ZERO-BASED BUDGET
GENERAL GOVERNMENT SUBCOMMITTEE
Fiscal Year 2001-02

AGENCIES UNDER REVIEW
Agriculture & Consumer Services
Citrus
Management Services
Military Affairs
Transportation

DATE: **Tuesday, December 4, 2001**
TIME: **5:15 – 8:15 p.m.**
PLACE: **Room 117, Knott Building**

Members: **Senator Charlie Clary, Chair**
Senator Jim King
Senator Jack Latvala
Representative Paula Dockery
Representative Ron Greenstein
Representative Randy Johnson

AGENDA

General Government Zero Based Budgeting Subcommittee

DATE: Tuesday, December 4, 2001
TIME: 5:15 – 8:15 p.m.
PLACE: Room 117, Knott Building

Members: Senator Charlie Clary, Chair
Senator Jim King
Senator Jack Latvala
Representative Paula Dockery
Representative Ron Greenstein
Representative Randy Johnson

1. **Call to Order:** Senator Clary

2. **Summary by Committee Staff of Tentatively Approved Recommendations:**
   Department of Citrus – Claude Hendon
   Department of Military Affairs – Loretta Jones Darity
   Department of Management Services – Marsha Belcher
   Department of Transportation – Phillip Miller and Reynold Meyer

3. **Response to Recommendation Concerning the Economic Development Transportation Trust Fund:**
   Dr. Pam Dana, Director, Office of Tourism, Trade and Economic Development (OTTED)
   Mr. Steve Mayberry, Senior Vice President, Enterprise Florida, Inc.

4. **Remaining Preliminary Recommendations for the Department of Transportation:**
   Eliza Hawkins, Team Leader/Staff Director, House Transportation & Economic Development Appropriations
   Tom Barrett, Chief Legislative Analyst, Senate General Government Appropriations

5. **MGT of America's Preliminary Recommendations for the Department of Agriculture and Consumer Services:**
   Jeff Ling, Principal, MGT of America

TAB 1

TAB 2

Zero Based Budgeting Review

Tentatively Approved
Recommendations for General Government

Department of Citrus

Department of Management Services

Department of Military Affairs

Department of Transportation

Appendices

Department of Citrus

Citrus Research Service

1. Recommend approval of the transfer of economic and marketing research activity from Marketing Service to Research Service in the fiscal year 2002-03 budget.

Executive Direction and Support Service

2. Reduce excess budget authority for the fiscal year 2002-03 in the Executive Direction Service as proposed by the Department of Citrus in its legislative budget request.

Agricultural Products Marketing Service

3. Recommends a reduction of budget authority for Marketing in the fiscal year 2002-03 budget as proposed by the Department of Citrus in its legislative budget request.

Department of Management Services

Executive Direction and Support

1. Eliminate the Department's Central Supply Room.

2. Fund shift the General Revenue portion of the Service to the Administrative Trust Fund.

Employee Leasing

3. Maintain service as is until service can be phased out.

Building Construction

4. In the activity of executive direction, adopt DMS' recommendation of a reduction of 3 FTEs with $167,777 in associated savings.

5. In the activity of managing construction projects, implement reduction of 5 FTEs with $341,461 in associated savings.

6. In the activity of permitting and inspections, adopt DMS' recommendation of a reduction of 1 FTE with $33,303 in associated savings.

Facilities Management

7. As recommended by the department, eliminate 9 FTE and $378,689 in recurring budget authority.

8. Direct the department to continue to investigate opportunities for outsourcing the operation and maintenance of pool facilities.

9. Direct the department to consider privatizing the activity of providing reimbursable tenant renovations.

10. Determine whether to maintain status quo regarding parking fees or to address OPPAGA's suggestion to raise parking fees (See Appendix A).

11. Direct the department to conduct a justification and utilization assessment of public-sector and private-sector office-space leases (see Appendix B for proposed proviso language).

Florida Capitol Police

12. Consider operational and funding issues if and when the Legislature transfers the Florida Capitol Police from the Department of Management Services to the Florida Department of Law Enforcement.

Aircraft Management

13. Eliminate one position that oversees acquisition and tracking of parts, providing a recurring savings of $39,385.

14. Eliminate maintenance support for other state agencies, providing a recurring savings of $5033.

15. Amend section 287.161, F. S., to reflect cost recovery practices (see Appendix C for suggested language).

Motor Vehicle and Watercraft Management

16. Eliminate excess budget authority in Expenses, providing a recurring savings of $101,686.

17. Amend section 287.17(5), F. S., to require each state agency Inspector General to conduct an annual audit of motor vehicle utilization (see Appendix D for suggested language).

18. Amend section 287.17, F. S., to establish a commuter mileage policy for motor vehicle usage (see Appendix E for suggested language).

Purchasing Oversight

19. Reduce positions and funding through migration to an electronic procurement system.

20. Fund shift about $1 million from GR to Trust.

21. Direct the department to provide assurances that program changes do not adversely affect performance expectations.

Office of Supplier Diversity

22. Fund service from Grants and Donation Trust Fund instead of General Revenue.

23. Eliminate 1 FTE and $56,626.

24. Monitor performance of agency purchase practices from certified minority businesses.

25. Revise the statutes for the Minority Business Enterprise Program to be gender neutral, based instead on small businesses or geographic regions in order to ensure program is constitutional.

Federal Surplus Property

26. Continue to monitor the consolidation of warehouses used to store federal property.

Human Resource Management

27. Reduce 3 FTEs and $191,438 associated with collective bargaining functions recently outsourced.

Insurance Benefits Administration

28. Reduce 5 FTE and recurring costs of $444,504 through technology and staff realignment (three positions are related to the Human Resource outsourcing initiative).

29. Reduce excess funding in program operations.

30. Reduce positions and funding through outsourcing of Flexible Spending Account administration.

31. Direct the department to provide assurances that position and funding reductions do not adversely affect achievement of agency performance standards.

Retirement Benefits Administration

32. Reduce positions and funding through additional automation of Division operations.

33. Reduce expenses through efficiencies in distribution costs of currently printed materials.

34. Reduce excess funding in unnecessary program operations.

35. Require OPPAGA to conduct an examination of the feasibility of merging the Division of Administrative Hearings, the Public Employees Relations Commission, the Commission on Human Relations, the Unemployment Appeals Commission, and the State Retirement Commission within the Department of Management Services to increase efficiency of these quasi-judicial functions housed within the department (see Appendix F for proposed proviso language).

36. Direct the department to provide assurances that position and funding reductions do not adversely affect achievement of agency performance standards.

Administrative Hearings

37. Require OPPAGA to conduct an examination of the feasibility of merging the Division of Administrative Hearings, the Public Employees Relations Commission, the Commission on Human Relations, the Unemployment Appeals Commission, and the State Retirement Commission within the Department of Management Services to increase efficiency of these quasi-judicial functions housed within the department (see Appendix F for proposed proviso language).

Public Employees Relations Commission

38. As recommended by the department, eliminate one vacant hearing officer position to provide a recurring savings of $97,498 in General Revenue.

39. Require OPPAGA to conduct an examination of the feasibility of merging the Division of Administrative Hearings, the Public Employees Relations Commission, the Commission on Human Relations, the Unemployment Appeals Commission, and the State Retirement Commission within the Department of Management Services to increase efficiency of these quasi-judicial functions housed within the department (see Appendix F for proposed proviso language).

40. Require the commission to examine the feasibility of charging state and local government agencies a service fee (see Appendix G for proposed proviso language).

Commission on Human Relations

41. Require OPPAGA to conduct an examination of the feasibility of merging the Division of Administrative Hearings, the Public Employees Relations Commission, the Commission on Human Relations, the Unemployment Appeals Commission, and the State Retirement Commission within the Department of Management Services to increase efficiency of these quasi-judicial functions housed within the department (see Appendix F for proposed proviso language).

Correctional Privatization Commission

42. To increase efficiency, reduce 3 FTEs from central office and eliminate GR funding.

43. Direct the commission to rotate correctional facility monitors to ensure their independence (see Appendix H for proposed proviso language).

Department of Military Affairs

Drug Interdiction and Prevention

1. Direct the department to pursue certification of the counter drug training through the Criminal Justice Standards and Training Commission.

2. Direct the department to explore the use of Criminal Justice Standards and Training trust fund, forfeiture proceeds, or a nominal fee upon law enforcement officers receiving training to offset the need for General Revenue.

Military Response and Military Readiness

3. Merge the Military Readiness and Military Response services and their associated activities into one service / budget entity: Military Readiness and Response.

4. Create a new trust fund, the "Emergency Response Trust Fund," to segregate expenditures by using a separate trust fund for all costs related to activation (such as FEMA reimbursements and budget amendment transfers).

5. Direct the department to consider the findings and recommendations of OPPAGA's recent Justification Review when developing plans for armory repairs, renovations and new construction.

6. Direct the department to revise performance measures and standards for all of the Department's services, considering the recent feedback from the Auditor General and OPPAGA.

Executive Direction and Support Services

7. Direct the department to consider consolidating administrative activities from 19 to 7 for purposes of performance-based program budgeting.

Federal/State Cooperative Agreements

8. Direct the department to continue to request TANF funding independently of a review and allocation from AWI.

9. Direct the department to revise its performance measures to be similar to those required by the Department of Defense.

10. Direct the department to continue to pursue increasing the federal match from 60% to 75% for the Youth Challenge Program.

Department of Transportation

Public Transportation

1. Staff recommends that the Legislature evaluate the uncommitted funds in the Public Transportation portion of the 5-Year Work Program to determine if those monies can be freed up to provide financial assistance and economic stimulus to those transportation systems that need it. In addition, staff recommends that the Department evaluate the continued validity of how it allocates revenues to the various entities within the Public transportation Service.

2. Staff recommends amending s. 339.137, F.S., to make the TOP program criteria more flexible, for fiscal year 2002-2003 only, to give the greatest weight and priority ranking to projects that will generate the most economic stimulus.

3. Legislation passed in the 2001 session to clarify and add accountability to the TOP selection process but was part of a bill vetoed by the Governor for other reasons. Staff recommends that the Legislature re-evaluate the Transportation Outreach Program ranking and selection process and codify it in statute (See Appendices I, Section 3; I-1; and J).

4. Staff recommends creating a new section in chapter 427, F.S. specifying a standard complaint/grievance process for Transportation Disadvantaged clients (See Appendices K and L).

5. Also, staff recommends establishing in law basic performance standards for transportation disadvantaged service providers (See Appendix K).

6. Finally, the Legislature may wish to re-evaluate the source and amount of state funds appropriated to the local entities for providing disadvantaged transportation services, as well as its management role of the program.

7. Staff should work with the Department to consolidate, throughout its budget, extraneous activities created simply to track line-item appropriations. Legislative Appropriations Committees still will retain, through LASPBS coding, the ability to track the funds assigned to retire the debt service. This work can be done in time for the FY 02-03 Appropriations Act.

8. Over the interim, staff should work with the Department to develop higher-level performance measures. Many of the measures now in use are workload or unit-cost measures that don't reflect a complete picture of how the Department is faring in carrying out its duties and responsibilities.

Toll Operations

9. Staff recommends working with DOT to develop additional performance measures for the Office of Toll Operations.

10. Staff recommends that the Legislature encourage DOT to better market and promote the use of SunPass.

11. If 2002 legislation creating a Turnpike Enterprise becomes law, staff recommends eliminating "Toll Operations" as a Service and redesignating it as an Activity under a new Turnpike Enterprise Service area.

Highway and Bridge Construction

12. During the Zero-Based Budget review, staff found the FDOT transfer of funds to OTTED does not squarely meet the FDOT mission or goals, and should be modified to better meet the mission or be discontinued. Section 14.2015, F.S., is amended to delete OTTED's contract responsibilities for certain transportation projects. Section 288.063, F.S., which authorizes OTTED to contract for transportation projects using State Transportation Trust Fund (STTF) funds, and the funds formerly allocated to OTTED but unspent (approximately $50 million) revert to the STTF for FDOT to expend on the work program (See Appendices I, Sections 1 and 2 and I-2).

13. During the Zero-Based Budget review, staff found the Small County Outreach Program does not squarely meet the FDOT mission or goals, and should be modified to better meet the mission or be discontinued. Section 339.2818, F.S., is deleted, repealing the Small County Outreach Program (See Appendix I, Section 4).

SERVICE: Highway Operations – PRELIMINARY RECOMMENDATIONS

Activities in Highway Operations	**FTE**	**FY 01-02 Est. Exp.**
1. Bridge Inspection	*0*	8,030,000
2. Routine Maintenance	*2,841*	406,548,677
3. Traffic Engineering	*205*	18,358,138
4. Motor Carrier Compliance	*438*	25,179,725
Total Service		$458,116,540

14. Activities within Highway Operations are recommended for continuation with reductions of 206 positions and $8.8 million. The reductions represent savings which can be achieved primarily through re-engineering and efficiencies which will not result in a reduction in the quality of services provided. A detail list of issues is included below:

	TITLE	FTE	AMOUNT
1	Routine Maintenance, Traffic Engineering - Additional Contracting/Outsourcing - This is the 2nd year of the 5 year position reduction plan; total of 857 positions over 5 year period in the Hwy Operation entity.	(183.00)	(5,276,281)
2	Organizational Efficiencies - Part of the 5 year position reduction plan.	(23.00)	(586,046)
3	Vehicle Replacement - This is a reduction of overall vehicle replacement program due to the reduced level of in-house staffing.		(2,685,000)
4	Overtime base -Reduced need for overtime due to reduced level of in-house staffing.		(300,000)
	Total of Recommended Cuts	**(206.00)**	**(8,847,327)**

Activity: Routine Maintenance

15. The department should adhere to its planned schedule of reducing maintenance outsourcing costs through the use of asset management contracting. The department should also adhere to its planned goal of being 80% outsourced for maintenance activities.

16. The department should document costs of providing services through outsourcing (both with current contract methods and asset management contracting method) vs. inhouse to ensure that expected cost savings are achieved through asset management contracting and that it continues to be cost effective to outsource maintenance activities.

17. Supervision costs ($39M of total budget for Maintenance Activity or 13% of contracts and in-house operations being supervised) appears high and is in addition to $24 million in administrative funding.

    a. The Legislature should consider adding a measure to track supervision costs as a percentage of contracts and in house staff supervised to ensure that the planned improvements in contracting method reduces supervision costs.

    b. Request Auditor General or OPPAGA to review supervision and administrative costs to determine whether they are at an appropriate level.

18. The Routine Maintenance Activity contains $406 million in funding for a range of maintenance activities which vary from critical safety related maintenance and repairs to aesthetic non-safety roadway maintenance activity. For purposes of grouping budget categories into activities, this activity should be divided according to different categories of importance to the department's mission to facilitate budget decision making.

Activity: Motor Carrier Compliance

19. The legislature should consider re-emphasizing the enforcement of overweight penalties to decrease the damage to roads and the resulting cost of resurfacing. Additional resources for consideration would include:

    - Restructuring and increasing overweight fines to deter damage to roads which would provide more revenue for additional enforcement activities and decrease repaving costs (See OPPAGA report 98-86)

    - Adding additional officers and equipment to re-emphasize enforcement of overweight penalties by the portable sight weighings method which appears to be more effective in the detection of overweight vehicles. This effort would increase revenues and would possibly increase enforcement as well. Increased enforcement would result in less damage to roads and a lower resurfacing costs.

Activity: Bridge Inspection

20. The current bridge inspection activity contains outsourced inspections while in-house resources used for inspection are lumped into the routine maintenance activity. All resources (in-house and outsourced) involved in bridge inspection should be included in the activity's cost to provide a complete cost for all bridge inspections.

Executive Direction and Support Services- PRELIMINARY RECOMMENDATIONS

21. For FY 2002-2003, adopt the Department's recommendation to delete 9 positions and $246,475 in trust funds from the Executive Direction and Support Program/Service. These reductions are possible as a result of organizational efficiencies in the following activity areas: Executive Direction(1), General Counsel/Legal(1), Finance and Accounting(4), Mail Room(1), Property Management(2).Within the Finance and Accounting Activity, staff recommends automation of the encumbrance/fund approval process, the consultant invoice and audit process, and the construction estimate audit process. It is estimated that these measures will result in the reduction of 12.5 positions over the next three years.

22. Within the Finance and Accounting Activity, staff recommends automation of the encumbrance/fund approval process, the consultant invoice and audit process, and the construction estimate audit process. It is estimated that these measures will result in the reduction of 12.5 positions over the next three years.

23. Staff recommends implementation of the agency's Five Year Organizational Efficiency Plan. This plan reflects a reduction of 2,779 positions over the time period of FY 2001-2002 through FY 2005-2006. On a beginning base of 10,354 positions this equates to a reduction of 26.84% for the five year period.

24. Staff recommends the continued application of the Sterling Model to the operation of the Executive Direction and Support Program/Service as well as to the entire department.

Through the use of quality management principles and quantifiable measurement methods, department performance efficiencies can be increased.

Information Technology- PRELIMINARY RECOMMENDATIONS

25. Continue the deployment of the new web-based Consultant Invoice Transmittal System(CITS), which generates and submits electronic invoices over the internet and streamlines the review and approval process. Current estimate for staff reductions in the department's Five Year Reduction Plan as an outcome of a fully deployed CITS is 7.5 positions. Additional enhancements may save even more.

26. Staff recommends a review of the current thirteen vacant positions to determine potential reductions for FY 2002-2003.

27. Continue the implementation of Windows 2000, which will enable the migration of the dual standard server operating systems used throughout the agency into a single Network Operating System. Windows 2000 is engineered to facilitate enterprise management of servers and connected desktop systems. This project will result in greater operational efficiency.

