



CIP-A Leased Space: Current Usage and Short Term Projections

**FLORIDA DEPARTMENT OF REVENUE
CAPITAL IMPROVEMENTS PROGRAM PLAN**

Fiscal Years 2010-2011 through 2014-2015

Summary

Agency Vision

Revenue's vision is to be accessible and responsive to the citizens of Florida as we provide fair and efficient tax and child support administration. Our mission statement includes providing "excellent service efficiently and at the lowest possible cost." The location and leasing of our office spaces play a key role both in the services we provide and in the cost of our operations.

Facilities Vision

The Department's vision for its office spaces is that they be accessible, safe, efficient, and uniform; and that leasing costs be kept as low as possible. Each office location must be appropriate for the services provided there and for the number of customers who visit. We are committed to minimizing cost, while maintaining or improving service, through the following strategies:

- Efficient use of space
- Shortening lease terms to no more than five years
- Aligning lease terms in geographic areas
- Consolidation of offices (when doing so will not decrease our effectiveness)
- Compliance with Department of Management Services space standards
- Development and adherence to Revenue-specific standards
- Methodical site selection

Financial Trends Affecting Leasing Costs

Several factors affect leasing costs at this time, and our expectation is that their combined effect will be a continued rise in leasing costs.

Historically, the Department of Revenue's strategy for leasing office space has focused on maximizing renewal options which are usually accompanied by a minimal rate increase. The renewal rate is often less than a commercial rental rate that could be obtained through the competitive bid process. This practice benefits Revenue by obtaining long term commitments at favorable rates, while maintaining an option for lease termination at renewal if the rate structure becomes disadvantageous for the Department. Since most renewal options include a rate increase, the Department's total leasing cost increases each time a lease is renewed.

For leases without renewal options or with disadvantageous renewal options, the Department must go through a competitive bidding process. For many years, as the economy and property values grew, this process resulted in higher leasing costs each year. Recent data show that commercial lease rates have stopped rising during the current recession and in many cases have decreased.

However, because the majority of our offices are locked into leases that extend a few years into the future, we have not been able to take advantage of the savings that are possible on new leases. We have approached current landlords to request rate decreases and have achieved some temporary lease savings. The Department intends to be vigilant with competitive bid leases where economic conditions show we can save the state money.

Another factor impacting the cost of our lease commitments is compliance with the Governor's Executive Order 07-126, which precludes state agencies from leasing office space that does not meet Energy Star building standards, unless no viable alternative exists. Office buildings that meet Energy Star standards are not widely available in many markets, and those that are available command premium rates, exceeding Revenue's current or projected lease costs. This trend is expected to continue until the market supply of energy-efficient office buildings increases and reduces the rental rates. As we incorporate these new requirements into the Department's standard competitive procurement documents, we anticipate an increase in the cost of leasing office space.

The Department is projecting gradual, ongoing office space reductions through its commitment to the space allocation standards established by DMS and to our own internally developed standards. As new leasing opportunities arise, less leased space will be needed. These projected reductions will help offset a portion of the increased costs resulting from lease escalation clauses and, over the long term, will result in a significant total square footage reduction for the Department of Revenue.

Revenue's Facilities Plan

For Fiscal Year 2009-10, the Department of Revenue will lease a total of 1,433,120 square feet of office and storage space. The Department leases office space from private owners and from the Department of Management Services (DMS). Currently, Revenue administers seventy-five leases, many of which provide collocated program office space. Although most of these leases are in Florida, the Department leases a total of seven facilities in six other states for its General Tax Administration Program. Private leases account for 72.8% of total office space occupied. Fiscal Year 2009-10 annualized lease cost is estimated to total \$27,398,135. No new additional service centers are projected for the next five years.

A major element in Revenue's facilities plan for the next five years is the relocation of almost half of the Department's approximately 5,000 employees to new buildings at the Capital Circle Office Center in Tallahassee.

Relocation of Tallahassee Employees

Consolidating almost all of Revenue's Tallahassee offices into three new buildings at the Capital Circle Office Center (CCOC) will decrease leasing costs while improving the quality of the work environment for our employees and customers. Because the new buildings are fully compliant with DMS space standards, the Department will reduce the total square footage it has under lease in the Tallahassee area.

The 2009 Legislature authorized funding to move about half of the more than 2,000 employees who will occupy the new Revenue buildings. This first phase of the move is scheduled for May 2010. The second phase is tentatively planned for October-November 2010, pending authorization of funding by the 2010 Legislature.

Benefits of Tallahassee Office Consolidation:

- Compliance with DMS space standards, decreasing square footage
- Decreased leasing costs
- Moving employees from substandard privately-owned facilities to new, quality state-owned buildings
- Reduction in costs for copiers, fax machines, printers, and other equipment
- Opportunities to improve efficiency by combining offices and/or processes
- Improved productivity through the elimination of travel between offices
- Compliance with Energy Star building standards

Minimizing Increases in Leasing Costs for Service Centers

The Department maintains 73 service center sites throughout Florida and seven in six other states. Approximately 3,000 employees work in these facilities. These sites are located based on the needs of our customers and to minimize state travel costs for employees who work in the field.

