as an alternative to the lengthy investigative process. 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.

Communications

In terms of communications, the Commission was cited in over 40 print, television, radio and electronic media outlets throughout the state during FY 2007-08. The topics of the articles ranged from housing, elder discrimination and sexual harassment to community events and the Commission's programs and services. The Commission also ran public service announcements informing the public of the Commission's role and initiatives on various radio stations. Several training and public awareness forums were also conducted statewide to improve the public's knowledge of discrimination issues facing Florida today.

Over the next five years, the Commission anticipates increasing media and communications outreach efforts to inform the public of its services and human and civil 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 testify 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.

Data Clearinghouse

One of the Commission's statutory goals is to provide technical assistance to individuals and organizations statewide relating to the development of strategies to improve local relations and to address potential conflict. Through its CRS Unit, the Commission anticipates making available on its public website its Consumer Resource and Data Center (CRDC) during the fall of 2008. The CRDC website will house a public library of accessible and current research reports and studies related to civil and human rights issues and community and state data resources on topics, such as demographics, health, education, income and employment/unemployment and justice administration. Information is intended for users who wish to be more informed about their communities and private and public foundation grant resource information. The CRDC will contain links to federal, state, local and private sector sites that maintain relevant information, reports, publications and research. In the future, the CRDC will provide technical assistance to communities wanting to investigate their local economic, social and cultural "landscape" (as resources allow). The Commission is the only state agency in the United States providing such a capability to its local communities.

Direct-Support Organization Legislative Request

Finally, the Commission anticipates seeking legislative authority to create a Direct Support Organization (DSO) to provide additional outreach and educational activities. If approved by the Legislature, the DSO would be implemented over the next five years as a not-for-profit corporation to engage in additional Commission-related program activities using private and public grants and donations. As resources allow, the DSO donations and grants could be used to fund the following

innovative activities:

- ❖ Community Assessment, Assistance, and Conflict Resolution: Establish partnerships to assess, understand and ultimately resolve conflicts arising from cultural differences and misunderstandings in Florida communities in accordance with 760.01(2), F.S.
- ❖ Housing: Develop resources for renters, home buyers and sellers, landlords, realtors, brokers and mortgage financiers to enhance understanding of housing rights and responsibilities
- ❖ Human and Civil Rights Research/Trend Analysis: In cooperation with other partners—including but not limited to local communities, human rights offices, university research centers and area chambers of commerce -- develop research related to civil rights issues of interest to the citizens of Florida (e.g., a database of past and present human and civil rights conditions in Florida and conduct a trend analysis to enable policy makers to better address the state's needs) [ss. 760.06 (7) and (9), F.S.]
- ❖ Community Profiles: Develop community profiles and a database of local challenges and successful solutions (“best practices”) to enable communities to match needs with services and solutions [s. 760.06(7) F.S.]
- ❖ Community Academies: Work with local community colleges and vocational- technical schools to offer courses on community relations and conflict resolution [ss. 760.06 (3) and (7), F.S.]
- ❖ Enriching Florida's Youth: Work with state and local education staff and community groups to bring awareness of cultural differences and acceptance to Florida K-12 students

3. Promoting public confidence in Commission services:

Customer Service

The Commission provides surveys to its customers for the various enforcement units (Intake, Housing, Employment). Survey results for FY 2007-08: Intake (155 surveys): 98.3% rated customer service good, very good or excellent; Housing (306 surveys): 94% rated service as satisfactory or very satisfactory; Employment (368 surveys): 98.4% rated service good, very good or excellent. 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 further build on this record of high customer satisfaction.

Governance and Accountability

To ensure even greater managerial efficiency, effectiveness and accountability, the Commission currently operates under the FCHR Governance Policy, the design and structure of which was based on the Carver Model of Policy Governance and adopted by the Commission in December 2006.

Public Access

All meetings of the Commission are open to the public and subject to Florida’s Sunshine laws relating to access, notice and request for meeting minutes. All information and records in the possession of the Commission, unless specifically exempted by law from public disclosure, are available to the public upon request or through the Commission’s website. Pursuant to s. 120.54, Department of Management Services - Trends and Conditions Statement Section 3 page 43 of 44

F.S., the Commission publishes all proposed rules, subsequent changes and repeals in the Florida Administrative Weekly not less than 28 days prior to the intended action of adopting such rules and rule changes. A notice to the public contains the procedure to be used when requesting a public hearing on any proposed rule. Although the Commission has received no requests to date requesting a public hearing on any of its rules, any requests from the public to do so would be conducted according to Florida law.

Summary

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. 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. Other than what may transpire as a result of any potential budget cuts, no policy changes or program eliminations that will affect the Commission’s proposed budget request are anticipated.