28. Staff recommends that in order to evaluate outputs and outcomes of the Network Activity, further research with consulting firms could assist in identifying appropriate benchmarks. This is the activity that provides communications connectivity with all the DOT district offices.

29. Staff recommends the department intensify its efforts to provide information via the Internet and Intranet to departmental employees as well as to the public. An example of such information is the availability of road condition information to the public.

Appendix A

Appendix A

State Parking Program

Costs:

Operations	$	347,861
Maintenance	$	686,554
Security	$	250,000
Debt Service	$	3,174,794
Total Costs	$	4,459,209

Revenues:

	No of Spaces	Monthly Fee	Revenue
Current Charges			
Covered Reserve / Permit/No Permit	7,930	$6.00	$ 570,960
Large Uncovered Reserve	597	$4.00	$ 28,656
Uncovered Reserve / Permit/No Permit	5,653	$2.00	$ 135,672
Scramble	7,244	$0	$ -
Visitor spaces/carpool	1,154	$0	$ -
Meter	395	N/A	$ 1,800
**Loading Zone Spaces	90	N/A	$ 21,250
Civic Center Contract			$ 6,100
Total	**23,063**		**$ 764,438**

**Revenue comes from Loading Zone Permits - 850 permits x $25.00

Alternatives

Option I - cover all costs except debt service

Covered Reserve/Permit/No Permit	7,930	$7.00	$ 666,120
Large Uncovered Reserve	597	$7.00	$ 50,148
Uncovered Reserve/Permit/No Permit	5,653	$5.00	$ 339,180
Scramble	7,244	$2.00	$ 173,856
Visitor spaces/carpool	1,154	$0	$ -
Meter	395	N/A	$ 1,800
Loading Zone Spaces	90	N/A	$ 21,250
Civic Center Contract			$ 6,100
Total	**23,063**		**$ 1,258,454**

Option 2 - cover all costs except 50% of debt service

Covered Reserve/Permit/No Permit	7,930	$17.00	$ 1,617,720
Large Uncovered Reserve	597	$17.00	$ 121,788
Uncovered Reserve/Permit/No Permit	5,653	$15.00	$ 1,017,540
Scramble	7,244	$3.00	$ 260,784
Visitor spaces/carpool	1,154	$0	$ -
Meter	395	N/A	$ 1,800
Loading Zone Spaces	90	N/A	$ 21,250
Civic Center Contract			$ 6,100
Total	**23,063**		**$ 3,046,982**

Option 3 - cover all costs including 100% of debt service

Covered Reserve/Permit/No Permit	7,930	$26.00	$ 2,474,160
Large Uncovered Reserve	597	$26.00	$ 186,264
Uncovered Reserve/Permit/No Permit	5,653	$24.00	$ 1,628,064
Scramble	7,244	$5.00	$ 434,640
Visitor spaces/carpool	1,154	$0	$ -
Meter	395	N/A	$ 1,800
Loading Zone Spaces	90	N/A	$ 21,250
Civic Center Contract			$ 6,100
Total	**23,063**		**$ 4,752,278**

Appendix B

Appendix B

Utilization of Office Space Suggested Proviso Language

Add proviso language to the 2002 General Appropriations Act, in the Facilities Management Service, Expenses Category stating:

> From the funds provided in Specific Appropriations xxxx through xxxx, up to $xxxxx shall be used to conduct a justification and utilization assessment of public-sector and private-sector office-space leases. The results of the assessment must be presented to the Legislative Appropriations committees by December 31, 2002.

Appendix C

Appendix C

Executive Aircraft Pool Suggested Language

287.161 Executive aircraft pool; assignment of aircraft; charge for transportation.--

(1) There is created within the Department of Management Services an executive aircraft pool consisting of state-owned aircraft for the purpose of furnishing executive air travel. Such aircraft shall not be a model in excess of a two-engine jet. Aircraft included in the executive aircraft pool may not be specifically assigned to any department or agency on any basis.

(2) The Department of Management Services shall charge all persons receiving transportation from the executive aircraft pool a rate not less than the mileage allowance fixed by the Legislature for the use of privately owned vehicles. ~~However, state employees traveling on a space-available basis may not be charged more than the vehicle mileage allowance.~~

(3) Fees collected for persons traveling by aircraft in the executive aircraft pool shall be deposited into the Bureau of Aircraft Trust Fund and shall be expended for ~~fuel, maintenance, or other~~ costs incurred <u>to operate the aircraft management activities of the department</u> in accordance with rules adopted pursuant to s. 287.16.

1(4) Notwithstanding the requirements of subsections (2) and (3) and for the 2001-2002 fiscal year only, the Department of Management Services shall charge all persons receiving transportation from the executive aircraft pool a rate not less than the mileage allowance fixed by the Legislature for the use of privately owned vehicles. Fees collected for persons traveling by aircraft in the executive aircraft pool shall be deposited into the Bureau of Aircraft Trust Fund and shall be expended for costs incurred to operate the aircraft management activities of the department. It is the intent of the Legislature that the executive aircraft pool be operated on a full cost recovery basis, less available funds. This subsection expires July 1, 2002.

Note: (4) would no longer be provided annually.

Appendix D

Appendix D

Annual Audit of Agency Motor Vehicle Suggested Language

287.17 Limitation on use of motor vehicles and aircraft.--

Delete the following obsolete language:

(5) Each state agency's head shall, by December 31, 2000, conduct a review of motor vehicle utilization with oversight from the agency's inspector general. This review shall consist of two parts. The first part of the review shall determine the number of miles that each assigned motor vehicle has been driven on official state business in the past fiscal year. Commuting mileage shall be excluded from calculating vehicle use. The purpose of this review is to determine whether employees with assigned motor vehicles are driving the vehicles a sufficient number of miles to warrant continued vehicle assignment. The second part of the review shall identify employees who have driven personal vehicles extensively on state business in the past fiscal year. The purpose of this review is to determine whether it would be cost-effective to provide state motor vehicles to such employees. In making this determination, the inspector general shall use the break-even mileage criteria developed by the Department of Management Services. A copy of the review shall be presented to the Office of Program Policy Analysis and Government Accountability.

And create the following language:

(5) Beginning July 1, 2002, each state agency's inspector general shall conduct an annual review of motor vehicle utilization. This review shall determine the cost-effectiveness of vehicle assignment and utilization within the agency. The purpose of this review is to determine whether employees with assigned motor vehicles are driving the vehicles a sufficient number of miles to warrant continued vehicle assignment and whether employees are driving personal vehicles extensively on state business. In making this determination, the inspector general shall use the break-even mileage criteria developed by the Department of Management Services. Commuting mileage shall be excluded from calculating vehicle use. The report, including findings and recommendations, should be presented to the agency head by December 31 each year.

Appendix E

Appendix E

Commuter Mileage for Motor Vehicle Usage Suggested Language

287.17 Limitation on use of motor vehicles and aircraft. - -

(3) The term "official state business" may not be construed to permit the use of a motor vehicle or aircraft for commuting purposes, unless special assignment of a motor vehicle is authorized as a perquisite by the Department of Management Services, required by an employee after normal duty hours to perform duties of the position to which assigned, or authorized for an employee whose home is the official base of operation. A qualifying employee shall be limited to thirty (30) commuter miles during his or her normal work day. Employees shall reimburse the employing agency 8 cents per mile for daily commuter miles in excess of the 30-mile limit. The agency shall deposit receipts into the fund used to pay vehicle operating, maintenance, and replacement costs.

Appendix F

Appendix F

Feasibility of Merging Quasi-Judicial Functions

Proviso to be in the fiscal year 2002-2003 General Appropriations Act in the Legislature's Office of Program Policy Analysis and Government Accountability budget:

"The Legislature's Office of Program Policy Analysis and Government Accountability is directed to examine the feasibility of merging of the Division of Administrative Hearings, the Public Employees Relations Commission, the Commission on Human Relations, the Unemployment Appeals Commission, the Workers' Compensation Appeals Program, and the State Retirement Commission within the Department of Management Services. The examination must at a minimum consider the potential for increased efficiency of these entities and the potential for a fee for service funding for these entities. The Office shall report its findings to the Legislature prior to the 2003 Legislative session. The heads of agencies, commissions, and departments under examination by the Office shall furnish information and provide access to data, records and personnel in a timely manner."

Appendix G

Appendix G

Proviso to be in the fiscal year 2002-2003 General Appropriations Act in the Public Employees Relations Commission budget:

"The Public Employees Relations Commission is directed to examine the feasibility of assessing state and local government agencies a service fee. The commission shall report its findings to the Legislature prior to the 2003 Legislative session."

Appendix H

Appendix H

Correctional Privatization Commission Suggested Language

Proviso to be in the fiscal year 2002-2003 General Appropriations Act in the Correctional Privatization Commission budget:

"The Correctional Privatization Commission is directed to rotate its employees that monitor private correctional facilities between such facilities to ensure their independence."

Appendix I

A bill to be entitled

An act relating to transportation outreach; amending s. 14.2015, F.S.; deleting Office of Tourism, Trade and Economic Development's contract responsibilities for certain transportation projects; repealing s. 288.063, F.S.; specifying reallocation of unspent funds; amending s. 339.137, F.S.; the Transportation Outreach Program; repealing s. 339.2818, F.S.; repealing the Small County Outreach Program; providing an effective date.

Be It Enacted by the Legislature of the State of Florida:

Section 1. Paragraph (f) of of subsection (2) of section 14.2015, Florida Statutes, is amended to read:

14.2015 Office of Tourism, Trade, and Economic Development; creation; powers and duties.--

(2) The purpose of the Office of Tourism, Trade, and Economic Development is to assist the Governor in working with the Legislature, state agencies, business leaders, and economic development professionals to formulate and implement coherent and consistent policies and strategies designed to provide economic opportunities for all Floridians. To accomplish such purposes, the Office of Tourism, Trade, and Economic Development shall:

(f)1. Administer the Florida Enterprise Zone Act under ss. 290.001-290.016, the community contribution tax credit program under ss. 220.183 and 624.5105, the tax refund program for qualified target industry businesses under s. 288.106, the tax-refund program for qualified defense contractors under s.

CODING: Words ~~stricken~~ are deletions; words <u>underlined</u> are additions.

288.1045, ~~contracts for transportation projects under s. 288.063,~~ the sports franchise facility program under s. 288.1162, the professional golf hall of fame facility program under s. 288.1168, the expedited permitting process under s. 403.973, the Rural Community Development Revolving Loan Fund under s. 288.065, the Regional Rural Development Grants Program under s. 288.018, the Certified Capital Company Act under s. 288.99, the Florida State Rural Development Council, the Rural Economic Development Initiative, and other programs that are specifically assigned to the office by law, by the appropriations process, or by the Governor. Notwithstanding any other provisions of law, the office may expend interest earned from the investment of program funds deposited in the Economic Development Trust Fund, the Grants and Donations Trust Fund, the Brownfield Property Ownership Clearance Assistance Revolving Loan Trust Fund, and the Economic Development Transportation Trust Fund to contract for the administration of the programs, or portions of the programs, enumerated in this paragraph or assigned to the office by law, by the appropriations process, or by the Governor. Such expenditures shall be subject to review under chapter 216.

2. The office may enter into contracts in connection with the fulfillment of its duties concerning the Florida First Business Bond Pool under chapter 159, tax incentives under chapters 212 and 220, tax incentives under the Certified Capital Company Act in chapter 288, foreign offices under chapter 288, the Enterprise Zone program under chapter 290, the Seaport Employment Training program under chapter 311, the Florida Professional Sports Team License Plates under chapter 320, Spaceport Florida under chapter 331, Expedited Permitting under chapter 403, and in carrying out other functions that

are specifically assigned to the office by law, by the appropriations process, or by the Governor.

Section 2. Section 288.063, Florida Statutes is repealed, and any unspent funds previously appropriated to the Office of Tourism, Trade and Economic Development under this section shall revert to the State Transportation Trust Fund for use by the Department of Transportation under s. 339.135(4)

Section 3. Section 339.137, Florida Statutes, is amended to read:

339.137 Transportation Outreach Program (TOP) supporting economic development; administration; definitions; eligible projects; Transportation Outreach Program (TOP) advisory council created; limitations; funding.--

(1) There is created within the Department of Transportation, a Transportation Outreach Program (TOP) dedicated to funding transportation projects of a high priority based on the ~~prevailing~~ principles of ~~preserving the existing transportation infrastructure,~~ enhancing Florida's economic growth and competitiveness in national and international markets; promoting intermodal transportation linkages for passengers and freight; and improving travel choices to ensure efficient and cost-competitive mobility for Florida citizens, visitors, services and goods.

(2) For purposes of this section, words and phrases shall have the following meanings:

(a) ~~Preservation.--Protecting the state's transportation infrastructure investment.--Preservation includes:~~

~~1.--Ensuring that 80 percent of the pavement on the State Highway System meets department standards;~~

~~2.--Ensuring that 90 percent of department maintained bridges meet department standards, and~~

~~3.--Ensuring that the department achieves 100 percent of acceptable maintenance standards on the State Highway System.~~

~~(b)~~ Economic growth and competitiveness.--Ensuring that state transportation investments promote economic activities which result in development or retention of income generative industries which increase per capita earned income in the state, and that such investments improve the state's economic competitiveness.

(b) ~~(c)~~ Mobility.--Ensuring a cost-effective, statewide, interconnected transportation system.

(c) ~~(d)~~ The term "regionally significant transportation project ~~of critical concern~~" means a transportation facility improvement project located in one or more counties ~~county~~ which provides significant enhancement of economic development opportunities in that region ~~an adjoining county or counties and which provides improvements to a hurricane evacuation route~~.

(3) Transportation Outreach Program projects may be proposed by any local government, regional organization, economic development board, public or private partnership, metropolitan planning organization, state agency, or other entity engaged in economic development activities.

(4) ~~(3)~~ Proposed ~~Eligible~~ projects that meet the minimum eligibility threshold include those for planning, designing, acquiring rights-of-way for, or constructing the following:

(a) Major highway improvements: ~~.~~

1. The Florida Intrastate Highway System.

2. Major roads and feeder roads which provide linkages to the Florida Intrastate Highway System ~~major highways~~.

3. Bridges of statewide or regional significance.

4. Trade and economic development corridors.

5. Access projects for freight and passengers.

6. Hurricane evacuation routes.

(b) Major public transportation projects:~~.~~

1. Seaport projects which improve cargo and passenger movements or connect the seaports to other modes of transportation.

2. Aviation projects which increase passenger enplanements and cargo activity or connect the airports to other modes of transportation.

3. Transit projects which improve mobility on interstate highways, ~~or which~~ improve regional or localized travel or connect to other modes of transportation.

4. Rail projects that facilitate the movement of passengers and cargo including ancillary pedestrian facilities or connect rail facilities to other modes of transportation.

5. Spaceport Florida Authority projects which improve space transportation capacity and facilities consistent with the provisions of s. 331.360.

~~6.--Bicycle and pedestrian facilities that add to or enhance a statewide system of public trails.~~

(c) Highway and bridge projects that facilitate retention and expansion of military installations, or that facilitate reuse and development of any military base designated for closure by the Federal Government.

Each proposed project must be able to document that it promotes economic growth and competitiveness, as defined in paragraph (2)(a).

(5) In addition to the above minimum eligibility requirements, each proposed project must comply with these additional eligibility criteria:

(a) The project or project phase selected can be made production-ready within a 5-year period following the end of the current fiscal year.

(b) The project is consistent with a current transportation system plan including, but not limited to, the Florida Intrastate Highway System, aviation, intermodal, rail, seaport, spaceport, or transit system plans.

(c) The project is consistent with an approved local comprehensive plan of any local government within whose boundaries the project is located in whole or in part, or, if inconsistent, is accompanied by an explanation of why the project should be undertaken.

One or more of the minimum criteria listed in paragraphs (a)-(c) may be waived for a regionally significant transportation project.

~~(4)--Transportation-Outreach-projects-may-be-proposed by-any-local-government,-regional-organization,-economic development-board,-public-or-private-partnership,-metropolitan planning-organization,-state-agency,-or-other-entity-engaged in-economic-development-activities.~~

(6)~~(5)~~ The following criteria shall be used ~~Transportation-funding-under-this-section-shall-use-the following-mechanisms~~ to prioritize the eligible ~~proposed~~ projects:

(a) The project must promote economic growth and competitiveness ~~Economic-development-related-transportation projects-may-compete-for-funding-under-the-program.-Projects~~

~~funded-under-this-program-should-provide-for-increased mobility-on-the-state's-transportation-system.--Projects-which have-local-or-private-matching-funds-may-be-given-priority over-other-projects.~~

(b) The project must promote intermodal transportation linkages for passengers and freight ~~Establishment-of-a-funding allocation-under-this-program-reserved-to-quickly-respond-to transportation-needs-of-emergent-economic-competitiveness development-projects-that-may-be-outside-of-the-routine project-selection-process.-This-funding-may-be-used-to-match local-or-private-contributions-for-transportation-projects which-meet-the-definition-of-economic-competitiveness contained-in-this-section.~~

(c) The project must broaden transportation choices for Florida residents, visitors, and commercial interests in order to ensure efficient and cost-competitive mobility of people, services and goods ~~Establish-innovative-financing methods-to-enable-the-state-to-respond-in-a-timely-manner-to major-or-emergent-economic-development-related-transportation needs-that-require-timely-commitments.-These-innovative financing-methods-include,-but-are-not-limited-to,-the-state infrastructure-bank,-state-bonds-for-right-of-way-acquisition and-bridge-construction,-state-bonds-for-fixed-guideway transportation-systems,-state-bonds-for-federal-aid-highway construction,-funds-previously-programmed-by-the-department for-high-speed-rail-development,-and-any-other-local,-state, or-federal-funds-made-available-to-the-department.~~

(d) Projects that have local, federal, or private matching funds shall be given priority over projects that meet all the other criteria.

