

**STATE OF FLORIDA**

# **Long Range Program Plan Instructions**

**Fiscal Years 2011-12 through 2015-16 Plans**



**July 2010**

Executive Office of the Governor  
Office of Policy and Budget

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**MAJOR CHANGES  
IN LONG RANGE PROGRAM PLAN (LRPP)  
INSTRUCTIONS**

<b>CHANGES</b>	<b>DESCRIPTION</b>
Exhibit V- Associated Activity Contributing to Performance Measure	The instructions have been clarified to include activities which have been changed through the budget amendment process subsequent to fiscal year end.

## **OVERVIEW OF LONG RANGE PROGRAM PLAN (LRPP) INSTRUCTIONS**

Florida agencies have been successfully developing LRPP for several years. For the most part, agency's policy or performance goals have not significantly changed each year, except those agencies that have been newly created or significantly reorganized pursuant to actions of the Florida Legislature.

**The LRPP is now a paperless document that is electronically** uploaded to the Florida Fiscal Portal and a link to the LRPP document located on the Florida Fiscal Portal is **posted on the agency's/judicial branch's Internet website.**

The LRPP instructions summarize:

- the content and components of the Fiscal Year 2011-12 through Fiscal Year 2015-16 LRPP;
- the purpose, authority and concept of the planning, budgeting, performance accountability, and reporting system that produces the LRPP;
- the Strength, Weakness, Opportunity and Threat (SWOT) Analysis;
- information regarding the LRPP timeline.

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### ***Purpose of Instructions***

The purpose of these instructions is to assist each agency head in submitting a LRPP that provides background information about the agency and establishes the framework and context for the agency Legislative Budget Request (LBR).

### ***Authority***

Sections 216.013 and 216.023, Florida Statutes.

### ***Concept of Integrated Planning and Budgeting System***

Florida uses four processes blended into a comprehensive, integrated system to manage how agencies meet the needs of Florida citizens. This system includes an interagency planning process that is intended to provide a framework to achieve the long-term goals and objectives of the state and provide a foundation for agency budget requests. The budget process is designed to provide an executive recommendation that is:

- policy-based,

- priority driven,
- accountable, and
- developed through careful examination and justification of all programs and services.

The planning/budgeting process provides for accountability in order to hold agency heads responsible for achieving the state's goals and objectives through the achievement of legislatively approved performance measures and standards; and a reporting process that provides timely, integrated plan and budget information. This planning/budgeting process includes accountability as well as fiscal data that can be clearly understood and used by the Governor, the Legislature, agency managers and citizens. This planning, budgeting, performance accountability and reporting system directly links policy priorities to agency programs and services and their associated outcomes.

***Long Range Program Plan (LRPP).*** The state's integrated management system uses agency LRPPs to provide the framework and justification for agency budgets. The framework contained within each agency plan is directly linked to the agency budget and accountability structure. The LRPPs are goal-based plans with a five-year planning horizon. The plans focus on agency priorities in achieving the goals and objectives of the state.

Agencies are required to conduct a Strength, Weakness, Opportunity and Threat (SWOT) Analyses. These analyses include an assessment of five factors:

1. legislative mandates,
2. agency mission,
3. stakeholder needs,
4. agency internal environment, and
5. the external environment outside of the agency.

As part of the SWOT analysis, all agency programs and services are examined and evaluated. The results of the analysis are used to establish agency priorities and to justify agency services needed to address state goals and objectives.

In addition to describing the agency's response to anticipated conditions over the five-year period of the plan, the LRPP provides agencies with a vehicle for a detailed look at more immediate programmatic and budget needs. It requires agencies to describe what they are currently doing and what they expect to accomplish over the next five years. The plan provides information for programs, and services and the financial information included in the Legislative Budget Request (LBR). In the LBRs, the agency/judicial branch report estimated expenditures, currently approved programs, services, activities and identify the resources necessary to implement these. Through the LBR data, an agency will identify its proposed resource needs for its services for the next fiscal year, justifying any differences from current year.

Agencies begin developing their plans using programs and services approved by the Governor and Legislature and performance measures (words) and performance standards (numbers) approved by the Legislature. If the SWOT analysis indicates that revisions are needed to achieve changes in the agency mission, to meet citizen needs, or to address modifications in an agency's internal or external environment, those proposed revisions must be anticipated and justified in the LRPP. During plan development and updating, agencies work closely with the Office of Policy and Budget (OPB) and legislative staff.

***The Fiscal Year 2011-12 through Fiscal Year 2015-16 LRPPs*** for each agency and the judicial branch are to be **uploaded to the Florida Fiscal Portal on or before September 30, 2010** and a link to the LRPP document located on the Florida Fiscal Portal must be posted on the agency's/judicial branch's Internet website on or before **September 30, 2010** in order to satisfy the requirements of section 216.013 (4), Florida Statutes. **A separate LRPP document should not be posted on an agency's/judicial branch's Internet website.** Agencies must provide written notice to the Governor and the Legislature that the plans have been posted.



## **2010 Calendar of Major Long Range Program Plan (LRPP) Events**

<b>DUE DATE</b>	<b>ACTION</b>
July 31, 2010	Agencies and judicial branch make appropriate adjustments to their LRPP, excluding adjustments to performance measures and standards, for consistency with the General Appropriations Act (GAA), legislation implementing the GAA, information included by reference and other substantive legislation.
September 30, 2010	Agencies and judicial branch upload LRPPs on the Florida Fiscal Portal and post a link to the LRPP on Internet websites.