The Department of Revenue continues to aggressively negotiate rate reductions for its service center locations whenever possible, resulting in savings on leasing costs. We will continue to pursue this practice in the future. In addition, we will:

- Work toward compliance with the Department of Management Services' (DMS) space allocation standards by educating Revenue managers, and by central review of all Letters of Agency Staffing during lease space changes.
- Establish and adhere to agency-wide standards for quality, cost-effective office environments that maximize employee productivity and meet customer needs while minimizing leasing costs.
- Implement an office configuration standard (mix of modular offices and private hard-walled offices) that meets workforce space requirements in the most cost-effective and efficient structure possible.
- Consolidate offices where practical to maximize economies of scale.
- Provide the appropriate number of interview areas for the effective delivery of client services and for staff security.
- Work cooperatively with DMS to increase the percentage of Revenue's office space lease holdings that are compliant with Energy Star building standards, following the direction of the Governor's Executive Order related to climate change and the reduction of greenhouse gas emissions.
- Evaluate the use of alternate work programs that decrease office space requirements, such as telecommuting and "hoteling," and implement them when they enhance the Department's effectiveness. (In "hoteling," two or more staff members share the same office space, coming into the office on different days, alternating their time in the office with their off-site work.)

As Revenue implements cost-saving measures available to us now, the Department's programs are assessing future space needs in anticipation of changes in how Revenue conducts business. The Department's progress toward a paperless environment; implementation of additional technology, including web self-service; and continued improvement in efficiency will affect office space needs, presenting more opportunities to save money on leasing costs.

**FLORIDA DEPARTMENT OF REVENUE
CAPITAL IMPROVEMENTS PROGRAM PLAN**

General Tax Administration Program (GTA)

**Service Categories: Tax Processing
Taxpayer Aid
Compliance Determination
Compliance Resolution**

Currently, the General Tax Administration Program (GTA) leases a total of 576,887 square feet of office and storage space at an estimated annualized cost of \$11,037,283. GTA's 2,240 employees occupy space in twenty-nine locations throughout Florida and seven locations in six other states. Office space is leased from both the private sector and the Department of Management Services (state-owned buildings). Private leases presently account for 91.8% of the office space occupied by GTA.

Most of Revenue's Tallahassee employees will be relocating to the Capital Circle Office Center (CCOC) in 2010, including GTA program management and staff working in centralized operational processes. These processes include taxpayer registration, tax return and remittance processing, compliance campaigns, central collections, taxpayer assistance, refund audit, revenue accounting and fund distribution. This move will accomplish one of the Program's key goals for its Tallahassee facilities—moving approximately 1,000 employees into safe, professional, cost-effective facilities that meet DMS space standards and Energy Star conservation standards. (See the Capital Improvements Program Plan Summary for more information on Revenue's move to the CCOC.)

GTA has service centers located throughout the state that provide on-site customer service, audits, and collection activities to increase compliance with Florida's tax laws. The Program also has out-of-state service centers that focus specifically on audit coverage for organizations doing business in Florida but headquartered outside of the state. The Program does not have any plans to establish new service centers in FY 2009-10.

Over the next five years, the Program plans to focus on evaluating and realigning its existing service center sites. Five in-state service centers have been identified for further review and potential consolidation, and we are reviewing each of our out-of-state locations as well.

GTA is also analyzing population and demographic data. For example, by compiling taxpayer registration data and plotting it geographically, the Program is focused on determining any gaps in its current service center locations. This analysis will help us make effective decisions to consolidate, close and/or relocate existing service centers.

The Program also intends to use the data as the baseline in developing forecasting models for future resource needs.

An example of a service center consolidation is the merger of GTA's Hollywood Service Center with the Coral Springs office in December 2009 with an estimated cost savings this fiscal year of \$87,500. Estimated savings for FY 2010-11 are projected at \$175,000.

The primary business objective driving the Program's future leasing prototype is the expansion of self-service capabilities. The Program is actively pursuing strategies that are designed not only to improve efficiency and modernize services, but also to cut potential leasing costs. By migrating more of its customers to filing and paying electronically, and providing enhanced self-service options, GTA is projecting a future reduction in the need for staff at the local level as these programs become effective. The Program has begun to incorporate the potential effect of these strategies into facilities planning for the future.

The Program is also looking at nontraditional work arrangements that can enhance effectiveness while saving leasing costs. When it makes business sense—for example, for auditors, who spend most of their work time away from the office—we are establishing telecommuting or “hoteling” work options. In “hoteling,” two or more staff members share the same office space, coming into the office on different days, alternating their time in the office with their off-site work.

Though we are achieving some space savings through service center consolidations, we anticipate that leased space costs will continue to increase during fiscal years 2010-11 through 2014-15. The exercise of lease escalation clauses in privately-held leases will increase costs, and it is likely that office space rates will resume their upward trend as the economy improves.