(7) Eligible projects shall also utilize innovative financing methods that enable the state to respond in a timely manner to major or emergent economic development-related transportation needs that require timely commitments. These innovative financing methods include, but are not limited to, private investment strategies, use of the state infrastructure bank, state bonds for right-of-way acquisition and bridge construction, state bonds for fixed guideway transportation systems, state bonds for federal aid highway construction, funds previously programmed by the department for high-speed rail development, and any other local, state, or federal funds made available to the department.

~~(6)--In-addition-to-complying-with-the-prevailing principles-provided-in-subsection-(1),-to-be-eligible-for funding-under-the-program,-projects-must-also-meet-the following-minimum-criteria:~~

~~(a)--The-project-or-project-phase-selected-can-be-made production-ready-within-a-5-year-period-following-the-end-of the-current-fiscal-year.~~

~~(b)--The-project-is-listed-in-an-outer-year-of-the 5-year-work-program-and-can-be-made-production-ready-and advanced-to-an-earlier-year-of-the-5-year-work-program.~~

~~(c)--The-project-is-consistent-with-a-current transportation-system-plan-including,-but-not-limited-to,-the Florida-Intrastate-Highway-System,-aviation,-intermodal/rail, seaport,-spaceport,-or-transit-system-plans.~~

~~(d)--The-project-is-not-inconsistent-with-an-approved local-comprehensive-plan-of-any-local-government-within-whose boundaries-the-project-is-located-in-whole-or-in-part-or,-if inconsistent,-is-accompanied-by-an-explanation-of-why-the project-should-be-undertaken.~~

~~(e)--One-or-more-of-the-minimum-criteria-listed-in paragraphs-(a)-(d)-may-be-waived-for-a-statewide-or-regionally significant-transportation-project-of-critical-concern.~~

(8) ~~(7)~~ The Transportation Outreach Program (TOP) advisory council is created to annually make recommendations to the Legislature on prioritization and selection of economic growth projects as provided in this section.

(a) The council shall consist of:

1. Two representatives of private interests who are directly involved in or affected by any mode of transportation or tourism chosen by the Speaker of the House of Representatives.

2. Two representatives of private interests who are directly involved in or affected by any mode of transportation or tourism chosen by the President of the Senate.

3. Three representatives of private or governmental interests who are directly involved in or affected by any mode of transportation or tourism chosen by the Governor.

(b) Terms for council members shall be 2 years, and each member shall be allowed one vote.

(c) Initial appointments must be made no later than 60 days after this act takes effect. Vacancies in the council shall be filled in the same manner as the initial appointments.

(d) ~~The-council-shall-hold-its-initial-meeting-no later-than-30-days-after-the-members-have-been-appointed-in order-to-organize-and-select-a-chair-and-vice-chair-from-the council-membership.~~ Meetings shall be held at the call of the chair, but not less frequently than quarterly.

(e) The members of the council shall serve without compensation, but shall be reimbursed for per diem and travel

expenses as provided in s. 112.061. The department shall provide administrative staff support, travel and per diem expenses for the council.

(f) The department shall provide administrative staff support, ensuring that council meetings are electronically recorded. Such recordings and all documents received, prepared for, or used by the council in conducting its business shall be preserved under chapters 119 and 257. In addition, the department shall provide in its annual budget for travel and per diem expenses for the council.

(g) The council shall develop a methodology for scoring and ranking project proposals, based on the prioritization criteria in subsection (6). The council may change a project's ranking based on other factors as determined by the council. However, such other factors must be fully documented in writing by the council.

(h) The council is encouraged to seek input from transportation or economic-development entities, and to consider the reports and recommendations of task forces, study commissions, or similar entities charged with reviewing issues relevant to the council's mission.

(9)~~(8)~~ Because transportation investment plays a key role in economic development, the council and the department shall actively participate in state and local economic development programs, including:

(a) Working in partnership with other state and local agencies in business recruitment, expansion, and retention activities to ensure early transportation input into these activities.

(b) Providing expertise and rapid response in analyzing the transportation needs of emergent economic development projects.

(c) Developing ~~The council and department must develop~~ a macroeconomic analysis of the linkages between transportation investment and economic performance, as well as a method to quantifiably measure the economic benefits of the investments.

(d) Identifying long-term strategic transportation projects that will promote the principles listed in subsection (1).

(10) ~~(9)~~ The council shall review and prioritize projects submitted for funding under the program ~~with priority given to projects which comply with the prevailing principles provided in subsection (1),~~ and shall recommend to the Legislature a transportation outreach program. The department shall provide technical expertise and support as requested by the council, and shall develop financial plans, cash forecast plans, and program and resource plans necessary to implement this program. These supporting documents shall be submitted with the Transportation Outreach Program.

(11)(a) ~~(10)~~ Projects recommended for funding under the Transportation Outreach Program under subsection (10) shall be submitted to the Florida Transportation Commission at least 30 days before the start of the regular legislative session. The Florida Transportation Commission shall review the projects to determine whether they are in compliance with this section, and prepare a report detailing its findings.

(12) ~~(11)~~ For purposes of funding projects under the Transportation Outreach program, the department shall allocate from the State Transportation Trust Fund in its program and

resource plan a minimum of $60 million each year beginning in fiscal 2001-2002 ~~for a transportation outreach program~~. This funding is to be reserved for projects to be funded under this section ~~the Transportation Outreach Program~~. This allocation of funds is in addition to any funding provided to this program by any other provision of law.

(13) ~~(12)~~ Notwithstanding any other law to the contrary the requirements of ss. 206.46(3), 206.606(2), 339.135, 339.155, and 339.175 shall not apply to the Transportation Outreach Program.

(14) ~~(13)~~ The department is authorized to adopt rules to implement the Transportation Outreach Program supporting economic development.

Section 4. Section 339.2818, Florida Statutes, is repealed.

Section 5. This act shall take effect July 1, 2002.

CODING: Words ~~stricken~~ are deletions; words underlined are additions.

Appendix I-1

Appendix I-1

This amendment revises the TOP advisory council membership. The amendment provides the Speaker of the House will appoint members representing FDOT districts 1, 3, 5, and 7; the President of the Senate will appoint members representing FDOT district 2, 4, and 6; and four at large members will be appointed by the Governor. The President and Speaker will alternate odd and even number district appointments.

Bill No. ____

Amendment No. ___

CHAMBER ACTION

Senate | House

Senator ..... moved the following amendment:

Senate Amendment (with title amendment)

On page 9, lines 8-20 delete those lines

and insert: The council shall consist of:

(a) The following seven members, each representing districts 1 through 7, who will serve for 2-year terms:

1. Members representing districts 1, 3, 5, and 7, who will be appointed by the Speaker of the House of Representatives; and

2. Members representing districts 2, 4, and 6, who will be appointed by the President of the Senate.

The district appointments provided in this paragraph will alternate between the Senate and the House of Representatives.

(b) Four members, who will be appointed by the Governor and will serve for 4-year terms.

Each council member will be allowed one vote.

Bill No. ____

Amendment No. ___

1 ========== T I T L E A M E N D M E N T ==========

2 And the title is amended as follows:

3 On page ....., line ....., delete

4

5 and insert:

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Appendix I-2

Appendix I-2

This amendment transfers the duties of the Office of Tourism, Trade and Economic Development transportation program to the TOP Advisory Council. Based on recommendations from Enterprise Florida Inc., the Advisory Council will evaluate and, upon approval of a budget amendment, enter into contracts for direct costs of eligible transportation projects. The evaluation process remains the same for the Advisory Council as it was for OTTED, however, all unspent funds at the end of the fiscal year will revert to the STTF to be expended on the work program.

Bill No. ____

Amendment No. ___

CHAMBER ACTION

Senate | House

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11 Senator ..... moved the following amendment:
12
13 **Senate Amendment (with title amendment)**
14 On page 12, between lines 13, and 14,
15
16 insert:
17 Section 4. Section 339.1372, Florida Statutes, is
18 created to read:
19 339.1372 Contracts for economic development-related
20 transportation projects.--
21 (1) State Transportation Trust Fund monies previously
22 appropriated to the Office of Tourism, Trade, and Economic
23 Development for transportation projects shall, beginning in
24 fiscal year 2002-2003, be reserved for funding projects
25 selected pursuant to this section by the Transportation
26 Outreach Program Advisory Council. The amount of funds to be
27 reserved annually under this section shall not exceed $20
28 million, subject to legislative appropriation.
29 (2) Such funds shall be used to fund transportation
30 improvement projects necessary to attract new employment
31 opportunities to the state, or to expand or retain employment

1 in existing companies operating within the state. These funds
2 shall be used to quickly respond to transportation needs of
3 emergent economic competitiveness development projects that
4 may be outside of the Advisory Council's routine project
5 selection process. The funds may be used to match local or
6 private contributions for transportation projects that meet
7 the criteria listed in this section.
8 (3) Based on recommendations from Enterprise Florida,
9 Inc., the Advisory Council may evaluate and, upon approval of
10 a budget amendment pursuant to s. 216.192, enter into
11 contracts for direct costs of transportation projects eligible
12 under this section. The council, upon call of its chair, may
13 convene a meeting at any time during the fiscal year to
14 consider these funding requests.
15 (4) Any contract with a local governmental body for
16 construction of any transportation project executed by the
17 Advisory Council shall:
18 (a) Specify and identify the transportation project to
19 be constructed for a new or expanding business and the number
20 of full-time permanent jobs that will result from the project.
21 (b) Require that the appropriate governmental body
22 award the construction of the particular transportation
23 project to the lowest and best bidder in accordance with
24 applicable state and federal statutes or regulations unless
25 the project can be constructed with existing local government
26 employees within the contract period specified by the Advisory
27 Council.
28 (c) Require that the appropriate governmental body
29 provide the Advisory Council and Enterprise Florida, Inc.,
30 with quarterly progress reports. Each quarterly progress
31 report shall contain a narrative description of the work

1 completed according to the project schedule, a description of
2 any change orders executed by the appropriate governmental
3 body, a budget summary detailing planned expenditures versus
4 actual expenditures, and identification of minority business
5 enterprises used as contractors and subcontractors. Records of
6 all progress payments made for work in connection with such
7 transportation projects, and any change orders executed by the
8 appropriate governmental body and payments made pursuant to
9 such orders, shall be maintained by that governmental body in
10 accordance with accepted governmental accounting principles
11 and practices and shall be subject to financial audit as
12 required by law. In addition, the appropriate governmental
13 body, upon completion and acceptance of the transportation
14 project, shall make certification to the Advisory Council that
15 the project has been completed in compliance with the terms
16 and conditions of the contractual agreements and meets minimum
17 construction standards established in accordance with s.
18 336.045.
19 (d) Specify that the Department of Transportation
20 shall transfer funds upon receipt of a request for funds from
21 the local government, on no more than a quarterly basis,
22 consistent with project needs and following budget amendment
23 approval. A contract totaling less than $200,000 is exempt
24 from the quarterly transfer requirement. The Department of
25 Transportation shall not transfer any funds unless
26 construction has begun on the facility of business on whose
27 behalf the award was made. Local governments shall expend
28 funds in a timely manner.
29 (e) Require that program funds be used only on those
30 transportation projects that have been properly reviewed and
31 approved in accordance with the criteria set forth in this

1 section.
2 (f) Require that the governing board of the
3 appropriate local governmental body agree by resolution to
4 accept future maintenance and other attendant costs occurring
5 after completion of the transportation project if the project
6 is construction on a county or municipal system.
7 (5)
8 (a) With respect to any contract executed pursuant to
9 this section, the term "transportation project" means a
10 transportation facility as defined in s. 334.03(31), which is
11 necessary in the judgment of the Advisory Council to
12 facilitate the economic development and growth of the state.
13 Such transportation projects shall be approved only as a
14 consideration to attract new employment opportunities to the
15 state or expand or retain employment in existing companies
16 operating within the state, or to allow for the construction
17 or expansion of a state or federal correctional facility in a
18 county with a population of 75,000 or less that creates new
19 employment opportunities or expands or retains employment in
20 the county.
21 (b) The Department of Transportation shall institute
22 procedures to ensure that small and minority businesses have
23 equal access to funding provided under this section.
24 (c) Funding for approved transportation projects may
25 include any expenses, other than administrative costs and
26 equipment purchases specified in the contract, necessary for
27 new, or improvement to existing, transportation facilities.
28 Funds made available pursuant to this section may not be
29 expended in connection with the relocation of a business from
30 one community to another community in this state.
31 (6) The Advisory Council may adopt criteria by which

1 transportation projects are to be specified and identified,
2 and adopt a methodology for scoring and ranking projects.
3 Enterprise Florida, Inc., shall provide technical expertise
4 and support to the Advisory Council regarding development and
5 application of the scoring and ranking methodology.
6 (7) In recommending transportation projects for
7 funding, the Advisory Council shall consider factors
8 including, but not limited to, the cost per job created or
9 retained considering the amount of transportation funds
10 requested; the average hourly rate of wages for jobs created;
11 the reliance on the program as an inducement for the project's
12 location decision; the amount of capital investment to be made
13 by the business; the demonstrated local commitment; the
14 location of the project in an enterprise zone designated
15 pursuant to s. 290.0055; the location of the project in a
16 spaceport territory as defined in s. 331.304; the unemployment
17 rate of the surrounding area; the poverty rate of the
18 community; and the adoption of an economic element as part of
19 its local comprehensive plan in accordance with s.
20 163.3177(7)(j). The Advisory Council may contact any agency it
21 deems appropriate for additional input regarding the approval
22 of projects.
23 (8) No project that has not been specified and
24 identified by the Advisory Council in accordance with the
25 provisions of this section prior to the initiation of
26 construction shall be eligible for funding.
27 (9)
28 (a) The Department of Transportation may be the
29 contracting agency when the project is on the State Highway
30 System. In addition, upon request by the appropriate
31 governmental body, the department may advise and assist it or

1 plan and construct other such transportation projects for it.
2 (b) For the purpose of this section, the Spaceport
3 Florida Authority may serve as the local government or as the
4 contracting agency for transportation projects within
5 spaceport territory as defined by s. 331.304.
6 (10) Each local government receiving funds under this
7 section shall submit to the Advisory Council and Enterprise
8 Florida, Inc., a financial audit of the local entity conducted
9 by an independent certified public accountant. With the
10 assistance of the Department of Transportation, the Advisory
11 Council shall develop procedures to ensure that audits are
12 received and reviewed in a timely manner and that deficiencies
13 or questioned costs noted in the audit are resolved.
14 (11) With the assistance of the Department of
15 Transportation, the Advisory Council shall monitor on site
16 each grant recipient, including, but not limited to, the
17 construction of the business facility, to ensure compliance
18 with contractual requirements.
19 (12) Any unspent funds at the end of each fiscal year
20 shall revert to the State Transportation Trust Fund, for the
21 Department of Transportation's use pursuant to s. 339.135(4).
22
23 (Redesignate subsequent sections.)
24
25
26 ========== T I T L E A M E N D M E N T ==========
27 And the title is amended as follows:
28 On page page 1, line 9, after the first semicolon
29
30 insert:
31 creating s. 339.1372, F.S.; providing for

contracts for economic development related to transportation projects;

Appendix J

Analysis of Proposed FDOT Zero-Based Budget Bill

Present Situation

OTTED

The Economic Development Transportation Fund was created in 1980 and was initially administered by FDOT and the Florida Department of Commerce to help local governments attract new businesses and retain existing businesses while fulfilling state concurrency requirements. Since that time, the program has been put under the charge of the Governor's Office of Tourism, Trade, and Economic Development (OTTED) and FDOT serves as a passthrough for the funds.

Eligible projects are those which facilitate economic development by eradicating location-specific transportation problems (e.g., access roads, signalization, road widening, etc.) On behalf of a specific eligible company. Up to $2,000,000 may be provided to a local government to implement the improvements. The actual amount funded is based on specific job creation and/or retention criteria.

The unit of government who will own and be responsible for maintenance of the transportation improvement must apply to Enterprise Florida and have approval of funds for its transportation project prior to the final decision of the company on whose behalf the application was made. In order for the application to be considered, that company must estimate and disclose:

- The estimated amount of capital investment it intends to make in the facility,
- The estimated number of permanent full-time jobs to be created and/or retained at the facility, and
- The average hourly wage, excluding benefits, for the new and/or retained permanent full-time jobs.

Upon receipt of an application, Enterprise Florida staff determines if it is complete and meets program requirements. Any project found to meet these requirements will be presented to OTTED for funding consideration. Funding recommendations are based on the amount of funds requested, the number of permanent full-time jobs created and/or retained, the economic and demographic conditions of the community in which the location is being considered, and the type of company on whose behalf the application is made.

After project approval and after funds for the project are approved, the company may proceed with its final site selection decision. The Director of OTTED will enter into a contract with the applicant for the elimination of the transportation problem. After the company, on whose behalf the application was made, has begun construction of its facility and the local government has submitted necessary documentation, a request for funds may be submitted to OTTED. The local government may receive a 90 day advance

of funds, but must provide evidence of disbursement for eligible expenses before receiving additional funds. Otherwise, funds may be requested on a quarterly basis.

The funding for this program has been $10 million a year. Funding for Fiscal Year 1998-1999 was increased to $20 million and $30 million for Fiscal Year 1999-2000. However about $10.5 million was deducted off the top of the 1998-1999 appropriation because of budget provisions, and the net appropriation for 1999-2000 was reduced to about $22 million for the same reason.

The mission of the Florida Department of Transportation (FDOT), as defined by s. 334.046(2), F.S., is to provide a safe statewide transportation system that ensures the mobility of people and goods, enhances economic prosperity, and preserves the quality of our environment and communities.