## PLANNING ANALYSIS

Long range program plans (LRPPs) are intended to provide the framework and justification for agency budgets. Agency LRPPs are goal-based with a five-year planning horizon. The plans focus on agency priorities in achieving the goals and objectives of the state. Further, long range planning focuses on the quality of service provided and the results or benefits of these services to Floridians. Long range planning for Florida state government serves distinct, interrelated purposes, including the following:

- to establish statewide direction in key policy or program areas to eliminate crisis-driven decision making;
- to assess the needs of agency stakeholders and the agency's external and internal environments to understand how the agency can address problems and opportunities;
- to provide a basis for aligning resources in a rational manner to address the critical needs now and in the future;
- to make state government more responsive to the needs of Floridians by placing greater emphasis on benefits and results rather than just service efforts and workload;
- to bring selected concerns to policy-makers for review, discussion and potential legislative and budgetary support;
- to focus plans and budgets on agency priorities that further the goals and objectives of the state;
- to ensure agency actions address programs and services that are critical to the agency's mission;
- to provide a context to link the budget process and other legislative processes with agency priorities, and to improve accountability for expending the state's resources; and
- to establish a foundation for coordinating the policy concerns of the state's decision makers with implementation efforts and for establishing interagency, intergovernmental, and public/private/nonprofit partnerships.

The LRPP process relies on careful consideration of legislative actions, an agency's mission, capabilities and environment and leads to priority-based allocation of fiscal, human, technological, capital, and other resources. The LRPP process is designed to assess agency goals and priorities and review and justify the programs and services that will be used to implement priority-based resource allocation decisions.

To be successful, the LRPP process must include self-examination, the confrontation of difficult choices and the establishment of priorities. This self-examination is accomplished through a Strength, Weakness, Opportunity and Threat (SWOT) Analysis.

A SWOT analysis is a global assessment of an agency's stakeholders and the agency's external and internal environments. It is the foundation of the agency's planning and budgeting process and must be conducted at least once annually. Figure 1 - Strength, Weakness, Opportunity and Threat (SWOT) Analysis shows the major components of the SWOT Analysis and how the different assessments are linked. The analysis includes an assessment of the following five factors:

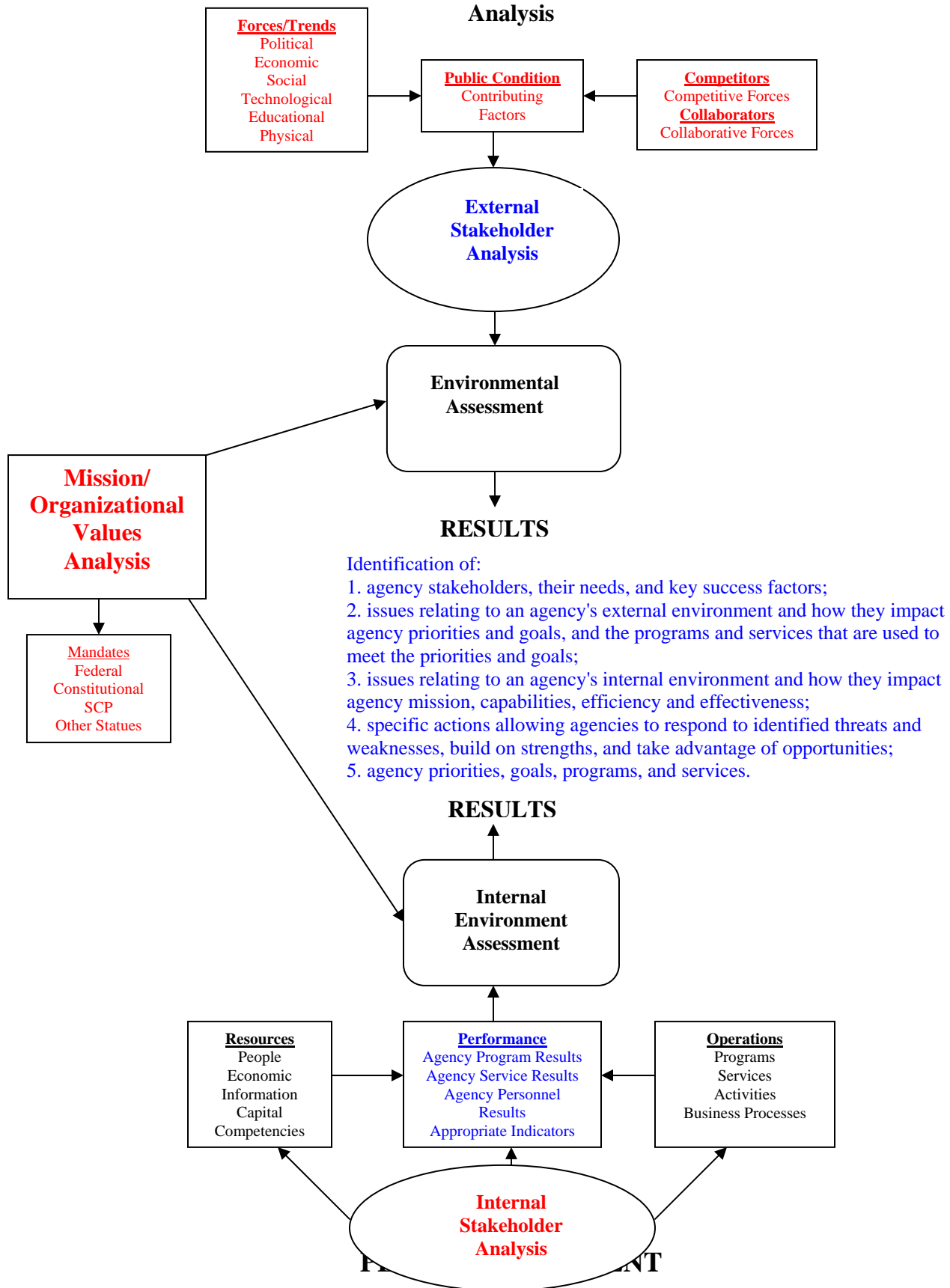
1. legislative mandates,
2. agency mission,
3. stakeholder needs,
4. agency internal environment, and
5. the environment outside of the agency.