**FLORIDA DEPARTMENT OF REVENUE
CAPITAL IMPROVEMENTS PROGRAM PLAN
GENERAL TAX ADMINISTRATION (GTA) PROGRAM
LEASED SPACE - CURRENT USAGE AND SHORT-TERM PROJECTIONS**

Current Inventory of Leased Space:

Location of Privately Owned Space	Lease No.	Square Feet	Annual Cost
Anaheim, CA	730:0270	4,623	\$133,697
Atlanta, GA	730:0257	7,319	\$162,482
Callaway (Panama City)	730:0296	6,446	\$153,093
Clearwater	730:0310	17,159	\$418,680
Cocoa	730:0316	4,799	\$99,003
Coral Springs	730:0277	23,301	\$573,438
Daytona Beach	730:0230	6,868	\$134,201
Hillside, IL	730:0238	8,228	\$172,377
Hollywood	730:0284	14,786	\$288,327
Houston, TX	730:0271	1,547	\$27,073
Irving, TX	730:0242	3,776	\$77,257
Key West	730:0304	1,983	\$95,323
Lake City	730:0283	6,313	\$100,692
Lakeland	730:0321	8,711	\$156,362
Leesburg	730:0248	5,602	\$100,836
Maitland	730:0252	15,739	\$378,051
Marianna	730:0291	4,383	\$63,554
Miami	730:0298	38,619	\$884,375
Miami, Warehouse	730:0302	200	\$2,868
Naples	730:0247	5,636	\$129,177
Orlando	730:0251	9,461	\$229,618
Pensacola	730:0317	12,006	\$238,799
Port Richey	730:0309	9,302	\$201,202
Sarasota	730:0234	14,925	\$358,200
Tallahassee, Martin Hurst	730:0329	34,000	\$663,000
Tallahassee, TaxWorld C-1, I & J	730:0295	34,569	\$585,599
Tallahassee, TaxWorld C2,C3,D,E,F,G,H,L	730:0262	140,943	\$2,083,138
Tallahassee, Warehouse	730:0240	36,970	\$524,974
Tallahassee	973:IO141	144	\$2,474
Tallahassee, Service Center	730:0299	5,748	\$108,062
Tampa	730:0313	19,111	\$405,535
West Palm Beach	730:0260	15,347	\$401,171
Wexford, PA	730:0320	4,579	\$94,327
Woodland Park, NJ	730:0315	6,492	\$178,530
Total of Privately Leased Space		529,635	\$10,225,494

**FLORIDA DEPARTMENT OF REVENUE
 CAPITAL IMPROVEMENTS PROGRAM PLAN
 GENERAL TAX ADMINISTRATION (GTA) PROGRAM
 LEASED SPACE - CURRENT USAGE AND SHORT-TERM PROJECTIONS**

<u>Location of State-Owned Space</u>	<u>Lease No.</u>	<u>Square Feet</u>	<u>Annual Cost</u>
Alachua	973:6601	7,185	\$123,438
Ft. Myers	973:7706	9,981	\$171,474
Ft. Pierce, Benton Bldg.	973:4012	9,000	\$154,620
Jacksonville, Duval Svc.	973:5202	21,086	\$362,257
Total of State-Owned Leased Space		47,252	\$811,789
Total Leased Space - GTA		576,887	\$11,037,283

Projected Leased Space Requirement:

	<u>FY 2010-11</u>	<u>FY 2011-12</u>	<u>FY 2012-13</u>	<u>FY 2013-14</u>	<u>FY 2014-15</u>
Square Feet	570,796	553,672	553,672	553,672	553,672
Annual Cost	\$11,424,994	11,525,533	11,525,533	11,525,533	11,525,533

Projected Leased Space for 2011-12 includes an estimated square footage reduction of 3%
 Projected Lease Annual Cost for 2011-12 includes an estimated price increase annually of 4%.

CIP-A Leased Space: Current Usage and Short-Term Projections

Agency:	Department of Revenue						
Service:	General Tax Administration - Tax Processing						
LRPP NARRATIVE PAGES DESCRIBING SERVICE-LEVEL LEASE OPTIONS _____							
	Currently Occupied Space (square feet)			Projected Leased Space (square feet)			
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
9,366	104,981	0	113,140	109,746	109,746	109,746	109,746
	% of Total Leased Space Privately-Owned 91.8%						
	Annual Costs (dollars)			Projected Leased Space (dollars)			
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
\$160,908	\$2,026,839	\$0	\$2,264,597	\$2,284,525	\$2,284,525	\$2,284,525	\$2,284,525
If the agency is considering abrogating a facility lease, how much of the above payments reflect repayment of unamortized capital improvements pursuant to Section 216.043, Florida Statutes.?							

NOTE: "Other" means space leased from a local government or non-profit entity.*

Office of Policy and Budget - July 2009

** Square footage projections are based on an estimated 3% reduction in square footage.*

*** Rental rate projections above are based on an estimated 4% increase in rental rates.*

CIP-A Leased Space: Current Usage and Short-Term Projections

Agency:	Department of Revenue						
Service:	General Tax Administration - Taxpayer Aid						
LRPP NARRATIVE PAGES DESCRIBING SERVICE-LEVEL LEASE OPTIONS _____							
	Currently Occupied Space (square feet)			Projected Leased Space (square feet)			
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
2,658	29,792	0	32,107	31,144	31,144	31,144	31,144
	% of Total Leased Space Privately-Owned 91.8%						
	Annual Costs (dollars)			Projected Leased Space (dollars)			
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
\$45,663	\$575,184	\$0	\$642,656	\$648,311	\$648,311	\$648,311	\$648,311
If the agency is considering abrogating a facility lease, how much of the above payments reflect repayment of unamortized capital improvements pursuant to Section 216.043, Florida Statutes.?							