As required by s. 334.046(4), F.S., FDOT's goals, at a minimum, are to address: (a) Preservation—Protecting the state's transportation infrastructure investment by ensuring 80 percent of the pavement on the State Highway System meets FDOT standards, by ensuring 90 percent of FDOT bridges meet FDOT standards, and by ensuring FDOT achieves 100 percent of the acceptable maintenance standard on the State Highway System; (b) Economic competitiveness—Ensuring the state has a clear understanding of the economic consequences of transportation investments, and how such investments affect the state's economic competitiveness; and (c) Mobility—Ensuring a cost-effective, statewide interconnected system.

During the Zero-Based Budget review, staff found this activity does not squarely meet the FDOT mission or goals, and should be modified to better meet the mission or be discontinued.

Transportation Outreach Program

Section 339.137, F.S., provides for the Transportation Outreach Program (TOP). TOP was intended to fund transportation projects of a high priority that would enhance Florida's economic growth and competitiveness, preserve existing infrastructure, and improve travel choices to ensure mobility. Projects for this program are selected by a seven-member advisory council made up of representatives of private interests directly involved in transportation or tourism; the Governor appoints four members, while the Senate President and the Speaker of the House of Representatives each appoints three. The final project selection is made by the Legislature.

The drafters of TOP intended for the program to receive approximately $60 million a year. Additionally, s. 339.1371, F.S., specifies that any of the general revenue funds remaining after Mobility 2000 project needs are met, must be appropriated to the TOP program. This generated an additional $56.3 million in general revenue for TOP, for a total FY 01-02 appropriation of $116.3 million. Over the next decade, TOP may receive an estimated $936 million.

According to s. 339.137, F.S., the key criterion is that a TOP project must be consistent with the "prevailing principles" of preserving the existing transportation infrastructure, enhancing economic growth and competitiveness, and improving the public's travel choices to ensure mobility. Other criteria, which can be waived under certain circumstances, are that the project:

- Is able to be made production-ready within five years;
- Is listed in an outer year of the FDOT Five-Year Workplan, but could be made production ready and advanced to an earlier year;
- Is consistent with a current transportation system plan;
- Is not inconsistent with a local government comprehensive plan, or if inconsistent, can document why it should be undertaken.

The TOP project list is forwarded to the Governor and the Legislature for their review, and its approval is subject to the General Appropriations Act.

Section 339.137, F.S., also lists a broad range of transportation projects generally eligible for TOP consideration; everything from improvements to the state highway system, to Spaceport Florida improvements, to bicycle and pedestrian paths.

Small County Outreach Program

Section 339.2818, F.S., provides for the Small County Outreach Program. The Small County Outreach Program (small county is defined as 150,000 or less), was created to assist small county governments in resurfacing and reconstructing county roads. Small counties are eligible to compete for funds that have been designated for the Small County Outreach Program. The FDOT funds 75% of the cost of projects on county roads funded under the Small County Outreach Program.

During the Zero-Based Budget review, staff found this activity funds county roads off of the state highway system and does not squarely meet the FDOT mission or goals, and should be modified to better meet the mission or be discontinued.

Effects of Proposed Changes

OTTED

Section 14.2015, F.S., is amended to delete OTTED's contract responsibilities for certain transportation projects. The bill also repeals section 288.063, F.S., which authorizes OTTED to contract for transportation projects using State Transportation Trust Fund (STTF) funds, and reverts the funds formerly allocated to OTTED but unspent (approximately $50 million) to the STTF for FDOT to expend on the work program.

Transportation Outreach Program

The bill reorganizes and amends s. 339.137, F.S., throughout. It deletes references to the prevailing principal of "preserving the existing transportation infrastructure,'' because that serves to maintain the status quo, and TOP has a different focus. It also deletes pedestrian and bicycle paths as eligible projects because they are covered in the existing FDOT work program, or have other sources of public funding.

The language also emphasizes economic growth and competitiveness as the primary criterion for TOP project selection; re-emphasizes inter-modal connectivity as an important component of proposed projects; gives priority to eligible projects with matching funds; directs the TOP Advisory Council to create a methodology to score and rank project proposals, in order to bring more accountability to the project selection process; and directs the Florida Transportation Commission to review the TOP Advisory Council's program list, and submit a report to the Legislature on its findings and recommendations.

The Small County Outreach Program

This bill repeals s. 339.2818, F.S., repealing the Small County Outreach Program.

Fiscal Impact

This bill eliminates the transportation program under OTTED ($20 million a year) and the Small County Outreach Program ($25 million a year) thereby increasing the amount in the STTF by $45 million annually for the work program.

Appendix K

A bill to be entitled;

An act relating to transportation disadvantaged; amending s. 427.013,F.S.; directing Commission for the Transportation Disadvantaged Commission to establish standards and a uniform grievance process; creating s. 427.0131,F.S.; establishing framework of grievance process; amending s. 427.0155,F.S.; specifying uniform compliance with grievance process; amending s.427.0157, F.S., specifying coordinating boards' role in grievance process; creating an effective date.

Be It Enacted by the Legislature of the State of Florida:

Section 1. Section 1. Section 427.013, Florida Statutes, is amended to read:

427.013 The Commission for the Transportation Disadvantaged; purpose and responsibilities.--The purpose of the commission is to accomplish the coordination of transportation services provided to the transportation disadvantaged. The goal of this coordination shall be to assure the cost-effective provision of transportation by qualified community transportation coordinators or transportation operators for the transportation disadvantaged without any bias or presumption in favor of multioperator systems or not-for-profit transportation operators over single operator systems or for-profit transportation operators. In carrying out this purpose, the commission shall:

(1) Compile all available information on the transportation operations for and needs of the transportation

disadvantaged in the state. Such information shall include a compilation of all complaints filed by program clients, whether they advanced to a grievance process, and the eventual outcome of each complaint.

(2) Establish statewide objectives for providing transportation services for the transportation disadvantaged.

(3) Develop policies and procedures for the coordination of local government, federal, and state funding for the transportation disadvantaged.

(4) Identify barriers prohibiting the coordination and accessibility of transportation services to the transportation disadvantaged and aggressively pursue the elimination of these barriers.

(5) Serve as a clearinghouse for information about transportation disadvantaged services, training, funding sources, innovations, and coordination efforts.

(6) Assist communities in developing transportation systems designed to serve the transportation disadvantaged.

(7) Assure that all procedures, guidelines, and directives issued by member departments are conducive to the coordination of transportation services.

(8)(a) Assure that member departments purchase all trips within the coordinated system, unless they use a more cost-effective alternative provider.

(b) Provide, by rule, criteria and procedures for member departments to use if they wish to use an alternative provider. Departments must demonstrate either that the proposed alternative provider can provide a trip of acceptable quality for the clients at a lower cost than that provided within the coordinated system, or that the coordinated system cannot accommodate the department's clients.

(9) Develop by rule standards for community transportation coordinators and any transportation operator or coordination contractor from whom service is purchased or arranged by the community transportation coordinator covering coordination, operation, safety, insurance, eligibility for service, costs, client access to a grievance process, and utilization of transportation disadvantaged services. These standards and rules must include, but are not limited to:

(a) Inclusion, by rule, of acceptable ranges of trip costs for the various modes and types of transportation services provided.

(b) Minimum performance standards for the delivery of services. The minimum performance standards shall include, but not be limited to, the following:

1. 90 percent of all clients shall be picked up from their original location no later than two hours from their appointment times.

2. 90 percent of all clients shall be picked up from their return trips home within two hours of their appointment times.

3. 90 percent of client complaints, made either by phone or in writing, shall be investigated and resolved within one week.

(c) Requirements for community transportation coordinators to escort passengers or dependent children from the transporting vehicles to their specific destination when necessary to ensure their safe and timely arrival.

These standards must be included in coordinator contracts and transportation operator contracts with clear penalties for repeated or continuing violations. Coordinators and providers

1 may establish their won standards that exceed the minimal
2 performance standards set by the commission.
3 (d) Minimum liability insurance requirements for all
4 transportation services purchased, provided, or coordinated
5 for the transportation disadvantaged through the community
6 transportation coordinator.
7 (10) Adopt rules pursuant to ss. 120.536(1) and 120.54
8 to implement the provisions of ss. 427.011-427.017.
9 (11) Approve the appointment of all community
10 transportation coordinators.
11 (12) Have the authority to apply for and accept funds,
12 grants, gifts, and services from the Federal Government, state
13 government, local governments, or private funding sources.
14 Applications by the commission for local government funds
15 shall be coordinated through the appropriate coordinating
16 board. Funds acquired or accepted under this subsection shall
17 be administered by the commission and shall be used to carry
18 out the commission's responsibilities.
19 (13) Make an annual report to the Governor, the
20 President of the Senate, and the Speaker of the House of
21 Representatives by January 1 of each year.
22 (14) Consolidate, for each state agency, the annual
23 budget estimates for transportation disadvantaged services,
24 and the amounts of each agency's actual expenditures, together
25 with the annual budget estimates of each official planning
26 agency, local government, and directly federally funded
27 agency. This information shall be included in the annual
28 report described in subsection (13) ~~and issue a report~~.
29 (15) Prepare a statewide 5-year transportation
30 disadvantaged plan which addresses the transportation problems
31 and needs of the transportation disadvantaged, which is fully

coordinated with local transit plans, compatible with local government comprehensive plans, and which ensures that the most cost-effective and efficient method of providing transportation to the disadvantaged is programmed for development.

(16) Review and approve memorandums of agreement for the provision of coordinated transportation services.

(17) Review, monitor, and coordinate all transportation disadvantaged local government, state, and federal fund requests and plans for conformance with commission policy, without delaying the application process. Such funds shall be available only to those entities participating in an approved coordinated transportation system or entities which have received a commission-approved waiver to obtain all or part of their transportation through another means. This process shall identify procedures for coordinating with the state's intergovernmental coordination and review procedures and s. 216.212(1) and any other appropriate grant review process.

(18) Develop an interagency uniform contracting and billing and accounting system that shall be used by all community transportation coordinators and their transportation operators.

(19) Develop and maintain a transportation disadvantaged manual.

(20) Design and develop transportation disadvantaged training programs.

(21) Coordinate all transportation disadvantaged programs with appropriate state, local, and federal agencies and public transit agencies to ensure compatibility with existing transportation systems.

(22) Designate the official planning agency in areas outside of the purview of a metropolitan planning organization.

(23) Develop need-based criteria that must be used by all community transportation coordinators to prioritize the delivery of nonsponsored transportation disadvantaged services that are purchased with Transportation Disadvantaged Trust Fund moneys.

(24) Establish a review procedure to compare the rates proposed by alternate transportation operators with the rates charged by a community transportation coordinator to determine which rate is more cost-effective.

(25) Conduct a cost-comparison study of single-coordinator, multicoordinator, and brokered community transportation coordinator networks to ensure that the most cost-effective and efficient method of providing transportation to the transportation disadvantaged is programmed for development.

(26) Develop a quality assurance and management review program to monitor, based upon approved commission standards, services contracted for by an agency, and those provided by a community transportation operator pursuant to s. 427.0155. Staff of the quality assurance and management review program shall function independently and be directly responsible to the executive director.

(27) Ensure that local community transportation coordinators work cooperatively with regional workforce boards established in chapter 445 to provide assistance in the development of innovative transportation services for participants in the welfare transition program.

1 Section 2. Section 427.0131, Florida Statutes, is
2 created to read:
3 427.0131 Grievance process for Transportation
4 Disadvantaged clients.--
5 (1) The commission shall create in rule a comprehensive
6 grievance process, including mediation, for transportation
7 disadvantaged clients. This rule shall be implemented
8 uniformly by all community transportation coordinators. The
9 rule shall incorporate, at a minimum, the following steps:
10 (a) Clients shall be given an opportunity to submit,
11 verbally or in writing, complaints to the appropriate
12 community transportation coordinator. The coordinator has
13 seven days to investigate and respond to each complaint. The
14 coordinator's findings and response shall be submitted in
15 writing to the client.
16 (b) A client who believes his or her complaint was not
17 resolved to his or her satisfaction may request, in writing,
18 the appropriate coordinating board to review the complaint and
19 its resolution by the coordinator. The coordinating board may
20 take steps to investigate the complaint, or may, at its
21 option, send the complaint to a mediation or other dispute
22 resolution process established by the coordinating board. The
23 findings of the coordinating board shall be submitted in
24 writing to the client.
25 (c) If still dissatisfied, a client may request, in
26 writing, that the commission investigate the complaint through
27 its Ombudsman Program. The commission's findings and decision
28 shall be submitted in writing to the client.
29 (2) A local toll-free phone number for complaints or
30 grievances shall be posted inside each vehicle used in the
31 transportation disadvantaged program.

1 (3) A transportation disadvantaged client who utilizes
2 the commission's grievance process is not precluded from
3 seeking any other legal remedies.
4 (4) The commission shall adopt rules pursuant to ss.
5 120.536(1) and 120.54 to implement the provisions of this
6 section.
7 Section 3. Section 427.0155, Florida Statutes, is
8 amended to read:
9 427.0155 Community transportation coordinators; powers
10 and duties.--Community transportation coordinators shall have
11 the following powers and duties:
12 (1) Execute uniform contracts for service using a
13 standard contract, which includes performance standards for
14 operators that are at least the minimum standards established
15 by the commission.
16 (2) Collect annual operating data for submittal to the
17 commission.
18 (3) Review all transportation operator contracts
19 annually.
20 (4) Approve and coordinate the utilization of school
21 bus and public transportation services in accordance with the
22 transportation disadvantaged service plan.
23 (5) In cooperation with a functioning coordinating
24 board, review all applications for local government, federal,
25 and state transportation disadvantaged funds, and develop
26 cost-effective coordination strategies.
27 (6) In cooperation with, and approved by, the
28 coordinating board, develop, negotiate, implement, and monitor
29 a memorandum of agreement including a service plan, for
30 submittal to the commission.
31

(7) In cooperation with the coordinating board and pursuant to criteria developed by the Commission for the Transportation Disadvantaged, establish priorities with regard to the recipients of nonsponsored transportation disadvantaged services that are purchased with Transportation Disadvantaged Trust Fund moneys.

(8) Have full responsibility for the delivery of transportation services for the transportation disadvantaged as outlined in s. 427.015(2).

(9) Work cooperatively with regional workforce boards established in chapter 445 to provide assistance in the development of innovative transportation services for participants in the welfare transition program.

<u>(10) Promptly respond to client complaints in order to address riders' concerns, and, where necessary, fully participate in the grievance process established by the commission.</u>

Section 4. Section 427.0157, Florida Statutes, is amended to read:

427.0157 Coordinating boards; powers and duties.--The purpose of each coordinating board is to develop local service needs and to provide information, advice, and direction to the community transportation coordinators on the coordination of services to be provided to the transportation disadvantaged. The commission shall, by rule, establish the membership of coordinating boards. The members of each board shall be appointed by the metropolitan planning organization or designated official planning agency. The appointing authority shall provide each board with sufficient staff support and resources to enable the board to fulfill its responsibilities

CODING: Words ~~stricken~~ are deletions; words <u>underlined</u> are additions.

under this section. Each board shall meet at least quarterly and shall:

(1) Review and approve the coordinated community transportation disadvantaged service plan, including the memorandum of agreement, prior to submittal to the commission;

(2) Evaluate services provided in meeting the approved plan;

(3) In cooperation with the community transportation coordinator, review and provide recommendations to the commission on funding applications affecting the transportation disadvantaged;

(4) Assist the community transportation coordinator in establishing priorities with regard to the recipients of nonsponsored transportation disadvantaged services that are purchased with Transportation Disadvantaged Trust Fund moneys.

(5) Review the coordination strategies of service provision to the transportation disadvantaged in the designated service area; and

(6) Evaluate multicounty or regional transportation opportunities.

(7) Work cooperatively with regional workforce boards established in chapter 445 to provide assistance in the development of innovative transportation services for participants in the welfare transition program.

(8) In cooperation with the community transportation coordinator, ensure the implementation of the client complaint and grievance procedure created by the commission in rule. In conjunction with this procedure, the coordinating board may establish a mediation or other dispute resolution process for client complaints.

Section 5. This act shall take effect upon becoming a law.

Appendix L

"Analysis" of draft Transportation Disadvantaged bill

I. Present Situation

The Transportation Disadvantaged program, created in 1979 by the Legislature pursuant to Part I of Chapter 427, F.S., coordinates a network of local and state programs providing transportation services for elderly, disabled and low-income citizens.

Over the years, the Legislature has modified the program's administrative structure, program responsibilities, and funding. A 27-member Commission for the Transportation Disadvantaged sets state policy and oversees its statewide implementation, and distributes a share of its budgeted funds to the local providers, based on its criteria.

The Commission's activities are funded by the following revenue sources:

- a $1.50 non-refundable fee on the initial and renewal registration of each private-use automobile and each truck with a net weight of 5,000 pounds or less, pursuant to s. 320.03, F.S.;
- a state block grant awarded annually by the Department;
- $5.00 from the purchase of each $15 "temporary disabled' placard, pursuant to s. 320.0848(4), F.S.; and
- a $1 "check-off" fee donated by vehicle owners upon vehicle registration or renewal, pursuant to s. 320.02(15), F.S.

In FY 01-02, the Commission's budget was $26.3 million. The Commission's budget is about 10 percent of the total funds spent statewide – about $223 million in FY 1999-2000 -- to provide transportation disadvantaged services in local communities. Local governments contributed the most funds, at $70.2 million, while Medicaid funding from the state Agency on Health Care Administration totaled $65.68 million. Riders' contributions brought in another $20.29 million. In all, there are 13 different agencies or categories of fund sources for the statewide Transportation Disadvantaged program. The entities within each county that provide transportation services for eligible clients apply for non-Commission funds from state and federal agencies, and receive them directly. The Commission has no control over these funds.