During the SWOT Analysis, all agency and judicial branch priorities, goals, programs, and services are examined and justified using zero-based analysis principles. In other words, the plan is zero-based each year. The end result of the SWOT analysis is the:

- identification of legislative actions and intent;
- identification of agency stakeholders, their needs and key success factors;
- identification of issues relating to an agency's external environment and how they impact agency priorities and goals, and the programs and services that are used to meet the priorities and goals;
- identification of issues relating to an agency's internal environment and how they impact agency capabilities and its efficiency and effectiveness;
- formulation of specific actions that allow agencies to respond to identified threats and weaknesses, build on strengths, and take advantage of opportunities; and
- establishment and confirmation of agency priorities and the justification of agency goals, programs, and services.

**Figure 1 - Strength, Weakness, Opportunity and Threat (SWOT)**

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The agency Long Range Program Plan (LRPP) is a plan developed on an annual basis by each state agency and the judicial branch. The plan is policy-based, priority-driven, accountable, and developed through careful examination and justification of all programs and their associated costs. Each plan is developed by examining legislative actions, the needs of agency customers and clients and proposing programs and services and associated costs to address those needs based on state priorities as established by law, the agency mission, and legislative authorization. The LRPP provides the framework for the Legislative Budget Request (LBR). While many agency budget decisions are based on a period of time exceeding one year, the planning process provides the means for reflecting the agency's highest priorities and the budget provides the mechanism to address those priorities.

### ***Linkage to the Legislative Budget Request (LBR)***

The budget request is developed around programs and services. Pursuant to section 216.023(1), Florida Statutes, the LBR is to reflect “. . . the independent judgment of its needs . . .”. Section 216.011(1)(u), Florida Statutes, provides independent judgment is “. . . an evaluation of actual needs made separately and apart from the LBR of any other agency or of the judicial branch, or any assessments by the Governor.” Such “judgments” and “needs” are established in the LRPP Trends and Conditions.

In the LBR, funds are requested for each service. Requests are based on an estimated level of outcome. Because the agency LRPP and LBR are integrated, portions of the two documents are prepared simultaneously. As a result, the LRPP “sets up”/provides justification for agency budget requests.

## **LONG RANGE PROGRAM PLAN (LRPP) COMPONENTS**

The LRPP for Fiscal Year 2011-12 through Fiscal Year 2015-16 will not contain elements which are developed using LAS/PBS, except for Exhibit VI – Agency Level Unit Cost Summary.

The Fiscal Year 2011-12 through Fiscal Year 2015-16 LRPP is composed of the following components:

1. Letter of Transmittal
2. Title Page
3. Agency Mission
4. Agency Goals (Listed in Priority Order)
5. Objectives (Listed in Priority Order)
6. Agency Service Outcomes With Performance Projection Tables
7. Linkage to Governor’s Priorities
8. Trends and Conditions Statement
9. *LRPP Exhibit I not used*
10. Performance Measures and Standards [LRPP Exhibit II]

11. Performance Measure Assessment [LRPP Exhibit III]
12. Performance Measure Validity and Reliability [LRPP Exhibit IV]
13. Associated Activity Contributing to Performance Measures [LRPP Exhibit V]
14. Agency-Level Unit Cost Summary [LRPP Exhibit VI]
15. Glossary of Terms and Acronyms

## **1. Transmittal Letter**

A copy of the letter notifying the Executive Office of the Governor and the Legislature in writing that the plans have been posted on the Florida Fiscal Portal and specifying the internet website address that provides the link to the LRRP located on the Florida Fiscal Portal should be made part of the LRPP assembly. (See page 25 of the LRPP instructions for format of the transmittal letter)

## **2. Title Page**

Each LRPP must include a title page. The title page should include the name of the agency and the dates of the plan's effectiveness. This year's submission covers the period Fiscal Year 2011-12 through Fiscal Year 2015-16.

## **3. Agency Mission**

Each plan must include a mission statement. The agency mission establishes the reason for an agency's existence. It succinctly identifies what the agency does, why and for whom. A mission reminds everyone – the public, the Governor, legislators, the courts and agency personnel – of the unique purposes promoted and served by the agency.

**Three word-mission statements are preferred.**

## **4. Agency Goals**

Each plan must include a section identifying agency goals and associated objectives, outcomes and projection tables for the outcomes.

Agency goals and objectives are developed after completing the SWOT analysis. Goals may be developed at the state level to include multiple agency functions or they may be developed at the agency level to address agency unique functions. Goals chart the future direction of the agency on behalf of Floridians. Goals are long-term ends toward which programs and services are ultimately directed. At the agency level, within the scope of the stated mission and utilizing the external/internal assessments in the SWOT analysis, goals specify where the organization desires to be in the future. They are client-focused and address the primary external and internal issues facing the organization by stating policy intentions. Goals are written as broad, issue-oriented statements that reflect the realistic priorities of the agency. They should be listed in priority order and must be ranked. An example of a goal is:

*Assist communities to prepare and respond to natural and man-made disasters.*

## **5. Agency Objectives**

**Objectives** Agency objectives are specific, measurable, intermediate ends that are achievable and mark progress toward achieving an associated goal. They are clear targets for specific action and mark quantifiable interim steps toward reaching an associated goal. Objectives are written as statements of intent and emphasize the results of agency actions at the end of a specific time period. The development of objectives aids decision-making and accountability by focusing on outcomes. Agencies may provide more than one objective per goal. An example of an objective is:

*To enhance Florida's ability to prepare for, respond to, and recover from all hazards.*

## **6. Agency Service Outcomes and Performance Projection Tables**

**Outcomes** An outcome is an indicator of the actual impact or public benefit that results from a service. Outcomes are linked to agency services. Outcome measures are tools to assess the effectiveness of an agency's performance and the public benefit derived from it. An outcome measure is typically expressed as a percentage, rate or ratio. Outcomes are the ultimate results or impacts of government action or policy. Progress/performance is assessed by comparing outcomes to objectives through the use of measures. Outcome measures are expressed in a quantifiable form and indicate the degree to which an agency is achieving its objectives through its implementation of services. An outcome measure shows the change or differences the agency's action or service will have on a particular target group or issue area indicated in the objective. Each measure should be clear and easily understood by those who are unfamiliar with the agency. While outcome measures seek to record the ultimate or final impact of agency actions, they may also reflect intermediate impacts.

Each agency service must have a *primary service outcome measure* that reflects and measures all or most of the outcome produced by the associated service.

**NOTE:** *Approved primary service outcome measures are to be listed as the first performance measure for each service in the agency's LRPP Exhibit II.*

**Performance Projection Tables** To aid the agency in forecasting future annual budget requirements to achieve its goals and objectives, a Performance Projection Table of annual targets is included as a part of the objective. The annual targets translate to standards set in the budget request for the appropriate upcoming fiscal year. Performance Projection Tables are required for each outcome associated to a goal and objective. A projection is an estimate of future performance based on current trends. As an agency tracks performance over time, statistical analysis and historical comparisons of trend data will allow the agency to adjust priorities to address changing conditions. For purposes of

the Long Range Program Plan, performance projection tables must reflect a five-year outlook.

An example of a goal, associated objective, outcome and performance projection table is:

*Goal: Assist communities to prepare and respond to natural and man-made disasters*

*Objective: To enhance Florida’s ability to prepare for, respond to and recover from hazards*

*Outcome: Percent of counties with a satisfactory rating to respond to hazards*

<b>Baseline FY 2002-03</b>	<b>FY 2011-12</b>	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>
<b>90%</b>	<b>92%</b>	<b>93%</b>	<b>94%</b>	<b>95%</b>	<b>96%</b>

## **7. Linkage to Governor’s Priorities**

The LRPPs of the Governor’s agencies should ensure that the agency’s goals and/or programs and projections link to the priorities of the Crist/Kottkamp administration, as listed below.

1. Protecting Our Communities
2. Strengthening Florida’s Families
3. Keeping Florida’s Economy Vibrant
4. Success for Every Student
5. Keeping Floridians Healthy
6. Protecting Florida’s Natural Resources

## **8. Trends and Conditions Statement**

Each LRPP must include a trends and conditions statement. The trends and conditions statement (TCS) is a narrative explanation of agency priorities and policies for the future as they relate to the agency’s goals and objectives. Information for the TCS is developed during the agency’s SWOT analysis. The discussion must include information regarding:

- a. agency primary responsibilities, based on statute,
- b. what led the agency to select its priorities,
- c. how the agency will generally address the priorities over a five-year period,
- d. the justification of revised or proposed new programs and/or services,
- e. the justification of the final projection for each outcome and include an impact statement relating to demand and fiscal implications.
- f. list of potential policy changes affecting the agency budget request or Governor’s Recommended Budget,
- g. list of changes that would require legislative action, including the elimination of programs, services and/or activities, and
- h. list of all task forces, studies, etc., in progress.



Plans are to be concise and should use charts and diagrams, as needed, to summarize information and illustrate key points.

## **9. LRPP EXHIBIT I – Not Used**

## **10. Performance Measures and Standards [LRPP Exhibit II]**

The LRPP Exhibit II must be developed using the approved performance measures and standards for each service/budget entity for Fiscal Year 2010-11. These approved performance measures and standards are maintained in the agency's comprehensive performance accountability system which contains a list of performance measures and standards that are adopted by the Legislature and subsequently amended pursuant to section 216.1827, Florida Statutes.

Agencies/judicial branch should include performance measures and standards that they anticipate proposing through the process outlined in section 216.1827(3)(a) and (b) Florida Statutes in the LRPP Exhibit II. New measures are to begin "New Measure-".

Each LRPP Exhibit II must include the following performance information for each service/budget entity:

- agency name;
- agency number;
- program title and code;
- service/budget entity title and code;
- approved performance measures for Fiscal Year 2010-11;
- approved performance standards for Fiscal Year 2010-11;
- approved performance standards for Fiscal Year 2009-10[prior year];
- actual performance standard achieved for Fiscal Year 2009-10[prior year];
- agency requested performance measures and standards for Fiscal Year 2011-12, including newly requested performance measures.

## **11. Assessment of Performance for Approved Performance Measures [LRPP Exhibit III]**

The purpose of the LRPP Exhibit III is for agencies/judicial branch to provide explanations when their performance fails to meet the performance standards approved for Fiscal Year 2009-10.

The agency/judicial branch is to review its performance on each of the approved performance measures [outcome and outputs], as approved in:

- the General Appropriations Act (GAA),
- legislation implementing the General Appropriations Act,

- included by reference in legislation implementing the General Appropriations Act; and
- as adjusted during the 2009-10 budget amendment process.

Pursuant to sections 216.013(1)(j), Florida Statutes, the LRPP Exhibit III is to reflect the most recently completed fiscal year [Fiscal Year 2009-10].