NOTE: "Other" means space leased from a local government or non-profit entity.*

Office of Policy and Budget - July 2009

** Square footage projections are based on an estimated 3% reduction in square footage.*

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CIP-A Leased Space: Current Usage and Short-Term Projections

Agency:	Department of Revenue						
Service:	General Tax Administration - Compliance Determination						
LRPP NARRATIVE PAGES DESCRIBING SERVICE-LEVEL LEASE OPTIONS _____							
	Currently Occupied Space (square feet)			Projected Leased Space (square feet)			
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
23,299	261,153	0	281,448	273,005	273,005	273,005	273,005
	% of Total Leased Space Privately-Owned 91.8%						
	Annual Costs (dollars)			Projected Leased Space (dollars)			
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
\$400,277	\$5,041,990	\$0	\$5,633,440	\$5,683,014	\$5,683,014	\$5,683,014	\$5,683,014
If the agency is considering abrogating a facility lease, how much of the above payments reflect repayment of unamortized capital improvements pursuant to Section 216.043, Florida Statutes.?							

NOTE: "Other" means space leased from a local government or non-profit entity.*

Office of Policy and Budget - July 2009

** Square footage projections are based on an estimated 3% reduction in square footage.*

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CIP-A Leased Space: Current Usage and Short-Term Projections

Agency:	Department of Revenue						
Service:	General Tax Administration - Compliance Resolution						
LRPP NARRATIVE PAGES DESCRIBING SERVICE-LEVEL LEASE OPTIONS _____							
	Currently Occupied Space (square feet)			Projected Leased Space (square feet)			
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
11,929	133,709	0	144,101	139,777	139,777	139,777	139,777
	% of Total Leased Space Privately-Owned 91.8%						
	Annual Costs (dollars)			Projected Leased Space (dollars)			
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
\$204,941	\$2,581,481	\$0	\$2,884,301	\$2,909,683	\$2,909,683	\$2,909,683	\$2,909,683
If the agency is considering abrogating a facility lease, how much of the above payments reflect repayment of unamortized capital improvements pursuant to Section 216.043, Florida Statutes.?							

NOTE: "Other" means space leased from a local government or non-profit entity.*

Office of Policy and Budget - July 2009

** Square footage projections are based on an estimated 3% reduction in square footage.*

*** Rental rate projections above are based on an estimated 4% increase in rental rates.*

**FLORIDA DEPARTMENT OF REVENUE
CAPITAL IMPROVEMENTS PROGRAM PLAN**

Child Support Enforcement Program (CSE)

**Service Categories: Case Processing
Remittance and Distribution
Establishment
Compliance**

In Fiscal Year 2009-10, the Child Support Enforcement Program (CSE) leases a total of 673,264 square feet of office and storage space at an annualized cost of \$13,310,976. CSE's approximately 2,300 employees work in offices in forty-seven locations throughout Florida. CSE office space is leased from the private sector and from the Department of Management Services (DMS). Private leases account for 72% of total CSE office space occupied.

In 2010, CSE's Call Center, program management, and central operations staff, totaling approximately 650 employees, will be moving to the new Capital Circle Office Center (CCOC) buildings that are being constructed for the Department of Revenue. Because the new buildings are fully compliant with DMS space standards, CSE will be reducing the total square footage it has under lease in the Tallahassee area, although we do not know by how much at this time because floor plans are not yet finalized. (See the Capital Improvements Program Plan Summary for more information on Revenue's move to the CCOC.)

CSE assessed the location of our current customers and found that the majority of the Program's customers live in counties with large populations. The Program currently has office locations in the largest populated counties and considers these ideal locations based on our current customer base.

The Program also has offices in more rural areas throughout the state. As leases come up for renewal, we are reviewing these sites to determine whether we are located in the best area to meet the needs of our customers and employees. Over the next five years, we will be reviewing eighteen sites. Our goal is to ensure that our facilities dollars are being spent as effectively as possible, keeping expenses low while fulfilling our responsibility to make our services accessible to Florida's parents and families.

Over the last two years, CSE has made several facility changes. To more effectively use staff resources and improve performance, we changed our office in Belle Glade to a satellite office that provides limited services with a limited number of staff. Some of the work and positions in Belle Glade were moved to larger service sites to leverage a greater amount of specialization. The Program also consolidated the Quincy and Tallahassee service sites.

Future planning for service center facilities will take into account anticipated changes to our service delivery approach and our shift towards a paperless environment. Child Support Enforcement will be making significant changes in our service delivery approach with the implementation of phase two of the centralized Child Support Enforcement Automated Management System (CAMS), beginning in 2012. The web self-service approach will allow customers to communicate with CSE in a secure environment to update demographic information; complete forms online in English and Spanish; communicate changes; view appointments; and perform certain other functions.

Although web self-service may reduce the need for some customers to visit our service centers in person, there will still be customers who need assistance and services that are more effectively provided in person. For example, CSE has found that customers have difficulty accurately completing the legal forms required for certain complex cases, such as interstate initiating cases and cases where there is both a legal father and an alleged biological father. When forms are not completed accurately, the process of establishing paternity, establishing support orders, and/or receiving support payments on behalf of families is delayed, as well as requiring more staff time. The Program has also found that collection efforts and negotiations are more successful when there is face-to-face interaction.

Though we are achieving some space savings through the CCOC move and service center consolidations, we anticipate that leased space costs will continue to increase during fiscal years 2010-11 through 2014-15. The exercise of lease escalation clauses in privately-held leases will increase costs, and it is likely that office space rates will resume their upward trend as the economy improves.