There are three distinct entities in the Transportation Disadvantaged program, each with distinct responsibilities:

- Specifically, the Commission: assists communities in establishing coordinated transportation systems; manages contracts and memoranda of agreement; develops a five-year transportation disadvantaged plan; and addresses statewide transportation issues impacting TD eligible persons. One of the Commission's key responsibilities is ensuring that state agencies purchase transportation services from within the TD coordinated system, unless a more cost-effective provider outside the coordinated system can be found by the purchasing agency. The Commission also approves the local entities that manage the delivery transportation services to eligible clients.

- At the local level, the TD program is implemented through a network of planning agencies, local advisory boards, community transportation coordinators, and transportation operators. Florida's 67 counties are divided into 50 TD service areas. While most urban counties are single-county service areas, some rural counties are organized into multi-county service areas.

  Local planning agencies, such as a metropolitan planning organization (MPO) or regional planning council, appoint and staff each local coordinating board. A local elected official chairs each coordinating board. The size and composition of each coordinating board are established by the Commission. Local coordinating boards identify local service needs and provide information, advice and direction to the entity that coordinates – and may actually provide – the actual transportation services. These boards also are responsible for recommending the local community transportation coordinator to the Commission.

- Community Transportation Coordinators (CTCs) are the entities responsible for the actual arrangement or delivery of transportation services within their local service area. Services provided by CTCs include: scheduling transportation services; processing reimbursements; contracting and monitoring of transportation operators; and delivery of transportation services. A CTC may be a government entity, a transit agency, a private not-for-profit agency or a for-profit company. A CTC may function as a sole source provider or it may broker part or all of the trips to other transportation operators.

Among the issues raised in recent years about Transportation Disadvantaged services have been customer complaints about the quality of transportation services provided, and why they vary from community to community.

The Commission has specific statutory rulemaking authority, in s. 427.013(9), F.S., to develop performance standards for the CTCs related to their delivery of transportation services. Chapter 41-2.006, Florida Administrative Code (F.A.C.), lists a number of standards established by the Commission that the CTCs and operators must follow. For example, transporting vehicles must be clean and in good condition; adequate seating for clients and their escorts must be available on the transporting vehicles, which can't be overbooked; transporting vehicles must be equipped with two-way radios in good working order; no smoking shall be allowed on vehicles; and drivers must assist clients in boarding the vehicles, if necessary or required. However, these standards are not expressed in the traditional terms of performance measures.

The statutes do not mention the establishment of, or requirement for, a grievance procedure for Transportation Disadvantaged clients, nor do they give the Commission specific rulemaking authority to create a grievance process or have an Ombudsman Program to investigate complaints.

The Commission does have general rulemaking authority, in s. 427.013(10), F.S., to implement the provisions of Part I of Chapter 427. Such general rulemaking authority is inadequate, in light of recent legislative amendments to Chapter 120, F.S.

However, two provisions in the Commission's rules discuss grievance procedures. Chapter 41-2.006(4)(f), F.A.C, requires each transporting vehicle to have posted inside a toll-free phone number for complaints or grievances. The toll-free number typically is the Commission's. In addition, each Local Transportation Disadvantaged Service Plan shall include a section outlining the local complaint process, which shall mention the Commission's "Ombudsman Program" as one step in the process. Chapter 41-2.012(5)(c), F.A.C., directs the coordinating boards to appoint a Grievance Commission to serve as a mediator to process and investigate complaints, and to establish procedures to address these complaints in a timely manner.

Based on these rule references, the local service plans do include complaint and grievance procedures.

II. Effect of Proposed Changes

The draft bill gives the Commission on Transportation Disadvantaged specific statutory authority to:

- Compile comprehensive data on customer complaints and their outcomes.
- Develop uniform standards for customer access to a grievance process.
- Create a grievance process that establishes a series of steps clients go through to submit their complaints and to expect a written response from the CTC, the coordinating board, and, if necessary, the Commission.
- Establish more specific minimum-performance criteria. Three performance measures listed in the draft bill are:
  - 90 percent all clients must be picked up no earlier or no later than two hours from their appointment times;
  - 90 percent of all clients shall be picked up for their return trips home within two hours of their appointed time; and
  - 90 percent of client complaints, submitted verbally or in writing, shall be investigated and resolved within one week.
- Establish requirements for CTCs to provide escorts for passengers or dependent children, as necessary, to ensure their safe and timely arrival to their destinations.

This draft bill would take effect upon becoming a law.

III. Fiscal Impact

Indeterminate. The rulemaking changes may have a minimal fiscal impact, especially if they are a consensus of the Commission, the providers, and the client groups. Potentially expensive are the operational changes – such as hiring additional drivers and purchasing additional vans -- the CTCs and local providers would have to make in order to achieve the performance measures.

TAB 3

TAB 4

Highway Operations

Department of Transportation
Zero-Based Budgeting Review

Subcommittee on General Government

Staff Recommendations

December 4, 2001

SERVICE: Highway Operations

Mission: Safety of travelers and preservation of transportation assets

Activities in Priority Order:	FTE	FY 01-02
1. Bridge Inspection	0	8,030,000
2. Motor Carrier Compliance	438	25,179,725
3. Routine Maintenance	2,841	406,548,677
4. Traffic Engineering	205	18,358,138
Total Service	3,484	458,116,540

Service: Highway Operations

Recommendations - Reductions FY 02-03

	ISSUE TITLE	FTE	AMOUNT
1	Additional Contracting/Outsourcing - This is the 2nd year of the 5 year position reduction plan; total of 857 positions over 5 year period in the Hwy Operation entity.	(183.00)	(5,276,281)
2	Organizational Efficiencies - Part of the 5 year position reduction plan.	(23.00)	(586,046)
3	Vehicle Replacement - This is a reduction of overall vehicle replacement program due to the reduced level of in-house staffing.		(2,685,000)
4	Overtime base -Reduced need for overtime due to reduced level of in-house staffing.		(300,000)
	TOTAL - HIGHWAY OPERATIONS	(206.00)	(8,847,327)

Routine Maintenance – Detail Functions

Function	Amount	% Total
1. Fixed Obligations – (Utilities, etc)	107.6	26%
2. Safety Maintenance	78.2	19%
3. Preservation Maintenance	60.2	15%
4. Routine Maintenance	41.6	10%
5. Aesthetic Maintenance	15.5	4%
6. Contract & In-house Supervision	39.2	10%
7. Administration	21.6	5%
8. Central Office - Administrative	4.5	1%
9. Central Office - Other SW Programs	7.0	2%
10. Central Mobile Equipment -Other	31.1	8%
TOTAL FUNDING FY 2001-02	**406.5**	**100%**

Asset Management Contracts

Average annual projected savings is 14.8%

Combined (I-75 and District 3 Contracts)							
Year:	1	2	3	4	5	6	7
DOT Budget Total	14.7	16.4	17.6	18.4	18.9	19.5	20.1
Bid Amount	15.2	15.2	15.2	15.2	15.2	15.2	15.2
Dollar Savings	-0.5	1.3	2.3	3.2	3.7	4.3	4.8
Savings Per Year	-3.4%	7.9%	13.1%	17.4%	19.6%	22.1%	24.2%
		Dollars reported in Millions					

Asset Management Contract Phase-In

Asset Management Contract Phase-In

Projected Contract Start Dates	Number of Contracts	Total Estimated Annual Cost in Millions	Avg. Duration in Years
7/1/2002 - 10/1/2002	9	28.65	7.0
7/1/2003	6	21.3	7.5
7/1/2004	9	52.9	7.0
7/1/2005	4	26.1	8.5
7/3/2006	3	6.5	7.0
7/1/2008	1	3.2	7.0
TOTALS	**32**	**138.65**	**7.0**

Activity: Routine Maintenance

RECOMMENDATIONS:

1. Continue transition to asset management contracting and increase total privatization to 80% to achieve reductions.

2. The department should document costs of providing services through outsourcing (both with current contract methods and asset management contracting method) vs. in-house to ensure that expected cost savings are achieved through asset management contracting and that it continues to be cost effective to outsource maintenance activities.

Activity: Routine Maintenance

RECOMMENDATIONS cont'd

3. Supervision costs ($39M of total budget for Maintenance Activity or 13% of contracts and in-house operations being supervised) appears high and is in addition to $24 million in administrative funding.

   a. The Legislature should consider adding a measure to track supervision costs as a percentage of contracts and in house staff supervised to ensure that the planned improvements in contracting method reduces supervision costs.

   b. Request Auditor General or OPPAGA to review supervision and administrative costs to determine whether they are at an appropriate level.

Activity: Routine Maintenance

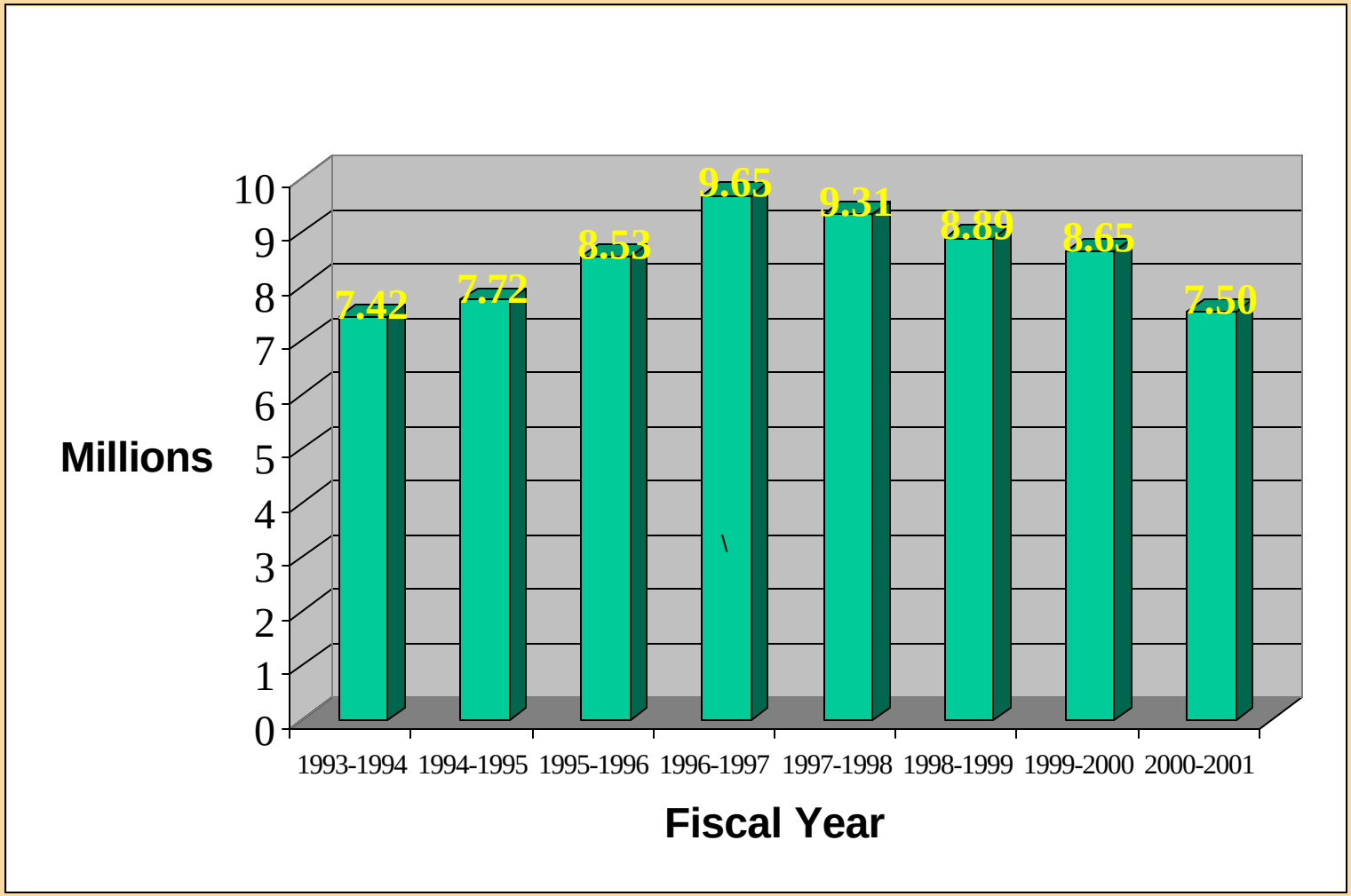
RECOMMENDATIONS cont'd

4. The Routine Maintenance Activity contains $406 million in funding for a range of maintenance activities which vary from critical safety related maintenance and repairs to aesthetic non-safety roadway maintenance activity. For purposes of grouping budget categories into activities, this activity should be divided according to different categories of importance to the department's mission to facilitate budget decision making.

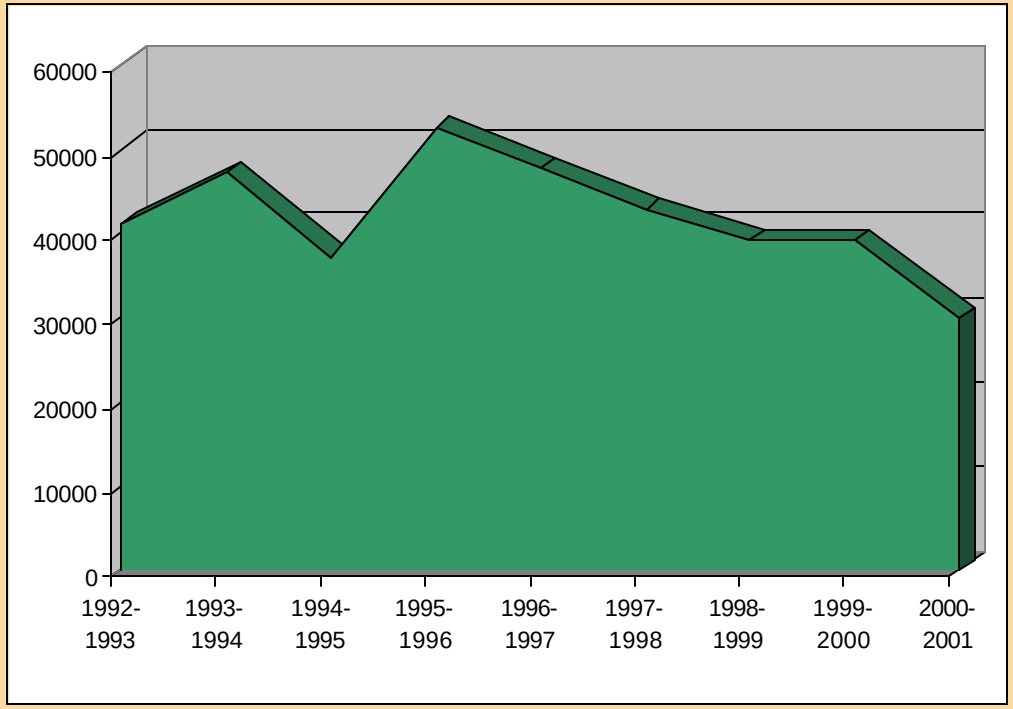
Motor Carrier Compliance
Revenue Summary - Fiscal Year 2000/01

Fuel Tax Permit – Temporary	$78,280	0%
International Registration Plan Trip Permit	$55,500	0%
Safety Violations/Fuel Tax	$2,187,823	10%
Overweight Penalties	$7,526,534	35%
Seizures	$57,734	0%
Federal Safety Assist Grant	$1,728,181	8%
TOTAL REVENUES	$11,634,052	54%
TOTAL BUDGET	$21,678,111	100%
DIFFERENCE	(10,044,059)	-46%