The LRPP Exhibit III must include the following:

- department name;
- program title;
- service/budget entity title;
- approved performance measure (words);
- the type of action being requested for the performance measure and/or the associated performance standard;
- approved performance standard;
- actual performance achieved;
- difference (over/under);
- percentage difference;
- identification of factors (internal and/or external) that contributed to the difference;
- concise explanation of the difference and why it occurred;
- identification of agency management's efforts to address the difference/problems; and
- agency recommendations for the performance measure and/or performance standard for Fiscal Year 2011-12.

## **12. Performance Measure Validity and Reliability [LRPP Exhibit IV]**

Pursuant to section 216.013(1)(g), Florida Statutes, the purpose of the LRPP Exhibit IV is to provide information regarding the validity, reliability and methodology for measuring agency performance measures, both approved and anticipated to be proposed through the process outlined in section 216.1827 Florida Statutes.

Agencies/judicial branch must complete the LRPP Exhibit IV when:

- requesting revision to approved performance measures and/or standards;
- data sources or measurement methodologies change;
- requesting new performance measures;
- providing backup for performance measures.

The LRPP Exhibit IV must include the following:

- department name;
- program title;

- service/budget entity title;
- performance measure (words);
- action/reason the validity, reliability and/or methodology information is provided;
- list and describe the data source(s) for the performance measure;
- description of the methodology used to collect the data and calculate the result;
- explanation of the procedure used for measurement;
- explanation of the validity of the performance measure, including an explanation of the methodology used to determine validity and the reason such methodology was used;
- explanation of the methodology used to determine the reliability and the reason such methodology was used; and
- a statement of the reliability of the performance measure [the extent to which the measuring procedure yields the same results on repeated trials and data are complete and sufficiently error free].

### **13. Associated Activity Contributing to Performance Measure**

[LRPP Exhibit V]

Pursuant to section 216.013(1)(h), Florida Statutes, each legislatively approved performance measure must identify the associated activity contributing to the measure from those identified in accordance with section 216.023(4)(b), Florida Statutes (one-page unit cost summary). The purpose of the LRPP Exhibit V is to provide the correlation between the approved performance measures and those activities included on the one-page unit cost summary included as LRPP Exhibit VI.

Pursuant to section 216.1827(3)(a), Florida Statutes any revisions to existing activities, including alignment of activities to performance measures may be obtained by submitting a request to the Executive Office of the Governor for review and approval subject to the review and objection procedures set forth in section 216.177, Florida Statutes. The request shall document the justification for the change and ensure that the revision, deletion, or addition is consistent with legislative intent.

**If an agency determines there is a need to revise existing activities, including alignment of activities to performance measures, the agency should follow the procedures for revision described above.**

Each LRPP Exhibit V must include the following information:

- approved performance measures for Fiscal Year 2010-11;
- associated activity(ies) (shown on Exhibit VI or as subsequently amended pursuant to section 216.1827(3)(a), Florida Statutes ), contributing to the measure. Use the same title as in LAS/PBS.

## 14. Agency-Level Unit Cost Summary [LRPP Exhibit VI]

Pursuant to section 216.013(1)(i), Florida Statutes, performance standards must include standards for each affected activity and be expressed in terms of the associated unit of activity. The purpose of the LRPP Exhibit VI - Agency-Level Unit Cost Summary is to provide the standards for the affected activities. This is the same information and format as the Schedule XI required in the LBR. The Schedule XI instructions for the LBR have been incorporated below:

Format

The one-page summary for each agency will include the following:

### Section I – Budget

- Total of all funds from the Fiscal Year 2009-10 General Appropriations Act.
- Adjustments to the Fiscal Year 2009-10 General Appropriations Act (supplementals, vetoes, failed contingencies, reorganizations, budget amendments, unbudgeted reserve, back of the bill re-appropriations, etc.).
- Final Fiscal Year 2009-10 Budget for agency or judicial branch (from reconciled June 30 appropriations ledger).

### Section II - Activities/Measures

- Total spending for each activity/measure and total number of units, as well as costs per unit of output.
- Expenditures for Executive Direction, Administrative Support and Information Technology activities (ACT0010 thru ACT0490) will be allocated to all other activities based on percentage of FTE.
- Fixed Capital Outlay (FCO) will be segregated and will not be included in the calculation of unit cost.

### Section III - Reconciliation to Budget

- **Pass Throughs:** Pass throughs are identified as funds the state distributes directly to other entities, e.g., local governments, without being managed by the agency distributing the funds. These funds flow through the agency's budget; however, the agency has no discretion regarding how the funds are spent, and the activities (outputs) associated with the expenditure of these funds are not measured at the state level. Each pass through must be identified as a Transfers-State Agencies, Aid to Local Governments, Payment of Pensions, Benefits and Claims, or Other. **Note:** *This definition of "pass through" applies ONLY for the purposes of determining activity unit costs.*

- **Transfers-State Agencies:** total amount for all unique transfers to state agencies pass through activities.
- **Aid to Local Governments:** total amount for all unique aid to local government pass through activities.
- **Payment of Pensions, Benefits and Claims:** total amount included in this section will be derived from statewide activity ACT0430.
- **Other:** total amount for any other unique activity where costs should not be captured in activity unit cost and is not a transfer to state agency, aid to local governments, or payment of pensions, benefits and claims.
- **Reversions:** amounts include the June Reversions for FCO and operating.
- **Total Budget for Agency:** this amount should equal expenditures for all activities/measures, pass throughs, transfers-state agencies, aid to local governments, payment of pensions, benefits and claims, other and reversions as of June.

The more detailed budget entity level information required by this section of law will be found in the Activity Detail Report as well as back up documentation maintained by the agency for all contracting entities. Agencies are required to request and collect the same information, to the extent applicable, for each entity with which the agency contracts for services. If a “pass through” expenditure is directly associated with and/or expends funds that help to achieve or fulfill another activity’s demand, it may be appropriate to list it as part of that activity and include it as part of the unit cost of the associated activity, because it is part of the “cost of doing” the associated activity. **Any portion of the demand of the associated activity served by the pass through must be added to and reported as part of that activity’s unit cost.**

## Procedure

The Exhibit VI data must be submitted at the department level.