**FLORIDA DEPARTMENT OF REVENUE
CAPITAL IMPROVEMENTS PROGRAM PLAN
CHILD SUPPORT ENFORCEMENT (CSE) PROGRAM
LEASED SPACE - CURRENT USAGE AND SHORT-TERM PROJECTIONS**

Current Inventory of Leased Space:

Location of Privately Owned Space	Lease No.	Square Feet	Annual Cost
Arcadia	730:0282	3,129	\$43,024
Brooksville	730:0267	4,000	\$93,480
Callaway (Panama City)	730:0296	8,291	\$196,911
Chipley	730:0308	2,865	\$62,543
Clearwater	730:0310	25,397	\$619,687
Clewiston	730:0285	3,926	\$83,428
Cocoa	730:0288	10,033	\$205,275
Cocoa	730:0316	5,991	\$123,594
Crestview	730:0233	10,286	\$249,950
Crystal River	730:0266	4,268	\$73,452
Daytona Beach	730:0212	15,348	\$299,900
Daytona Beach	730:0230	2,364	\$46,193
Ft. Lauderdale	730:0314	43,220	\$1,255,541
Ft. Myers	730:0292	21,139	\$336,321
Ft. Walton	730:0303	3,394	\$87,396
Gainesville	730:0312	14,736	\$265,248
Immokalee	590:8055	250	\$4,915
Key West	730:0304	2,570	\$123,540
Kissimmee	730:0287	4,946	\$110,246
Lake City	730:0283	11,501	\$183,441
Lakeland	730:0321	26,643	\$478,242
Leesburg	730:0248	11,343	\$204,174
Madison	730:0297	4,747	\$80,699
Marianna	730:0291	4,317	\$62,597
Naples	730:0247	8,678	\$198,900
Ocala	730:0261	11,227	\$249,913
Okeechobee	730:0236	2,321	\$43,055
Orange Park	730:0306	3,334	\$89,084
Palatka	730:0235	5,511	\$98,922
Pensacola	730:0317	23,513	\$467,674
Port Charlotte	730:0226	3,630	\$63,198
Port Richey	730:0309	10,463	\$226,315
Sanford	730:0253	7,904	\$141,007
Sarasota	730:0234	11,165	\$267,960
Sebring	730:0307	6,090	\$119,608
St. Augustine	730:0318	3,121	\$62,888
Tallahassee, SDU	730:0301	1,153	\$21,907
Tallahassee, Call Center	730:0289	29,902	\$422,814
Tallahassee, Northwood	720:0139	17,782	\$291,625
Tallahassee, Service Center	730:0299	21,214	\$398,823
Tampa	730:0313	40,647	\$862,529
Vero Beach	730:0294	4,999	\$133,423
West Palm Beach	730:0278	27,046	\$616,919
Total of Private Leased Space		484,404	\$10,066,361

**FLORIDA DEPARTMENT OF REVENUE
CAPITAL IMPROVEMENTS PROGRAM PLAN
CHILD SUPPORT ENFORCEMENT (CSE) PROGRAM
LEASED SPACE - CURRENT USAGE AND SHORT-TERM PROJECTIONS**

Location of State-Owned Space	Lease No.	Square Feet	Annual Cost
Ft. Pierce, Benton Bldg.	973:4012	14,342	\$246,396
Jacksonville, Duval Svc.	973:5202	53,680	\$922,222
Orlando, Hurston Bldg.	973:7940	38,191	\$656,121
Tallahassee, 4070 Bldg.	973:5400	80,575	\$1,384,279
Tallahassee, Carlton	973:4302	1,532	\$26,320
Total of State-Owned Leased Space		188,320	\$3,235,338

Location of Other* Space	Lease No.	Square Feet	Annual Cost
Belle Glade (sub-lease)	973:0DCF	540	\$9,277
Total of Other Space		540	\$9,277
Total Leased Space - CSE		673,264	\$13,310,976

Projected Leased Space Requirement:

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Square Feet	670,433	650,320	650,320	650,320	650,320
Annual Cost	\$13,639,197	\$13,759,222	\$13,759,222	\$13,759,222	\$13,759,222

*Other - Space owned by local governments or non-profit organizations.

Projected Leased Space for 2011-12 includes an estimated square footage reduction of 3%.
Projected Lease Annual Cost for 2011-12 includes an estimated price increase annually of 4%.

CIP-A Leased Space: Current Usage and Short-Term Projections

Agency:	Department of Revenue						
Service:	Child Support Enforcement - Case Processing						
LRPP NARRATIVE PAGES DESCRIBING SERVICE-LEVEL LEASE OPTIONS _____							
Currently Occupied Space (square feet)			Projected Leased Space (square feet)				
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
84,793	218,351	0	301,869	292,813	292,813	292,813	292,813
% of Total Leased Space Privately-Owned 72.0%							
Annual Costs (dollars)			Projected Leased Space (dollars)				
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
\$1,456,742	\$4,536,652	\$0	\$6,141,178	\$6,195,220	\$6,195,220	\$6,195,220	\$6,195,220
If the agency is considering abrogating a facility lease, how much of the above payments reflect repayment of unamortized capital improvements pursuant to Section 216.043, Florida Statutes?							