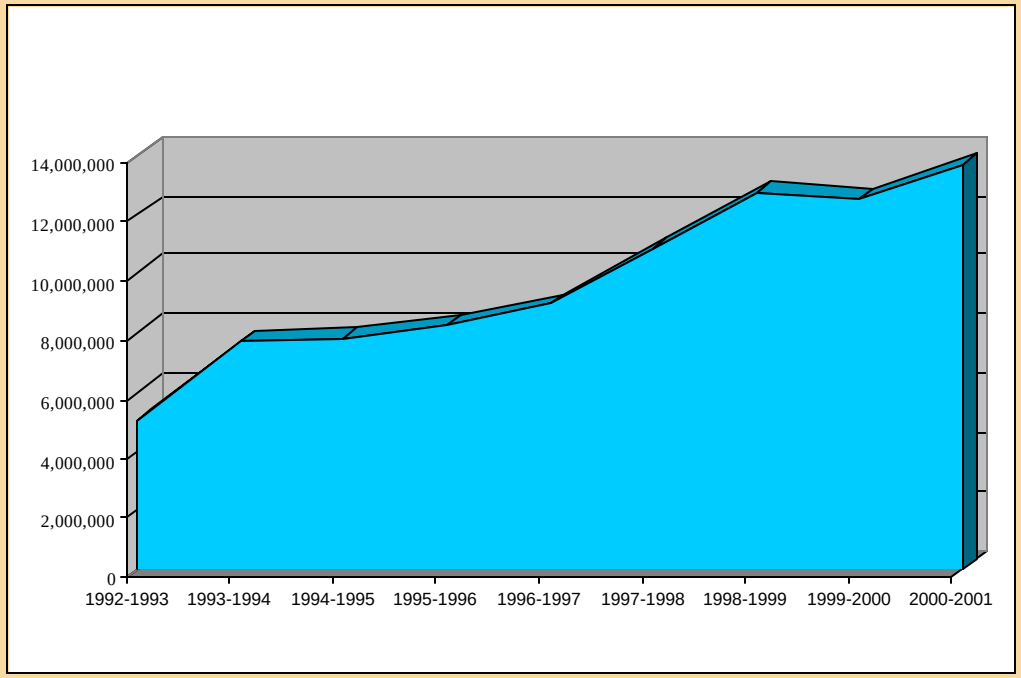
Amount of Overweight Fines Collected



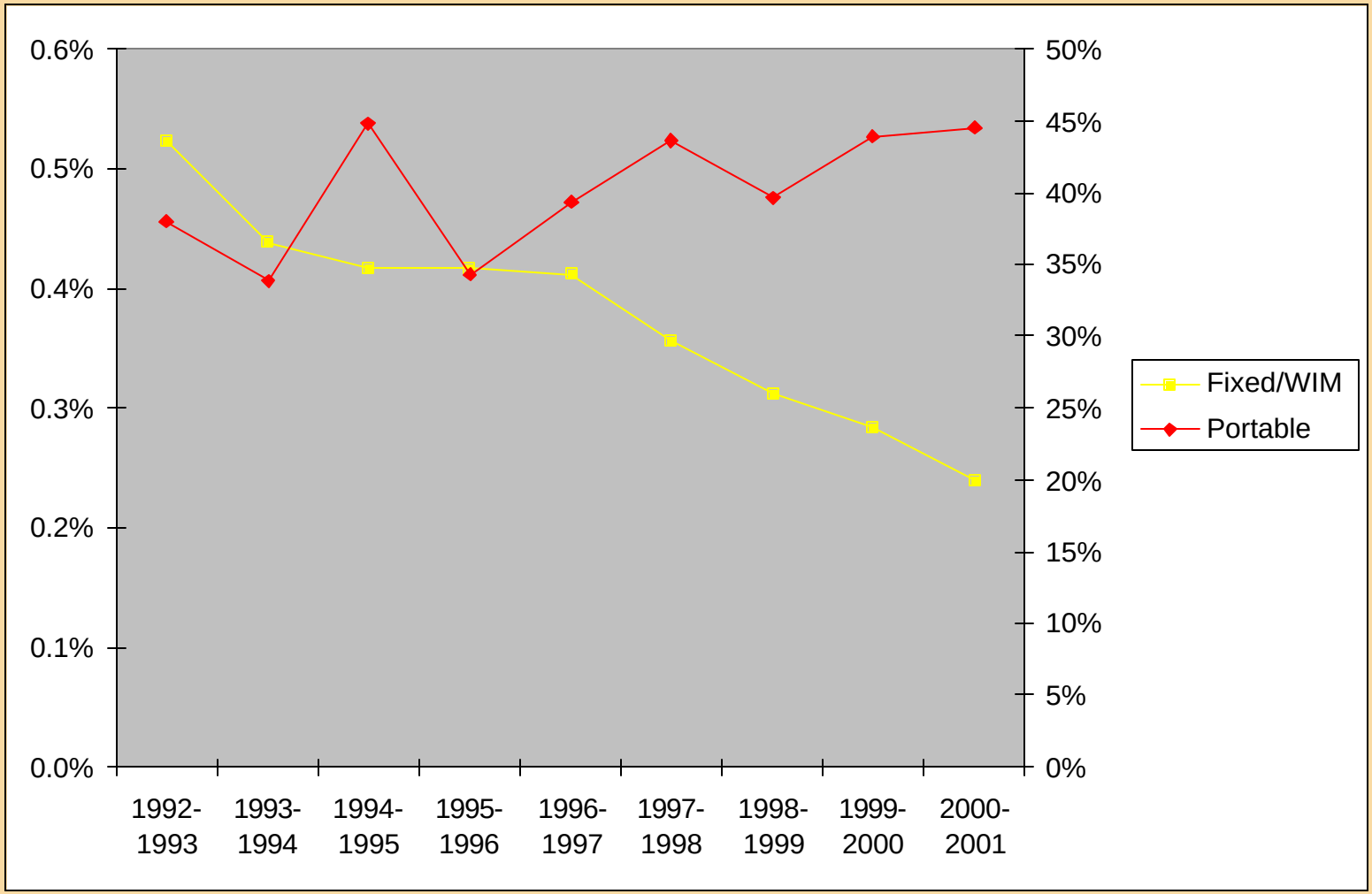
Portable Inspections- 45% Effective



Fixed & WIM Inspections - .24% Effective



Fixed vs Portable Weighings - Effectiveness



Activity: Motor Carrier Compliance

Recommendations:

5. Re-emphasize the enforcement of overweight penalties to increase the deterrence to overweight trucks to minimize resurfacing costs by:
   - Restructuring and increasing overweight fines (See OPPAGA report 98-86) to provide more revenue for additional enforcement activities and provide a greater deterrent effect to overweight vehicles
   - Adding additional officers and equipment to re-emphasize enforcement of overweight penalties by the portable sight weighings method which appears to be more effective in the detection of overweight vehicles

Activity: Bridge Inspection

<u>Recommendation:</u>

6. The current bridge inspection activity contains outsourced inspections while in-house resources used for inspection are lumped into the routine maintenance activity. All resources (in-house and outsourced) involved in bridge inspection should be included in the activity's cost to provide a complete cost for all bridge inspections.

Zero Based Budget Review Recommendations by Service & Activity - 2001

Agency: Department of Transportation
Program/Service: Highway Operations Program

1. Should the state continue to perform this Service? ____X____ *YES* _____ *NO*

The Department's mission is to provide a safe transportation system that ensures the mobility of people and goods, enhances economic prosperity and preserves the quality of our environment and communities. Florida has invested billions of dollars in roads, rail networks, airports, transit facilities and services, seaports and other elements of the transportation system. Regular maintenance and improvements keep these assets operating efficiently, extend their useful life and can delay the substantial cost of reconstructing or replacing them.

Funding included in this service is for the routine maintenance of the State Highway System; inspection and rating of state and local bridges; the operation of state's moveable bridges; and the enforcement of laws and agency rules which regulate the weight, size, safety, and registration requirements of commercial motor vehicles. In addition, this service provides resources to develop and apply solutions to traffic engineering problems that do not require major structural alterations of existing or planned roadways.

2. Are there any areas where performance is not meeting expectations for this service?

Measures for the Highway Operations Program of the Department of Transportation have generally exceeded proposed standards.

Table #1

Highway Operations				
Measure	1999-00 Actual	2000-01 Actual	2001-02 Estimated	2002-003 Estimated
Maintenance condition rating of state highway system as measured against the Department's Maintenance standards	82	84	80	80
Percent of commercial vehicles weighed that were overweight: Fixed scale weighings	0.3%	0.3%	0.3%	0.3%
Portable scale weighings	44%	44.5%	44%	44%
Number of commercial vehicles weighed	10,909,187	11,502,802	11,000,000	12,000,000
Number of commercial vehicle safety inspections performed	62,813	55,461	50,000	50,000
Number of portable scale weighings performed.	38,976	29,850	35,000	35,000
Lane Miles Maintained on State Highway System	39,416	39,730	40,030	40,340

3. Based on the information provided, should each activity within this service continue to be performed by the state and, if continued, should funding be modified per 3.1 through 3.6?

Table #2

Activities (Business Processes)	**FY 01-02 Est. Exp.**	**YES**	**NO**	**Modify**
1. Bridge Inspection	8,030,000	*X*		*9*
2. Routine Maintenance	406,548,677	*X*		3.2, 4,9, 3.4b
3. Traffic Engineering	18,358,138	*X*		3.4b
4. Motor Carrier Compliance	25,179,725	*X*		3.2, 3.3
Total Service	$458,116,540			

3.1 Provide detailed reasons for activities NOT being recommended for continuation.

All activities are recommended for continuation.

3.2 Are there any areas where the agency could improve performance by re-engineering any activity?

Routine Maintenance Activity

The department has achieved savings by improving the methodology used in contracting for outsourced activities within routine maintenance.

Current Outsourcing Level: The Department has approximately $249.3 million of $406.5 million in the Routine Maintenance Activity in outsourced contracts with private and other government agency vendors for routine maintenance activities. This outsourcing is represented by approximately 1,152 contracts and is 62% of the funding for Routine Maintenance Activity.

Asset Management Contracting: The department has recently employed a new method of contracting called "asset management" contracting. Two of the 1,152 contracts mentioned above, totaling $15.3 million, are asset management contracts. (See Tables 3 & 4 below which show the two asset management contracts currently in place, including estimated savings for each of the 7 years of the contract period.) There are currently two different contractors: Infrastructure Corp of America has the I75 Corridor contract and VMS has the contract for a 5 county area in District 3. The remaining 1,150 contracts for $234 million, including $14 million for Department of Corrections maintenance crews, are not considered asset management contracts.

The department's asset management contracts generally employ the following principles which are different from previous contracting practices:

- Contract is performance based and is guaranteed by performance bond.
- Contractor must meet a maintenance rating performance (MRP) of 80.
- Financial penalties are assessed for failure to meet MRP.
- Contract is usually for seven years, with option to renew for one additional seven year period.
- Contractor is responsible for all maintenance duties, generally in a geographic area, including maintaining motorist aide call boxes, routine bridge inspections,

and bridge loading analyses, highway lighting, guard rail and sign inspection, customer service resolution, and 24 hour emergency response.

- Contractor must conduct MRP evaluations according to department procedures.

Table #3

District Three Asset Management Contract							
Year:	**1**	**2**	**3**	**4**	**5**	**6**	**7**
DOT Budget Total	4.5	4.8	5.7	5.9	6.2	6.5	6.8
VMS Bid Amount	4.7	4.7	4.7	4.7	4.7	4.7	4.7
Dollar Savings	-0.2	0.1	0.9	1.2	1.5	1.8	2.0
Percent Savings Per Year	-5.56%	2.05%	16.81%	20.48%	23.94%	27.20%	30.28%

Dollars reported in Millions

Table #4

I-75 Corridor Asset Management Contract							
Year:	**1**	**2**	**3**	**4**	**5**	**6**	**7**
DOT Budget Total	10.2	11.6	11.9	12.5	12.7	13.0	13.3
ICA Bid Amount	10.5	10.5	10.5	10.5	10.5	10.5	10.5
Dollar Savings	-0.30	1.2	1.4	2.0	2.2	2.5	2.8
Percent Savings Per Year	-2.82%	9.96%	11.78%	15.98%	17.63%	19.24%	20.83%

Dollars reported in Millions

Potential for Future Savings by Transitioning to Asset Management Contracting:
An average of the annual savings from the two existing asset management contracts (Tables 3 & 4) compared to projected in-house services is approximately 14.8% . One factor contributing to savings over the old contracting method is the elimination of resources required to supervise a large number of contracts. When a number of contracts in a geographic area are consolidated into one contract, department supervision costs are lowered. The following schedules show a comparison:

Current Supervision Costs – In House and Contract:

1,150 Outsourced Contracts (Non-Asset Mgmt)	$220.0
In-House Maintenance Services	$90.0
Contract Supervision & In House Supervision	$39.0
Supervision/Contract Mgmt Funding as Percent	13%

Compare to:

Asset Management Contracts – In House Supervision Costs:

Asset Management Contract – I-75	$10.50
Department Contract Management	$.15
Contract Mgmt as Percent	1%

The Department estimates that the portion of supervision costs shifted to the contractor for the I-75 contract is $700,000 annually and is included in the total contract price of $10.5 million. Even including these costs, supervision costs are still 31% less (13% vs 9%) using asset management contracting to outsource department activities compared to current contracting methods.

Asset Management Contracts - Total Administration Costs:

Asset Management Contract – I-75 (Non-Admin)	$9.8
Asset Management Contract – I-75 (Super. Costs)	$.7
Department Contract Management	$.15
Total Supervision & Contract Mgmt as Percent	9%

Given the potential savings the department has planned to increase its asset management contracts according to the schedule listed in Table #5. Approximately $138 million in 32 asset management contracts are planned to be completed by 7/1/08. By 05-06 the department expects to have 60% of its maintenance contracts in asset management contracts leaving approximately $90 million in non-asset management contracts.

The department has planned budget reductions based on the expected savings projected from the transition to asset management contracting. This reduction plan can be seen in Line 14 of Table #9 , "Summary of Planned Reductions - Highway Operations), below in Question #6.

Table #5 **Asset Management Contract Phase-In**

Projected Contract Start Dates	Number of Contracts	Total Estimated Annual Cost (Millions)	Average Duration of Contract (Years)
7/1/02 - 10/1/02	9	28.65	7.0
7/1/03	6	21.3	7.5
7/1/04	9	52.9	7.0
7/1/05	4	26.1	8.5
7/3/06	3	6.5	7.0
7/1/08	1	3.2	7.0
TOTALS	**32**	**138.65**	**7.0**

Recommendations:

- The department should adhere to its planned schedule of reducing maintenance outsourcing costs through the use of asset management contracting.
- Reductions of 180 positions and $5.1 million associated with maintenance operations should be reduced from the FY 02-03 Routine Maintenance budget.
- The department should document costs of providing services through outsourcing (both with current contract methods and asset management contracting method) vs. inhouse to ensure that planned cost savings are achieved through asset management contracting and that it continues to be cost effective to outsource maintenance activities.
- Supervision costs ($39M of total budget for Maintenance Activity or 13% of contracts and in-house operations being supervised) appears high and is in addition to $24 million in administrative funding (See Table #6).
    - The Legislature should consider adding a measure to track supervision costs as a percentage of contracts and in house staff supervised to ensure that the planned improvements in contracting method reduces supervision costs.
    - Request Auditor General or OPPAGA to review supervision and administrative costs to determine that they are at an appropriate level.

Table #6

ROUTINE MAINTENANCE ACTIVITY **Detail of Activity**		
	Amount	**% total**
1. Fixed Obligations – (Utilities, etc)	107.6	26%
2. Safety Maintenance	78.2	19%
3. Preservation Maintenance	60.2	15%
4. Routine Maintenance	41.6	10%
5. Aesthetic Maintenance	15.5	4%
6. Contract Supervision/In-house Supervision	39.2	10%
7. Administration	21.6	5%
8. Central Office - Administrative	4.5	1%
9. Central Office - Other Statewide Programs	7.0	2%
10. Central Mobile Equipment -Other	31.1	8%
TOTAL FUNDING FY 2001-02	406.5	100%

3.3 For each activity recommended for continuation, is the current level of efficiency and effectiveness meeting legislative expectations? Describe any deficiencies. Can the deficiency be addressed using current resources?

Motor Carrier Compliance

OPPAGA (Office of Program Planning and Government Accountability) in a recent report (98-86) recommended that fines for overweight trucks be increased and restructured. Fines have not been increased since being established in 1953. The report further states that fines are not structured such that they deter repeat offenders or discourage the more severely overweight vehicles.

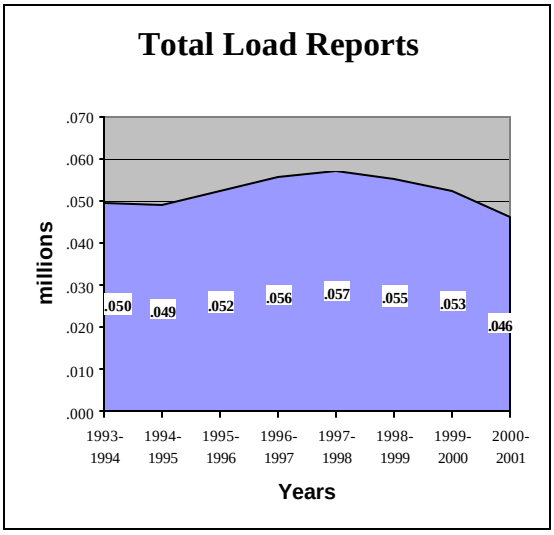
Overweight vehicles are a problem for two reasons. First, overweight trucks pose a safety hazard. Second, roads are engineered for specific weight limits and overweight trucks do significant damage to road surfaces. Information submitted for this review states that an 80,000 pound semi trailer truck places a load equal to 9,600 cars. Adding 15,000 pounds to that can double the damage. The OPPAGA criticizes the overweight fine structure because they are insufficient to deter the damage done to roads by trucks. The department has budget over $451 million to resurface roads in FY 2001-2002. The OPPAGA report states that a significant portion of the resurfacing budget could be saved if overweight trucks were deterred.

Motor Carrier Compliance weighs approximately 11 to 12 million trucks per year (See Table #1). Of inspections performed, approximately 46,000 trucks were determined overweight (See Graph #1). This represents steady decline culminating in a 19% decrease from the number of overweight penalties in Fiscal Year 1997-1998 which were 57, 000.

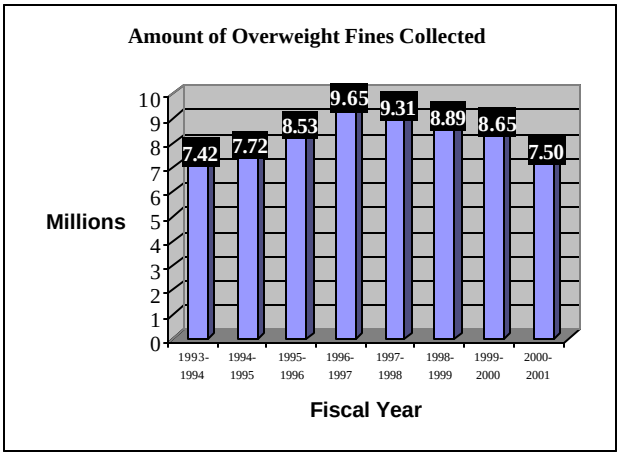
Revenues from fines, which support program, have decreased ($9.9 million to $7.5 million) correspondingly to the decline in penalties issued (See Graph #2). There are several reasons for this downward trend as follows.

- Motor Carrier Weight Stations have been down for reconstruction
- Efforts previously put toward overweight inspections are now directed to drug interdiction and safety efforts

Graph #1



Graph #2



Resources were redirected more to safety efforts because Florida was at one time ranked 3rd in fatalities due to commercial motor vehicle crashes. Safety efforts appear to have been successful since the Federal DOT reported that deaths involving commercial motor vehicles were down 11% in Florida over the most recent reporting period.