1. Using the LAS/PBS web (<http://laspbsweb>), select **Exports** from the main Menu, then select **Schedule XI Spreadsheet**, select **Statewide** from the Select Type options and then select **SCHEDULE XI \*\*\*LBR Format\*\*\***.
2. Section I: OPB will provide the appropriate LAS/PBS columns for the **Total All Funds in the General Appropriations Act** and **Final Budget** for the appropriate fiscal year. The **Adjustments to General Appropriations Act** will be automatically calculated (difference between Total All Funds General Appropriations Act and Final Budget).

3. **Section II:** This section retrieves the data entered in the LAS/PBS from the activity data for the actual prior year (Fiscal Year 2009-10). Refer to LBR Instructions Section 4: How to Prepare the Unit Cost Summary for details. The following data will be systematically generated in columns:
- **Section II:** All Executive Direction, Administrative Support and Information Technology statewide activities (ACT0010 thru ACT0490 excluding ACT0430) are rolled up into one activity - listed first. This rolled up activity amount is then allocated to all other activities based on their Full Time Equivalent (FTE) percentage. The statewide activity for Payment of Pensions, Benefits and Claims (ACT0430) will be displayed in Section III.
  - **Activities/Measures:** Derived from the activity title on the Issue Code Table (ICT) and the Unit Cost Measure entered in activity narrative (Set V1).
  - **FTE:** Derived from the FTE's (record type 2) entered in LAS/PBS for each activity. *Note: This information is available for display but will be hidden in the LBR and final spreadsheet format.*
  - **Number of Units:** Derived from the output standard (record type 5) entered in LAS/PBS for each activity.
  - **Unit Cost:** Automatically calculated by dividing the **Expenditures (Allocated)** by the **Number of Units** for each activity.
  - **Expenditures:** Derived from the amount (record type 1) entered in the LAS/PBS for each activity (excluding FCO categories 08XXXX and 14XXXX). *Note: This information is available for display but will be hidden in the LBR and final spreadsheet format.*
  - **Expenditures (Allocated):** Automatically calculated as follows:
    - a. Based on the total FTE for the department, the percent of FTE for each activity will be calculated.
    - b. The total operating expenditures for the *Executive Direction Administrative Support and Information Technology* statewide activities (ACT0010 thru ACT0490) will be multiplied by the FTE percentage for all remaining activities.
    - c. The amount calculated in step b. will be added to the total expenditures for each activity to get the **Expenditures (Allocated)**.

- **FCO Expenditures:** Derived from the amount (record type 1) entered in the LAS/PBS for each activity **with FCO categories (08XXXX and 14XXXX)**.
4. Section III: This section uses data entered in the LAS/PBS from the activity data for unique pass through activities in the actual prior year (Fiscal Year 2009-10). In addition, OPB will provide the appropriate LAS/PBS columns for Reversion data. The following data will be generated:

- **Pass Throughs:**

- **Transfer-State Agencies:** Enter the appropriate activity code(s) in the “Transfer-State Agencies Activity Issue Code” field(s). The amount will be derived from the total expenditures (record type 1) of the unique transfer to state agencies pass through activities identified
- **Aid to Local Governments:** Enter the appropriate activity code(s) in the “Aid to Local Governments Activity Issue Code” field(s). The amount will be derived from the total expenditures (record type 1) of the unique aid to local government pass through activities identified.
- **Payment of Pensions, Benefits and Claims:** Derived from the expenditures (record type 1) entered in activity ACT0430.

*Note: The amount identified for payment of pensions, benefits and claims should be equal to the amount in the Actual Prior Year Expenditures Column A01 with an Itemization of Expenditure (IOE) of ‘C’. However, some payment of claims may fall within the IOE of ‘A’ and should also be included.*

- **Other:** Derived from agency unique pass through activities (with no standard - record type 5) that have not been identified as a Transfers-State Agencies, Aid to Local Governments, or Payment of Pensions, Benefits and Claims.
- **Reversions:** The LAS/PBS column for the reversion data will be created by Governor’s Office of Policy and Budget (OPB) and provided after the final operating reversions occurs in September. The data is generated using EOG reversion codes FC01 and FC02 from parts 4 and 5 of the LAS/PBS ledger for the Fiscal Year 2010-11. Commencing this year, back of the GAA reversions (EOG code 0005) will be included to better align budget and activity data.

*Reminder: If you have any FCO reversions for Fiscal Year 2009-10, you must adjust (remove it from) the Actual Prior Year data (Column A01), which must be reconciled with the activity data.*

5. Run the **Unit Cost Summary Request (UCSR)** or run the Schedule XI spreadsheet via the web and review the audit report. Make any necessary adjustments in the LAS/PBS to the activity data until no audit discrepancies exist and the Final Budget For Agency (Section I) is equal to the Total Budget For Agency (Sections II + III).

In addition, the Actual Prior Year Activity Expenditures column (A36) must reconcile with the Actual Prior Year Budget Expenditures column (A01). The Schedule XI should not be finalized until this reconciliation has been completed and no audit discrepancies exist.

### **To Order an Exhibit VI (you must order the LBR Schedule XI – LBR 1-Page Spreadsheet Format via the LAS/PBS Web)**

The Schedule XI/Exhibit VI must be ordered via the LAS/PBS Web (<http://laspbsweb>) as a 1-page spreadsheet in addition to the Audit report. Select **Schedule XI Spreadsheets** from the **Exports** Menu and then choose **Statewide** from the Select Type options and **SCHEDULE XI\*\*\*LBR FORMAT\*\*\***. Enter any Activities that are ‘Transfers to State Agencies’ or ‘Aid to Local Governments’ (if applicable). Select the **Run** button. Select **Preview/Spreadsheets** from the Main Menu and then once the spreadsheet has completed running select Schedule XI spreadsheet.