NOTE: "Other" means space leased from a local government or non-profit entity.*

Office of Policy and Budget - July 2009

** Square footage projections are based on an estimated 3% reduction in square footage.*

*** Rental rate projections above are based on an estimated 4% increase in rental rates.*

CIP-A Leased Space: Current Usage and Short-Term Projections

Agency:	Department of Revenue						
Service:	Child Support Enforcement - Remittance & Distribution						
LRPP NARRATIVE PAGES DESCRIBING SERVICE-LEVEL LEASE OPTIONS _____							
Currently Occupied Space (square feet)			Projected Leased Space (square feet)				
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
5,132	13,214	0	18,269	17,721	17,721	17,721	17,721
% of Total Leased Space Privately-Owned 72.0%							
Annual Costs (dollars)			Projected Leased Space (dollars)				
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
\$88,160	\$274,552	\$0	\$371,656	\$374,927	\$374,927	\$374,927	\$374,927
If the agency is considering abrogating a facility lease, how much of the above payments reflect repayment of unamortized capital improvements pursuant to Section 216.043, Florida Statutes?							

NOTE: "Other" means space leased from a local government or non-profit entity.
Office of Policy and Budget - July 2009*

** Square footage projections are based on an estimated 3% reduction in square footage.*

*** Rental rate projections above are based on an estimated 4% increase in rental rates.*

CIP-A Leased Space: Current Usage and Short-Term Projections

Agency:	Department of Revenue						
Service:	Child Support Enforcement - Establishment						
LRPP NARRATIVE PAGES DESCRIBING SERVICE-LEVEL LEASE OPTIONS _____							
Currently Occupied Space (square feet)			Projected Leased Space (square feet)				
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
45,940	118,299	0	163,549	158,642	158,642	158,642	158,642
% of Total Leased Space Privately-Owned 72.0%							
Annual Costs (dollars)			Projected Leased Space (dollars)				
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
\$789,243	\$2,457,898	\$0	\$3,327,209	\$3,356,488	\$3,356,488	\$3,356,488	\$3,356,488
If the agency is considering abrogating a facility lease, how much of the above payments reflect repayment of unamortized capital improvements pursuant to Section 216.043, Florida Statutes?							

NOTE: "Other" means space leased from a local government or non-profit entity.
Office of Policy and Budget - July 2009*

** Square footage projections are based on an estimated 3% reduction in square footage.*

*** Rental rate projections above are based on an estimated 4% increase in rental rates.*

CIP-A Leased Space: Current Usage and Short-Term Projections

Agency:	Department of Revenue						
Service:	Child Support Enforcement - Compliance						
LRPP NARRATIVE PAGES DESCRIBING SERVICE-LEVEL LEASE OPTIONS _____							
Currently Occupied Space (square feet)			Projected Leased Space (square feet)				
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
52,456	135,080	0	186,747	181,144	181,144	181,144	181,144
% of Total Leased Space Privately-Owned 72.0%							
Annual Costs (dollars)			Projected Leased Space (dollars)				
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
\$901,193	\$2,806,536	\$0	\$3,799,153	\$3,832,586	\$3,832,586	\$3,832,586	\$3,832,586
If the agency is considering abrogating a facility lease, how much of the above payments reflect repayment of unamortized capital improvements pursuant to Section 216.043, Florida Statutes?							

NOTE: "Other" means space leased from a local government or non-profit entity.
Office of Policy and Budget - July 2009*

** Square footage projections are based on an estimated 3% reduction in square footage.*

*** Rental rate projections above are based on an estimated 4% increase in rental rates.*

**FLORIDA DEPARTMENT OF REVENUE
CAPITAL IMPROVEMENTS PROGRAM PLAN**

Property Tax Oversight Program (PTO)

**Service Categories: Compliance Determination
Compliance Assistance**

For Fiscal Year 2009-10, the Property Tax Oversight Program (PTO), with its 177 employees, will lease a total of 35,760 square feet of office and storage space in seven locations throughout Florida at an annualized cost of \$655,767. Approximately 68.8% of the space leased for the Property Tax Oversight Program is located in state-owned buildings. No new additional service centers are projected for the five years covered by this plan.

In 2010, PTO's eighty Tallahassee employees are expected to move to the new Capital Circle Office Center (CCOC) buildings that are being constructed for the Department of Revenue. Because the new buildings are fully compliant with DMS space standards, the Property Tax Oversight Program will reduce the total square footage it has under lease in the Tallahassee area. The annual lease cost savings for the Program is estimated at approximately \$37,000 with a square footage reduction of about 4,000. (See the Capital Improvements Program Plan Summary for more information on Revenue's move to the CCOC.)

The Property Tax Oversight Program currently has satellite offices in six locations throughout Florida. For the most part, these offices house appraisal staff whose job duties routinely require appraisal work that is conducted at various sites in multiple counties, diminishing the need for dedicated office space. The Program continues to use telecommuting and "hoteling" to increase effectiveness and save costs. (In "hoteling," two or more staff members share the same office space, coming into the office on different days, alternating their time in the office with their off-site work.)

Recently, four PTO offices have been closed and their work is now managed by other existing offices that are more effectively located. Some of the staff members from the closed offices have been reassigned to another office and some, whose job duties and work experience make them well-suited to working from home, are now telecommuting. By combining offices and making use of telecommuting and "hoteling," the Program has saved \$44,871 in Fiscal Year 2009-10.