Overweight penalties currently provide 35% of funding for the motor carrier activities See Table #7. As a result of the de-emphasis on issuing overweight penalties, the program has relied on funding from the state transportation trust fund ($10 million) to supplement its funding. Also, as a result of de-emphasizing enforcement of overweight regulations, there is a potential that more overweight trucks are traveling on Florida roads and therefore increasing the damage to roads. According to the department it is not possible to calculate how much of the resurfacing budget of $451 million could be decreased if more enforcement of overweight limits were more successful.

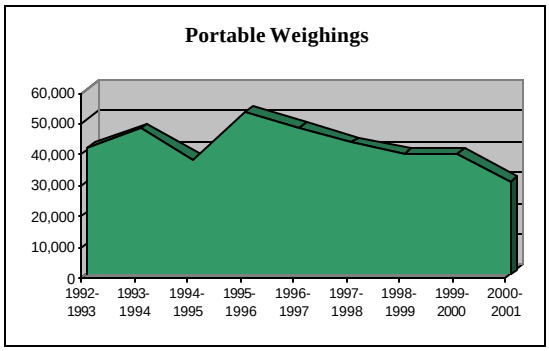
Table #7

Motor Carrier Compliance - Revenues	**Amount**	**Percent**
Fuel Tax Permit – Temporary	$78,280	0%
International Registration Plan Trip Permit	$55,500	0%
Safety Violations/Fuel Tax	$2,187,823	10%
Overweight Penalties	***$7,526,534***	***35%***
Seizures	$57,734	0%
Federal Safety Assist Grant	$1,728,181	8%
TOTAL REVENUES	**$11,634,052**	**54%**
TOTAL BUDGET	**$21,678,111**	**100%**
DIFFERENCE	**-10,044,059**	**-46%**

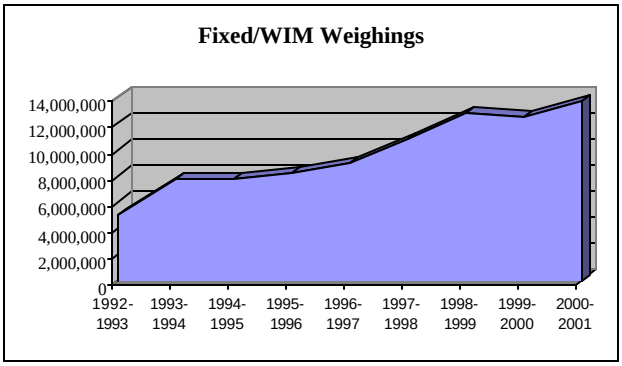
Although total vehicles weighed has increased (10.8 million in FY 97-98 to 13.7 million in FY 00-01) the level of portable weighings vs fixed has fallen significantly (See Graph #3). This is significant since the program gains the higher percentage of fine revenue from portable weighings (see Table #1). The average number of fines from portable scale weighings is 40% over ten years and has increased over the last nine years. The average number of fines from fixed weighings is .38% and has declined steadily over the last nine years (See Graph #5).

While enforcement by portable weighings appears far more effective in detecting overweight vehicles, there is less and less effort in this area.

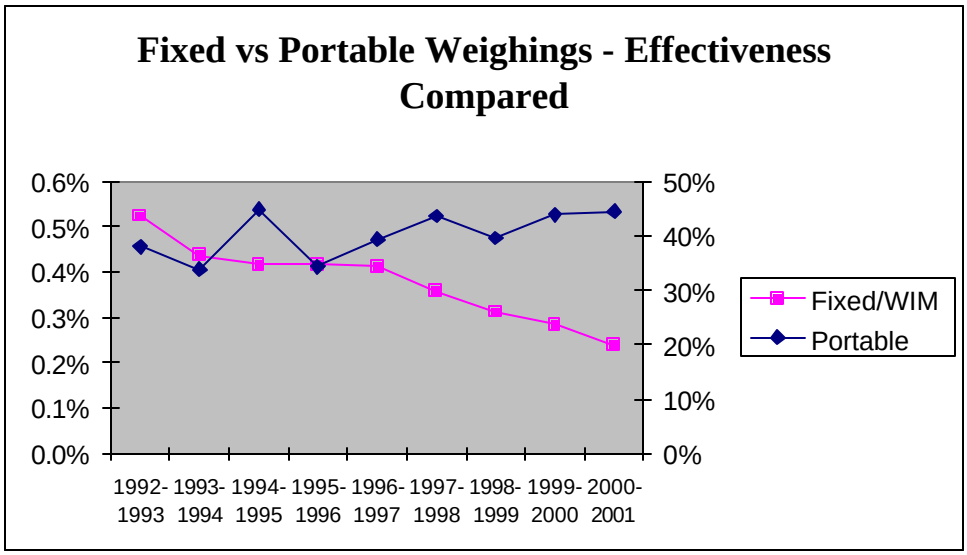
Graph #3



Graph #4



Graph #5



<u>Recommendations:</u>

The legislature should consider re-emphazing the enforcement of overweight penalties to decrease the damage to roads and the resulting cost of resurfacing. Additional resources for consideration would include:

- Restructuring and increasing overweight fines to deter damage to roads which would provide more revenue for additional enforcement activities and decrease repaving costs (See OPPAGA report 98-86)
- Adding additional officers and equipment to re-emphasize enforcement of overweight penalties by the portable sight weighings method which appears to be more effective in the detection of overweight vehicles. This effort would increase revenues and would possibly increase enforcement as well. Increased enforcement would result in less damage to roads and a lower resurfacing costs.

3.4. For each activity, identify potential and recommended reductions as follows:

a. Can any General Revenue be shifted to trust funds?

There is no General Revenue in the Highway Operations Program.

b. List and describe all reductions listed in the 5% LRPP reduction list and the LBR Schedule 8B reduction list (if different).

Table #8

	TRANSPORTATION - HIGHWAY OPERATIONS		FISCAL YEAR 2002-2003		
	SOURCE	**AC TITLE**	**FTE**	**AMOUNT**	**Rec.**
1	**LRPP/LBR**	Routine Maintenance, Traffic Engineering - Additional Contracting/Outsourcing - This is the 2nd year of the 5 year position reduction plan; total of 857 positions over 5 year period in the Hwy Operation entity.	(183.00)	(5,276,281)	YES
2	**LRPP/LBR**	Organizational Efficiencies - Part of the 5 year position reduction plan.	(23.00)	(586,046)	YES
3	**LRPP/LBR**	Vehicle Replacement - This is a reduction of overall vehicle replacement program due to the reduced level of in-house staffing.		(2,685,000)	YES
4	**LRPP/LBR**	Overtime base -Reduced need for overtime due to reduced level of in-house staffing.		(300,000)	YES
		Total of Recommended Cuts	**(206.00)**	**(8,847,327)**	
5	**LRPP**	Salary and Benefits base - Proration of Department reductions required to meet 5% LRPP guidelines.		(4,100,000)	NO
6	**LRPP**	Expense base - Proration of Department reductions required to meet 5% LRPP guidelines.		(1,000,000)	NO
7	**LRPP**	Transportation Materials Eqmt base - Proration of Department reductions required to meet 5% LRPP guidelines.		(900,000)	NO
8	**LRPP**	Overtime base - Proration of Department reductions required to meet 5% LRPP guidelines.		(720,000)	NO
9	**8B**	Contract Maint with DOC - In the event of a revenue shortfall, all routine activities that could be deferred without significant impact would be considered. This proposal would reduce DOC maintenance funding but would still leave a major portion of the program in place.		(1,910,984)	NO
10	**8B**	Highway Beautification Prog - This program funds a significant activity to improve the aesthetics of roadways throughout the state. It would be considered for reduction in the event of a revenue shortfall. This proposal reflects a 50% reduction in the program.		(1,000,000)	NO
		Total of Recommended Cuts Not Recommended		**(9,630,984)**	

c. List the activities, or components thereof, which are least relevant to or least effective in accomplishing the agency's missions and goals (if not previously listed in "b" above). Should any funding for these activities be redirected to a higher priority activity within this agency or eliminated entirely?

The preservation of agency transportation assets is a primary mission of the department. The department ranked, in order of priority to the agency mission, the four activities within this Service as follows:

- #1 Bridge Inspection - $8 million
- #1 Motor Carrier Compliance - $25 million
- #2 Routine Maintenance - $406.5 million
- #3 Traffic Engineering - $18.4 million

Funding for the Routine Maintenance Activity ($406.5 Million) can be further categorized as being more to least critical to that mission (e.g., funding for critical safety and preservation maintenance issues compared to funding for aesthetic maintenance). Funding for aesthetic maintenance, while appreciated by tourists and Florida citizens, is not as mission critical as safety and preservation of assets. Amounts within the routine maintenance activity (See Table #6) that can be categorized as aesthetic are:

- Central Office - Highway Beautification – $2 million
- Aesthetic Maintenance – $15.5 million

d. For any LRPP reduction above that you recommend against adopting, develop alternative reduction options to achieve the 5% savings.

A 5% reduction for the Highway Operations service would be $22.9 million. Reductions of 206 positions and $8.8 million are recommended. To achieve a five percent reduction, an additional $14 million would have to be reduced. If such a reduction were necessary it is recommended that the reduction be taken from the areas least critical to the department's mission as described in 3.4c.

3.5. Are there any funding enhancements which would significantly enhance the efficiency or effectiveness of the activities within this service?

No critical enhancements were addressed.

3.6 For each recommendation relating to an activity's funding level (whether to eliminate or modify) what are the consequences to the customers of each recommendation?

Reduction recommendations of 206 positions and $8.8 million (Table # 8 under 3.4b) represent savings which can be achieved primarily through re-engineering and efficiencies which will not result in a reduction in the quality of services provided. For example, the majority of savings will come from the continuation of consolidation of the department's existing 1,150 maintenance contracts into "asset management contracts". The efficiencies gained from consolidating these contracts will result in the elimination of resources previously required to manage separate contracts. Of the FY 2002-03 reductions, 179 of the 206 positions reduced are in the area of contract maintenance.

4. Based on a review of statutory authorities for activities and the analysis of customer needs and quality of services provided, are any changes to statutes or other expressions of legislative intent recommended?

Federal Legislation currently prevents the state from franchising rest area facilities along Florida's interstate highway system according to OPPAGA report 99-29. The report recommends that efforts to be made at the federal level to allow franchising at rest areas. If this were done revenues in could be received which could eliminate the need for rest area maintenance costs currently funded in the Transportation Budget of $15 million.

5. Were there any areas in this service which consistently lack adequate information necessary to perform the zero based budget analysis? If so please explain.

The information provided was generally adequate to perform the review.

6. Is there any evidence that quality could be improved or costs reduced through outsourcing or privatizing all or part of the activities within this service?

Routine Maintenance Activity

The Department has approximately $235.3 million in outsourced contracts with private and other government agency vendors for the routine maintenance activities. Of that amount, $220 million is for 1,150 existing contracts (this includes hundreds of contracts with local governments and other government agencies). The remaining $15.3 million is for two asset management contracts for approximately $15.3 million annually. Asset management contracting is a method of contracting recently employed by the department which is performance based, consolidates existing contracts, and has a longer contract period. (See Tables 3 & 4) listed under question 3.2 above showing the two asset management contracts currently in place, including estimated savings for each of the 7 years of the contract period.) The remaining amount of maintenance work is performed by in-house maintenance crews and accounts for an additional $90 million of funding in the Routine Maintenance Activity.

The department estimates that routine maintenance activities, if done totally in house, would require 6,881 positions. Outsourcing has enabled the department to decrease or avoid increasing its workforce such that the number of positions devoted to routine maintenance in FY 01-02 is 1,993. This represents approximately 70-72% of maintenance positions being outsourced. The department goal is to privatize approximately 80% of total estimated need in department positions (leaving 1372 in-house positions devoted to routine maintenance). The department should continue in its efforts to increase the overall level of outsourcing to 80% using asset management contracting methods.

Bridge Inspection

Bridge inspections are currently 100% outsourced.

Traffic Engineering

The department has begun some minimal outsourcing activities. See the reductions relating to privatization below in the Table #9, "Summary of Planned Reductions – Highway Operations".

Motor Carrier Compliance

This activity has minimal outsourcing.

Table #9

Summary of Planned Reductions - Highway Operations

		2001/02	2002/03	2003/04	2004/05	2005/06	Total
1	**Efficiency Reductions:**						
2	Maintenance Activity (Inc CME)	17	21	33	9	7	75
3	Traffic Operations	6	2	2	1	2	13
4	Law Enforcement – (Motor Carrier)	0	0	0	0	0	0
5	Subtotal Hwy Oper	11	23	35	10	9	88
6							
7	**Other Privatization:**						
8	Maintenance Activity (Inc CME)*	23	1	13	4	2	43
9	Traffic Operations	9	3	7	6	8	33
10	Law Enforcement – (Motor Carrier)	4	0	0	0	0	4
11	Subtotal Hwy Oper	36	4	20	10	10	80
12							
13	**Consolidation of Contracts:**						
14	Contract Maintenance	245	179	253	0	0	677
15							
16	Total Reductions - Highway Ops	292	206	308	20	19	845

* Includes last 4 Welcome Center positions

7. Should all or some of the tasks or functions within this activity be transferred to a more appropriate service or budget entity where a similar activity exists or to an entity that has a more compatible mission?

No changes are recommended.

8. Are any changes indicated to the mission statements and goals of the LRPP based on your review of statutory authorities and legislative intent for this service and its activities?

No changes are recommended.

9. Are there other recommendations at either the Service or Activity Level not addressed in the recommendations above?

Bridge Inspection:
The current bridge inspection activity contains outsourced inspections while in-house resources used for inspection are lumped into the routine maintenance activity. All resources (in-house and outsourced) involved in bridge inspection should be included in the activity's cost to provide a realistic cost for all bridge inspections.

Routine Maintenance:
The Routine Maintenance Activity contains $406 million in funding for a range of maintenance activities which vary from critical safety related maintenance and repairs to aesthetic non-safety roadway maintenance activity. For purposes of grouping budget categories into activities, this activity should be divided according to different categories of importance to the department's mission to facilitate budget decision making. (See Table # 6).

Executive Direction and Support

Purpose: *To provide administrative and support services to assist in the agency operation. Resources contained in this service provide direct support to the department through overall management of the department in the attainment of goals and objectives and internal administrative services in support of operational programs.*

Funding: *$81,955,481 (Trust)*

Staffing: *883 Full-Time-Equivalent Positions*

Recommendations:

- *For FY 2002-2003, adopt the Department's recommendation to delete 9 positions and $246,475 in trust funds from the Executive Direction and Support Program/Service. These reductions are possible as a result of organizational efficiencies in the following activity areas: Executive Direction(1), General Counsel/Legal(1), Finance and Accounting(4), Mail Room(1), Property Management(2).*

- *Within the Finance and Accounting Activity, staff recommends automation of the encumbrance/fund approval process, the consultant invoice and audit process, and the construction estimate audit process. It is estimated that these measures will result in the reduction of 12.5 positions over the next three years.*

- *Staff recommends implementation of the agency's Five Year Organizational Efficiency Plan. This plan reflects a reduction of 2,779 positions over the time period of FY 2001-2002 through FY 2005-2006. On a beginning base of 10,354 positions this equates to a reduction of 26.84% for the five year period.*

- *Staff recommends the continued application of the Sterling Model to the operation of the Executive Direction and Support Program/Service as well as to the entire department. Through the use of quality management principles and quantifiable measurement methods, department performance efficiencies can be increased.*

Organizational Efficiency Plan
Summary by Function
Department of Transportation

	2001/02	2002/03	2003/04	2004/05	2005/06	Total		
Efficiencies	147	84	131	66	67	495		
Contract Maintenance	245	179	253	0	0	677		
Contract CEI	80	35	44	41	35	235		
Contract Design	25	21	50	49	42	187		
Contract Testing	12	8	32	14	21	87		
Contract Right of Way	6	5	10	9	10	40		
Tolls Privatization	181	318	386	16	0	901		
Other Privatization	56	26	32	28	15	157	FY 2000/01 Positions	% of Positions to be Reduced
Grand Total	752	676	938	223	190	2,779	10,354	26.84%

Zero Based Budget Review Recommendations by Service & Activity - 2001

Agency:	Department of Transportation
Program:	Executive Direction and Support
Service:	Executive Direction and Support

1. Should the state continue to perform this Service? ____X____ YES _____ NO

The purpose of this service is to provide administrative and support services to assist in the agency operation. Resources contained in this service provide direct support to the Department through overall management of the Department in the attainment of goals and objectives and internal administrative services in support of operational programs. Without this service, each program area would be required to establish an administration infrastructure. Lack of centralized support would create duplication of effort and increase costs. There would also be a lack of agency cohesiveness and sense of mission that is enhanced through this service.

2. Are there any areas where performance is not meeting expectations for this service?

No. The performance outcome is determined by comparing the agency administrative and support costs as a percent of total agency costs. These percentages are 1.9% for FY 1999-2000, 1.79% for FY 2000-2001, and an estimated percent of 1.45% for FY 2001-2002.

3. Based on the information provided, should each activity within this service continue to be performed by the state and, if continued, should funding be modified per questions 3.1 through 3.6?