Note: The Schedule XI/Exhibit VI spreadsheet is located in the first TAB and the Audit report is located in the second TAB.

Save the spreadsheet file in Excel in the desired location and desired file name. If the spreadsheet is more than 1-Page then Set to Fit to 1-Page and print the Spreadsheet (1<sup>st</sup> Tab) and submit in the LRPP as Exhibit VI.

The final Excel version of the Agency-Level Unit Cost Summary (Schedule XI) must be emailed to the Governor’s Office of Policy and Budget (OPB) at [OPB.UnitCostSummary@laspbs.state.fl.us](mailto:OPB.UnitCostSummary@laspbs.state.fl.us) for inclusion on the Governor’s Florida Performs Website ([www.floridaperforms.com](http://www.floridaperforms.com)). **The information contained in the emailed version must match the PDF file located on the Florida Fiscal Portal.** If changes are made to the Excel version of the Agency-Level Unit Cost Summary (LBR - Schedule XI) at the time of the LBR submission, the revised version of the Agency-Level Unit Cost Summary should be uploaded to the Florida Fiscal Portal in both the LRPP and LBR.

## **15. Glossary of Terms and Acronyms**

All technical terms and acronyms used in the LRPP, which are not included in the Glossary included in these instructions must be identified and explained in a glossary included in the LRPP. The LRPP glossary is to contain all the terms and acronyms that are unique and used by the agency and its customers.



# **LONG RANGE PROGRAM PLAN (LRPP) SUBMISSION, REVIEW, AND REVISION**

## **Plan Submission**

**The LRPP should be uploaded to the Florida Fiscal Portal on or before September 30, 2010** and a link to the LRPP document located on the Florida Fiscal Portal must be posted on the agency's/judicial branch's Internet website on or before **September 30, 2010** in order to satisfy the requirements of section 216.013 (4), Florida Statutes . **A separate LRPP document should not be posted on an agency's/judicial branch's Internet website.**

Each agency and the judicial branch shall notify in writing the Executive Office of the Governor and the Legislature that the plans have been posted on the Florida Fiscal Portal and specify the internet website address that references the link to the LRPP located on the Florida Fiscal Portal.

When the agency is ready to transmit the LRPP, verify the correct PDF files have been published to the Florida Fiscal Portal (<http://floridafiscalportal.state.fl.us/>). Detailed instructions on creating PDF's and publishing the LRPP on the Florida Fiscal Portal are available on-line, at [www.flgov.com/budget\\_instructions](http://www.flgov.com/budget_instructions).

Pursuant to section 216.0446, Florida Statutes, the Technology Review Workgroup (TRW) is required to conduct an independent review of the LRPP and make recommendations on portions that pertain to information resources management needs, and report its findings to the Legislative Budget Commission.

## **Electronic Assembly**

The Fiscal Year 2011-12 through Fiscal Year 2015-16 LRPP will be assembled in the following order, numbering consecutively each page following the letter of transmittal.

(Department Name)

- 1. Letter of Transmittal**
- 2. Title Page**
- 3. Agency Mission and Goals**
- 4. Agency Objectives**
- 5. Agency Service Outcomes and Performance Projections Tables**
- 6. Linkage to Governor's Priorities**

- 7. Trends and Conditions Statements**
- 8. Performance Measures and Standards – LRPP Exhibit II** *(This is a title page)*
  - a. Performance Measures and Standards – LRPP Exhibit II  
*(Sorted by Budget Entity/Program)*
- 9. Assessment of Performance for Approved Performance Measures-LRPP Exhibit III** *(This is a title page)*
  - a. Assessment of Performance for Approved Performance Measures-LRPP Exhibit III *(Sorted by Budget Entity/Program)*
- 10. Performance Measure Validity and Reliability – LRPP Exhibit IV** *(This is a title page)*
  - a. Performance Measure Validity and Reliability – LRPP Exhibit IV  
*(Sorted by Budget Entity/Program)*
- 11. Associated Activities Contributing to Performance Measures-LRPP Exhibit V** *(This is a title page)*
  - a. Associated Activities Contributing to Performance Measures-LRPP Exhibit V  
*(Sorted by Budget Entity/Program)*
- 12. Agency-Level Unit Cost Summary-LRPP Exhibit VI**
- 13. Glossary of Terms and Acronyms**

# FORMAT FOR LETTER OF TRANSMITTAL

## LONG RANGE PROGRAM PLAN

(Department Name)

(City)

(Date)

Jerry L. McDaniel, Director  
Office of Policy and Budget  
Executive Office of the Governor  
1701 Capitol  
Tallahassee, Florida 32399-0001

JoAnne Leznoff, Council Director  
House Full Appropriations Council  
221 Capitol  
Tallahassee, Florida 32399-1300

David Coburn, Staff Director  
Senate Policy and Steering Committee on Ways and Means  
201 Capitol  
Tallahassee, Florida 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long Range Program Plan (LRPP) for the (insert name of department) is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our mission, goals, objectives and measures for the Fiscal Year 2011-12 through Fiscal Year 2015-16. This submission has been approved by (insert name and title of head of the department.)

(Include any other pertinent statements you desire to present with this submittal.)