**FLORIDA DEPARTMENT OF REVENUE
 CAPITAL IMPROVEMENTS PROGRAM PLAN
 PROPERTY TAX OVERSIGHT (PTO) PROGRAM
 LEASED SPACE - CURRENT USAGE AND SHORT-TERM PROJECTIONS**

Current Inventory of Leased Space:

Location of Privately Owned Space	Lease No.	Square Feet	Annual Cost
Coral Springs	730:0277	3,255	\$80,106
Lake City	730:0283	2,107	\$33,607
Maitland	730:0252	3,246	\$77,969
Marianna	730:0291	960	\$13,920
Tampa	730:0313	1,582	\$33,570
Total of Privately Leased Space		11,150	\$239,171

Location of State-Owned Space	Lease No.	Square Feet	Annual Cost
Ft. Myers	973:7706	2,530	\$43,465
Tallahassee, Bloxham Storage	973:2343	514	\$2,627
Tallahassee, Bloxham	973:2342	18,247	\$313,483
Tallahassee, Carlton	973:4302	3,319	\$57,020
Total of State-Owned Leased Space		24,610	\$416,596

Total Leased Space - PTO	35,760	\$655,767
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Projected Leased Space Requirement:

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Square Feet	31,834	30,879	30,879	30,879	30,879
Annual Cost	\$606,356	\$611,692	\$611,692	\$611,692	\$611,692

Projected Leased Space for 2011-12 includes an estimated square footage reduction of 3%
 Projected Lease Annual Cost for 2011-12 includes an estimated price increase annually of 4%.

CIP-A Leased Space: Current Usage and Short-Term Projections

Agency:	Department of Revenue						
Service:	Property Tax Oversight - Compliance Determination						
LRPP NARRATIVE PAGES DESCRIBING SERVICE-LEVEL LEASE OPTIONS _____							
	Currently Occupied Space (square feet)			Projected Leased Space (square feet)			
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
15,433	6,992	0	19,964	19,365	19,365	19,365	19,365
	% of Total Leased Space Privately-Owned 31.2%						
	Annual Costs (dollars)			Projected Leased Space (dollars)			
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
\$261,255	\$149,989	\$0	\$380,257	\$383,603	\$383,603	\$383,603	\$383,603
If the agency is considering abrogating a facility lease, how much of the above payments reflect repayment of unamortized capital improvements pursuant to Section 216.043, Florida Statutes.?							

NOTE: "Other" means space leased from a local government or non-profit entity.*

Office of Policy and Budget - July 2009

** Square footage projections are based on an estimated 3% reduction in square footage.*

*** Rental rate projections above are based on an estimated 4% increase in rental rates.*

CIP-A Leased Space: Current Usage and Short-Term Projections

Agency:	Department of Revenue						
Service:	Property Tax Oversight - Compliance Assistance						
LRPP NARRATIVE PAGES DESCRIBING SERVICE-LEVEL LEASE OPTIONS _____							
	Currently Occupied Space (square feet)			Projected Leased Space (square feet)			
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
9,177	4,158	0	11,870	11,514	11,514	11,514	11,514
	% of Total Leased Space Privately-Owned 31.2%						
	Annual Costs (dollars)			Projected Leased Space (dollars)			
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
\$155,341	\$89,182	\$0	\$226,099	\$228,088	\$228,088	\$228,088	\$228,088
If the agency is considering abrogating a facility lease, how much of the above payments reflect repayment of unamortized capital improvements pursuant to Section 216.043, Florida Statutes.?							

NOTE: "Other" means space leased from a local government or non-profit entity.*

Office of Policy and Budget - July 2009

** Square footage projections are based on an estimated 3% reduction in square footage.*

*** Rental rate projections above are based on an estimated 4% increase in rental rates.*

**FLORIDA DEPARTMENT OF REVENUE
CAPITAL IMPROVEMENTS PROGRAM PLAN**

Executive Direction and Support Services Program (EXE)

Service Category: Executive Direction and Support Services

As of July 1, 2009, the Department of Revenue combined its Executive Support Program and Administrative Support Program into one new program—Executive Direction and Support Services—and realigned services within the program to produce greater efficiency. For Fiscal Year 2009-10, the Executive Direction and Support Services Program will lease a total of 92,461 square feet of office and storage space at an annualized cost of \$1,483,932. State leases presently account for 94.5% of total office space occupied by the Program.

In 2010, the Executive Direction and Support Services Program (approximately 260 employees) will be moving to the new Capital Circle Office Center (CCOC) buildings currently under construction in Tallahassee. The Department of Revenue is expected to begin its move to this new campus by April 2010. Because the new buildings are fully compliant with Department of Management Services space standards, the Program will reduce the total square footage it has under lease in the Tallahassee area. The annual lease cost savings for Executive Direction and Support Services is estimated at approximately \$250,000, with a square footage reduction of about 21,000. (See the Capital Improvements Program Plan Summary for more information on Revenue's move to the CCOC.)