(Signature of Responsible Officer)

(Title of Responsible Officer)

## ***ATTACHMENTS TO THESE INSTRUCTIONS***

The following Long Range Program Plan (LRPP) Forms/Examples are available on the website:

- 1 - LRPP Exhibit I Not Used
- 2 - LRPP Exhibit II Performance Measures and Standards
- 3 - LRPP Exhibit III Performance Measure Assessment
- 4 - LRPP Exhibit IV Performance Measure Validity and Reliability
- 5 - LRPP Exhibit V Identification of Associated Activity Contributing to Performance Measures
- 6 - LRPP Exhibit VI Agency - Level Unit Cost Summary

## ***2010 LONG RANGE PROGRAM PLAN (LRPP) INSTRUCTIONS - Glossary of Terms and Acronyms***

**Activity**: A unit of work that has identifiable starting and ending points, consumes resources, and produces outputs. Unit cost information is determined using the outputs of activities.

**Actual Expenditures**: Includes prior year actual disbursements, payables and encumbrances. The payables and encumbrances are certified forward at the end of the fiscal year. They may be disbursed between July 1 and September 30 of the subsequent fiscal year. Certified forward amounts are included in the year in which the funds are committed and not shown in the year the funds are disbursed.

**Appropriation Category**: The lowest level line item of funding in the General Appropriations Act that represents a major expenditure classification of the budget entity. Within budget entities, these categories may include: salaries and benefits, other personal services (OPS), expenses, operating capital outlay, data processing services, fixed capital outlay, etc. These categories are defined within this glossary under individual listings.

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

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

**CIO** - Chief Information Officer

**CIP** - Capital Improvements Program Plan

**D-3A**: A Legislative Budget Request (LBR) exhibit that presents a narrative explanation and justification for each issue for the requested years.

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

**EOG** - Executive Office of the Governor

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

**FCO** - Fixed Capital Outlay

**FFMIS** - Florida Financial Management Information System

Fixed Capital Outlay: Real property (land, buildings including appurtenances, fixtures and fixed equipment, structures, etc.), including additions, replacements, major repairs, and renovations to real property that materially extend its useful life or materially improve or change its functional use. Includes furniture and equipment necessary to furnish and operate a new or improved facility.

**FLAIR** - Florida Accounting Information Resource Subsystem

**F.S.** - Florida Statutes

**GAA** - General Appropriations Act

**GR** - General Revenue Fund

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

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

Input: See Performance Measure.

**IOE** - Itemization of Expenditure

**IT** - Information Technology

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

**LAN** - Local Area Network

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

**LBC** - Legislative Budget Commission

**LBR** - Legislative Budget Request

Legislative Budget Commission: A standing joint committee of the Legislature. The Commission was created, pursuant to Section 19, Article III of the State Constitution and implemented pursuant to s. 11.90, Florida Statutes to: review and approve/disapprove agency requests to amend original approved budgets; review agency spending plans; and

take other actions related to the fiscal matters of the state, as authorized in statute. It is composed of 14 members appointed by the President of the Senate and by the Speaker of the House of Representatives to two-year terms, running from the organization of one Legislature to the organization of the next Legislature.

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

**L.O.F.** - Laws of Florida

**LRPP** - Long Range Program Plan

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

**MAN** - Metropolitan Area Network (Information Technology)

**NASBO** - National Association of State Budget Officers

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

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

**OPB** - Office of Policy and Budget, Executive Office of the Governor

Outcome: See Performance Measure.

Output: See Performance Measure.

Outsourcing: Means the process of contracting with a vendor(s) to provide a service or an activity and there is a transfer of management responsibility for the delivery of resources and the performance of those resources. Outsourcing includes everything from contracting for minor administration tasks to contracting for major portions of activities or services that support the agency mission.

## **PBPB/PB2 - Performance-Based Program Budgeting**

Pass Through: Funds the state distributes directly to other entities, e.g., local governments, without being managed by the agency distributing the funds. These funds flow through the agency's budget; however, the agency has no discretion regarding how the funds are spent, and the activities (outputs) associated with the expenditure of funds are not measured at the state level. ***NOTE: This definition of "pass through" applies ONLY for the purposes of long-range program planning.***

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

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

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

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

Primary Service Outcome Measure: The service outcome measure which is approved as the performance measure that best reflects and measures the intended outcome of a service. Generally, there is only one primary service outcome measure for each agency service.

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

Program: A set of services and activities undertaken in accordance with a plan of action organized to realize identifiable goals and objectives based on legislative authorization (a program can consist of single or multiple services). For purposes of budget development, programs are identified in the General Appropriations Act by a title that begins with the word "Program." In some instances a program consists of several services, and in other cases the program has no services delineated within it; the service is the program in these cases. The LAS/PBS code is used for purposes of both program identification and service identification. "Service" is a "budget entity" for purposes of the Long Range Program Plan.



Program Purpose Statement: A brief description of approved program responsibility and policy goals. The purpose statement relates directly to the agency mission and reflects essential services of the program needed to accomplish the agency's mission.

Program Component: An aggregation of generally related objectives which, because of their special character, related workload and interrelated output, can logically be considered an entity for purposes of organization, management, accounting, reporting, and budgeting.

Reliability: The extent to which the measuring procedure yields the same results on repeated trials and data is complete and sufficiently error free for the intended use.

Service: See Budget Entity.

Standard: The level of performance of an outcome or output.

**STO** - State Technology Office

**SWOT** - Strengths, Weaknesses, Opportunities and Threats

**TCS** - Trends and Conditions Statement

**TF** - Trust Fund

**TRW** - Technology Review Workgroup

Unit Cost: The average total cost of producing a single unit of output – goods and services for a specific agency activity.

Validity: The appropriateness of the measuring instrument in relation to the purpose for which it is being used.

**WAGES** - Work and Gain Economic Stability (Agency for Workforce Innovation)

**WAN** - Wide Area Network (Information Technology)