**FLORIDA DEPARTMENT OF REVENUE
 CAPITAL IMPROVEMENTS PROGRAM PLAN
 EXECUTIVE DIRECTION & SUPPORT SERVICES PROGRAM
 LEASED SPACE - CURRENT USAGE AND SHORT-TERM PROJECTIONS**

Current Inventory of Leased Space:

Location of Privately Owned Space	Lease No.	Square Feet	Annual Cost
Hollywood	730:0284	812	\$15,834
Tallahassee, TaxWorld C	730:0262	3,603	\$53,252
Tampa	730:0313	660	\$14,005
Total of Privately Leased Space		5,075	\$83,092

Location of State-Owned Space	Lease No.	Square Feet	Annual Cost
Tallahassee, Carlton Attic	973:4311/4319	7,601	\$30,134
Tallahassee, Carlton	973:4302	79,785	\$1,370,706
Total of State-Owned Leased Space		87,386	\$1,400,841

Total Leased Space - EXE	92,461	\$1,483,932
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Projected Leased Space Requirement:

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Square Feet	71,472	69,328	69,328	69,328	69,328
Annual Cost	\$1,231,044	\$1,241,877	\$1,241,877	\$1,241,877	\$1,241,877

Projected Leased Space for 2011-12 includes an estimated square footage reduction of 3%
 Projected Lease Annual Cost for 2011-12 includes an estimated price increase annually of 4%.

CIP-A Leased Space: Current Usage and Short-Term Projections

Agency:	Department of Revenue						
Service:	Executive Direction and Support Services						
LRPP NARRATIVE PAGES DESCRIBING SERVICE-LEVEL LEASE OPTIONS _____							
Currently Occupied Space (square feet)			Projected Leased Space (square feet)				
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
87,386	5,075	0	71,472	69,328	69,328	69,328	69,328
% of Total Leased Space Privately-Owned 5.5%							
Annual Costs (dollars)			Projected Leased Space (dollars)				
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
\$1,400,841	\$83,092	\$0	\$1,231,044	\$1,241,877	\$1,241,877	\$1,241,877	\$1,241,877
If the agency is considering abrogating a facility lease, how much of the above payments reflect repayment of unamortized capital improvements pursuant to Section 216.043, Florida.Statutes.?							

NOTE: "Other" means space leased from a local government or non-profit entity.*

**FLORIDA DEPARTMENT OF REVENUE
CAPITAL IMPROVEMENTS PROGRAM PLAN**

Information Services Program (ISP)

Service Category: Information Technology

For Fiscal Year 2009-10, the Information Services Program (ISP) will lease a total of 54,748 square feet of office and storage space at an annualized cost of \$910,177. All of the Program's 188 employees are located in Tallahassee. State leases presently account for 76.9% of total office space occupied by the Program.

Two major facilities developments are impacting the future lease requirements of Revenue's Information Services program: Revenue's move to the Capital Circle Office Center (CCOC), and the consolidation of data center functions for all state agencies.

In 2010, all Revenue employees in the Information Services Program are expected to be moving to the new CCOC buildings that are being constructed for the Department of Revenue. Because the new buildings are fully compliant with DMS space standards, ISP will reduce the total square footage it has under lease in the Tallahassee area. The annual lease cost savings for ISP is estimated at approximately \$250,000 with a square footage reduction of about 17,500. (See the Capital Improvements Program Plan Summary for more information on Revenue's move to the CCOC.)

A law passed in 2008 requires all state agencies to transfer all data center functions, including hardware, software, and personnel, to a primary data center. As the details and schedule of this consolidation are fully developed, the Program will adjust its leasing plans accordingly.

Approximately 77% of the space leased for the Information Services Program is located in state-owned buildings. When the move to the CCOC is complete, this percentage will increase to 100%.

**FLORIDA DEPARTMENT OF REVENUE
CAPITAL IMPROVEMENTS PROGRAM PLAN
INFORMATION SERVICES PROGRAM
LEASED SPACE - CURRENT USAGE AND SHORT-TERM PROJECTIONS**

Current Inventory of Leased Space:

Location of Privately Owned Space	Lease No.	Square Feet	Annual Cost
Tallahassee, TaxWorld J	730:0295	11,758	\$199,181
Tallahassee, TaxWorld C	730:0262	907	\$13,405
Total of Privately Leased Space		12,665	\$212,586

Location of State-Owned Space	Lease No.	Square Feet	Annual Cost
Tallahassee, Carlton Attic	973:4319	2,104	\$10,751
Tallahassee, Carlton	973:4302	39,443	\$677,631
Tallahassee, Resource Ctr.	973:10066	536	\$9,208
Total of State-Owned Leased Space		42,083	\$697,591

Total Leased Space - EXE	54,748	\$910,177
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Projected Leased Space Requirement:

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Square Feet	36,856	35,750	35,750	35,750	35,750
Annual Cost	\$633,186	\$638,758	\$638,758	\$638,758	\$638,758

Projected Leased Space for 2011-12 includes an estimated square footage reduction of 3%
 Projected Lease Annual Cost for 2011-12 includes an estimated price increase annually of 4%.

CIP-A Leased Space: Current Usage and Short-Term Projections

Agency:	Department of Revenue						
Service:	Information Services Program						
LRPP NARRATIVE PAGES DESCRIBING SERVICE-LEVEL LEASE OPTIONS _____							
Currently Occupied Space (square feet)			Projected Leased Space (square feet)				
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
42,083	12,665	0	36,856	35,750	35,750	35,750	35,750
% of Total Leased Space Privately-Owned 23.1%							
Annual Costs (dollars)			Projected Leased Space (dollars)				
STATE-OWNED	PRIVATELY-OWNED	OTHER*	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
\$697,591	\$212,586	\$0	\$633,186	\$638,758	\$638,758	\$638,758	\$638,758
If the agency is considering abrogating a facility lease, how much of the above payments reflect repayment of unamortized capital improvements pursuant to Section 216.043, Florida.Statutes.?							

NOTE: "Other" means space leased from a local government or non-profit entity.*