Activities (Business Processes)	**FY 01-02 Est. Exp.**	**YES**	**NO**	**Modify**
1. Executive Direction	$4,371,461	X		
2. General Counsel/Legal	$7,268,001	X		
3. Legislative Affairs	$427,027	X		
4. External Affairs (Transportation Commission)	$415,908	X		
5. Inspector General	$3,047,296	X		
6. Communication/Public Information	$1,476,239	X		
7. Director of Administration	$2,565,069	X		
8. Planning and Budgeting (Management and Budget)	$5,548,490	X		
9. Finance and Accounting	$23,127,675	X		
10. Personnel Services/Human Resources	$5,640,629	X		
11. Training	$841,454	X		
12. Mail Room	$1,638,722	X		
13. Print Shop	$1,538,224	X		
14. Records Management	$658,664	X		
15. Property Management	$14,747,664	X		
16. Contract Administration (Dis. Bus. Enterprises)	$2,614,631	X		
17. Procurement	$6,028,327	X		
Total Service	**$81,955,481**	X		

3.1 Provide detailed reasons for activities NOT being recommended for continuation.

Not applicable.

3.2 Are there any areas where the agency could improve performance by re-engineering any activity?

No.

3.3 For each activity recommended for continuation, is the current level of efficiency and effectiveness meeting legislative expectations? Describe those deficiencies. Can the deficiency be addressed using current resources

Yes.

3.4. For each activity, identify potential and recommended reductions as follows:

a. Can any General Revenue be shifted to trust funds?

   No.

b. List and describe all reductions listed in the 5% LRPP reduction list and the LBR Schedule 8B reduction list (if different). Explain in detail why any of these reductions should or should not be recommended

   The department recommends reductions of 9 positions and $246, 475 in trust funds. They are also recommending an addition of $28,000 for an electronic surveillance system in order to delete one of the security guard positions. This equates to a net reduction of 9 positions and $218,475. These reductions are as follows:

   Executive Direction – 1 position and $33,092
   General Counsel/Legal – 1 position and $26,435
   Finance and Accounting – 4 positions and $112,167
   Mail Room – 1 position and $ 23,888
   Property Management - 2 positions and $22,893

   In that these reductions are achievable as a result of organizational efficiencies, legislative staff is in agreement with the department's recommendation.

c. List the activities, or components thereof, which are least relevant to or least effective in accomplishing the agency's missions and goals (if not previously listed in "b" above). Should any funding for these activities be redirected to a higher priority activity within this agency or eliminated entirely

   No.

d. For any LRPP reduction above that you recommend against adopting, develop alternative reduction options to achieve the 5% savings.

Not applicable.

3.5. Are there any funding enhancements which would significantly enhance the efficiency or effectiveness of the activities within this service?

No.

3.6 For each recommendation relating to an activity's funding level (whether to eliminate or modify) what are the consequences to the customers of each recommendation?

Not applicable.

4. Based on a review of statutory authorities for activities and the analysis of customer needs and quality of services provided, are any changes to statutes or other expressions of legislative intent recommended*?*

No.

5. Were there any areas in this service which consistently lack adequate information necessary to perform the zero based budget analysis? If so please explain.

Lack of consistent performance measures for individual administrative activities statewide hampers assessment. Adoption of statewide staffing ratios would provide some baseline data for funding decisions.

6. Is there any evidence that quality could be improved or costs reduced through outsourcing or privatizing all or part of the activities within this service?

General Counsel/Legal:
On a case by case basis the Department has outsourced some legal work when a particular area of expertise is temporarily required and not available from existing staff or the Attorney General. One known and documented barrier is the much higher cost of obtaining these services from the private sector. Attorney General approval is statutorily required for the employment of private counsel.

Transportation Commission:
The only formal information gathering provided outside the Commission to date has been through consultant contracts to perform specific mandated data collection. It is considerably more cost effective to perform routine external affairs activities in-house.

Inspector General:
One area that has been outsourced or privatized is the area of Overhead Audits. Several years ago the department did all of the Overhead Audits, but as the consulting industry grew, the workload became overwhelming. As a result, the CPA industry was trained in the specific

procedures and approaches, which were required to fulfill the needs. The department also outsourced consultant contract audits several years ago but they allocated nearly as much time training and assisting the auditor on the project, as would have been done by doing it themselves. The effort was not cost effective. Other state DOTs have outsourced audits rather than adding additional staff. According to Audit Directors in those states, outsourcing has not produced better products but has increased the cost.

Communication/Public Information:
In general, most public information offices are a mix of in-house and outsourcing. Most districts do outsource (hire public information consultants) to handle some major construction projects when their limited staff cannot dedicate adequate time on those projects in addition to their normal workload.

The Turnpike operates with primarily outsourced staff. At the Turnpike District, most of the Public Information efforts are outsourced. The Turnpike is unique in that it has projects throughout the state. Their public information contracts are designed to specifically last for the duration of the construction of a major new road and then end. The Turnpike keeps a small core of three DOT employees – the rest are consultant PIOs.

Planning and Budgeting:
Outsourcing of some budget work, LASPBS input, for example, may be feasible but that would be very short term during budget preparation. That additional demand is met with staff working overtime as needed.

Finance and Accounting:
Outsourcing the vendor disbursement task was evaluated but was deemed to be too costly. Outsourcing was considered due to the inability to keep up with the increasing workload caused by the significant increase in the work program, as well as the department was experiencing up to a 100% turnover rate. In evaluating outsourcing, they took into consideration the costs as estimated by a couple of firms that could provide the service and the salaries, benefits, workspace, etc. of current staff. They had no method of analyzing the affect on efficiencies or customer service gained. They subsequently re-engineered some of the processes, increased salaries, and reorganized the office that has resulted in the ability to handle the workload while decreasing the staffing. The negotiations to privatize payroll is currently underway. No other tasks have been evaluated for outsourcing or privatization.

Mail Room:
The basic function of delivering mail and parcels to other Department offices throughout the state and to private sector businesses is already outsourced to the USPS and to private sector couriers (FedEx, FedEx Ground, Airborne, and UPS). The functions retained by the Department are primarily contract management in nature and those functions that are internal to the organization.

Print Shop:
Efforts are currently underway to determine the feasibility of privatizing the printing of books and manuals in order to concentrate on printing plans and specifications for the work program.

Records Management:
Research is currently underway to determine the cost-effectiveness of privatizing the printing and shipping operations of the Maps and Publications Section.

Property Management:
Many maintenance functions are already outsourced. For instance, maintenance on the Department's chiller plant, cooling tower, elevators, sprinkler system, fire pump, emergency generator, fire alarm and access control systems, are currently outsourced. . District security is generally outsourced. Central office building security will be replaced with electronic security in FY 2003/04. District custodial is a mix of in-house and outsourced. Central office will be outsourced by FY 2003/04.

Contract Administration:
Field investigations for the Disadvantaged Business Enterprises Program were outsourced, but it did not yield any efficiencies. EEO and Sexual Harassment training is currently being considered for outsourcing through the state's human resource outsourcing.

Other Activities:
All remaining activities for this service have been reviewed for privatization/outsourcing. No feasible alternatives were identified.

7. Should all or some of the tasks or functions within this activity be transferred to a more appropriate service or budget entity where a similar activity exists or to an entity that has a more compatible mission?

No.

8. Are any changes indicated to the mission statements and goals of the LRPP based on your review of statutory authorities and legislative intent for this service and its activities?

No.

9. Are there other recommendations at either the Service or Activity Level not addressed in the recommendations above?

No.

Information Technology

Purpose: *To support the Department by managing an automated processing environment that must be reliable, secure, cost-effective, and responsive. Resources contained in this service provide for the processing, storage and retrieval of data; system development and maintenance; statewide computer network management; information security administration; and general information services supporting the Department.*

Funding: *$41,437,462 (Trust)*

Staffing: *337 Full-Time-Equivalent Positions*

Recommendations:

- *Continue the deployment of the new web-based Consultant Invoice Transmittal System(CITS), which generates and submits electronic invoices over the internet and streamlines the review and approval process. Current estimate for staff reductions in the department's Five Year Reduction Plan as an outcome of a fully deployed CITS is 7.5 positions. Additional enhancements may save even more.*

- *Staff recommends a review of the current thirteen vacant positions to determine potential reductions for FY 2002-2003.*

- *Continue the implementation of Windows 2000, which will enable the migration of the dual standard server operating systems used throughout the agency into a single Network Operating System. Windows 2000 is engineered to facilitate enterprise management of servers and connected*

desktop systems. This project will result in greater operational efficiency.

- *Staff recommends that in order to evaluate outputs and outcomes of the Network Activity, further research with consulting firms could assist in identifying appropriate benchmarks. This is the activity that provides communications connectivity with all the DOT district offices.*

- *Staff recommends the department intensify its efforts to provide information via the Internet and Intranet to departmental employees as well as to the public. An example of such information is the availability of road condition information to the public.*

Zero Based Budget Review Recommendations by Service & Activity - 2001

Agency:	Department of Transportation
Program:	Information Technology
Service:	Information Technology

1. Should the state continue to perform this Service? _____X____ YES _____ NO

This service supports the Department by managing an automated processing environment that must be reliable, secure, cost-effective, and responsive. Resources contained in this service provide for the processing, storage and retrieval of data; system development and maintenance; statewide computer network management; information security administration; and general information services supporting the Department.

The alignment of Information Technology(IT) services with the Department's mission provides support for DOT's core functions: safety, mobility of people and goods, enhancement of economic prosperity, and preservation of the quality of our environment and communities. The IT infrastructure provides secure access to financial, business, and engineering systems that support this mission.

2. Are there any areas where performance is not meeting expectations for this service?

There are no performance standards or measures available for this service.

3. Based on the information provided, should each activity within this service continue to be performed by the state and, if continued, should funding be modified per questions 3.1 through 3.6?

Activities (Business Processes)	**FY 01-02 Est. Exp.**	**YES**	**NO**	**Modify**
1. Computer Operations	$7,190,459	X		
2. Network Support	$4,083,356	*X*		
3. Application Development/Support	$8,224,005	X		
4. Executive Direction	$639,607	*X*		
5. Desk Top Support	$13,575,547	*X*		
6. Administrative Services	$1,266,347	*X*		
7. Asset Acquisition	$6,458,141	*X*		
Total Service	**$41,437,462**	*X*		

3.1 Provide detailed reasons for activities NOT being recommended for continuation.

Not applicable.

3.2 Are there any areas where the agency could improve performance by re-engineering any activity?

No.

3.3 For each activity recommended for continuation, is the current level of efficiency and effectiveness meeting legislative expectations? Describe those deficiencies. Can the deficiency be addressed using current resources?

Yes.

3.4. For each activity, identify potential and recommended reductions as follows:

a. Can any General Revenue be shifted to trust funds?

   No.

b. List and describe all reductions listed in the 5% LRPP reduction list and the LBR Schedule 8B reduction list (if different). Explain in detail why any of these reductions should or should not be recommended.

   Because of the anticipated transfer of this service/budget entity to the State Technology Office , no position or budget entity reductions were requested by the department.

c. List the activities, or components thereof, which are least relevant to or least effective in accomplishing the agency's missions and goals (if not previously listed in "b" above). Should any funding for these activities be redirected to a higher priority activity within this agency or eliminated entirely?

   No.

d. For any LRPP reduction above that you recommend against adopting, develop alternative reduction options to achieve the 5% savings.

   Not applicable.

3.5. Are there any funding enhancements which would significantly enhance the efficiency or effectiveness of the activities within this service?

No.

3.6 For each recommendation relating to an activity's funding level (whether to eliminate or modify) what are the consequences to the customers of each recommendation?

Not applicable.

4. Based on a review of statutory authorities for activities and the analysis of customer needs and quality of services provided, are any changes to statutes or other expressions of legislative intent recommended.

No.

5. Were there any areas in this service which consistently lack adequate information necessary to perform the zero based budget analysis? If so please explain.

No.

6. Is there any evidence that quality could be improved or costs reduced through outsourcing or privatizing all or part of the activities within this service?

The department currently utilizes research and consulting expertise from outside groups such as the Gartner Group. However, in many areas, the lack of familiarity with the department environment and the high cost of outsourcing were the primary barriers to outsourcing/privatizing.

7. Should all or some of the tasks or functions within this activity be transferred to a more appropriate service or budget entity where a similar activity exists or to an entity that has a more compatible mission?

In July 2001, DOT consolidated IT positions across the state in anticipation of transferring IT to the State Technology Office. They are working through the issues associated with this change, but have already begun to plan for IT at a department-wide level. This, in addition to other initiatives already underway at DOT and the opportunities provided by STO are expect to result in the following benefits:

- *increased standardization of IT hardware, software, processes, etc. and the ability to more effectively enforce standards statewide (standardization reduces the need for additional support resources and training for additional products that don't add value - cost avoidance)*
- *encourage best practices across the state*
- *promote redirecting of assets as needed to insure that they use what they have before buying new hardware/software (example - shift production servers as they are replaced to other areas of need such as test environments or less intensive production areas - cost avoidance)*
- *participate in STO initiates such as reverse auctions for volume purchases - cost savings*
- *strategic decisions that impact future support requirements such as the decision to develop new applications using a web interface. This type of product requires minimal support at the desktop since only a standard browser is required. No code is distributed and maintained at the desktop (cost avoidance)*

improved project management and oversight of projects. DOT has implemented a thorough ISDM (Information Systems Development Methodology) that defines requirements for deliverables. Each project has a website that provides extensive information to customers and other IT staff, increasing awareness and participation. An annual Applications Workplan is published that reflects the projects and resources for the fiscal year, based on the approval and adoption by the Departments Assistant Secretaries.

8. Are any changes indicated to the mission statements and goals of the LRPP based on your review of statutory authorities and legislative intent for this service and its activities?

No.

9. Are there other recommendations at either the Service or Activity Level not addressed in the recommendations above?

No.

TAB 5

State of Florida

Department of Agriculture

Zero-Based Budgeting: Summary of Recommendations

28 Years of Innovative Management Consulting

Executive Direction & Support Services

Purpose: The Division of Administration is responsible for personnel administration, finances, planning and budgeting, purchasing and other services within the Department of Agriculture.

Funding: $14,788,426

Staffing: 228 FTE

Recommendations:

- Reduce the number of FTE by 10.
- Explore the potential of outsourcing some of the maintenance related property management features
- Adopt performance standards once they are approved at the state-wide level.

Agriculture Water Policy Coordination

Purpose: By developing the Agricultural Best Management Practices, the Office of Agricultural Water Quality implements procedures for the purposes of balancing water quality/quality management and improving overall agricultural productivity.

Funding: $17,057,940

Staffing: 32 FTE

Recommendations:

•No recommendations for this service.

Agricultural Law Enforcement

Purpose: The Bureau keeps Florida lands protected by providing investigative services and responding to traffic enforcement, traffic homicides, narcotics violations, and missing persons.

Funding: $3,141,125

Staffing: 39 FTE

Recommendations:

•No recommendations for this service.

Information Technology

Purpose: The Agricultural Management Information Center is responsible for providing the user Divisions of the Department of Agriculture and Consumer Services with information technology tools, services and support.

Funding: $7,036,135

Staffing: 44 FTE

Recommendations:

• Adopt performance standards as they are adopted at the statewide level.

Food Safety Inspection & Enforcement

Purpose: Food Safety Inspection and Enforcement performs inspections and is able to identify, investigate and regulate contaminants, or any potentially harmful findings, threatening the public's health.

Funding: $15,728,756

Staffing: 274 FTE

Recommendations:

- Maintain the existing $500 cap on inspection fees.
- Continue with the process of implementing a re-inspection fee.

Food Safety Inspection & Enforcement

Recommendations Continued:

•Continue to make the fee system more progressive.

• Examine the existing water vending fee to determine if additional increases are warranted.

• Consider reorganizing departmental responsibilities with the Department of Business and Professional Regulation.

Dairy Facilities Compliance and Enforcement

Purpose: The Dairy Division ensures that products purchased by consumers are produced under sanitary conditions, are wholesome and are correctly labeled.

Funding: $1,570,889

Staffing: 30 FTE

Recommendations:

- Change S502.053 to allow for a re-inspection fee of milk producers for those facilities out of compliance with existing regulations.
- Explore the feasibility of outsourcing some laboratory functions.

Agriculture Inspection Stations

Purpose: The Bureau protects the 53 billion-dollar agricultural industry by enforcing laws and regulations to ensure public consumers safe and quality food. The inspection stations also provide the Florida Department of Revenue an additional $12 million yearly collected in sales tax through bill of lading inspections.

Funding: $10,146,804

Staffing: 185 FTE

Recommendations:

• Add an additional inspection station in Northwest Florida. Construction costs would be somewhere between 3.5 and 4 million dollars, but the station is estimated to recapture 1.5 million dollars annually.

Animal Pest and Disease Control

Purpose: The Division of Animal Industry protects Florida's valuable livestock industries by enforcing animal disease control programs.

Funding: **$8,734,313**

Staffing: 157 FTE

Recommendations:

- No recommendations for this service.

Aquaculture Service

Purpose: The Division is responsible for environmental safeguards and inspects shellfish processing facilities.

Funding: $5,771,173

Staffing: 56 FTE

Recommendations:

• The Department should continue to explore the use of fees for certification licensure for shellfish processing facilities (currently considering a rule amendment).

Fruit / Vegetable Inspection and Enforcement

Purpose: The primary goal of the Service is to "ensure the quality of fruits and vegetables shipped from or received in Florida."

Funding: $15,453,526

Staffing: 308 FTE

Recommendations:

- No recommendations for this service.

Agricultural Products Marketing

Purpose: By conducting activities aimed toward producers, buyers, food editors, and Florida's public consumers, as well as national and international consumers, the Division of Marketing and Development stimulates product consumption of Florida agricultural products.

Funding: $27,000,860

Staffing: 199 FTE

Recommendations:

•Consolidate AFPAC and the Agriculture/Seafood/Aquaculture assist programs and eliminate 2 FTE.

•Continue to monitor market advertising pricing and outsource where feasible.

Plant / Pest / Disease Control

Purpose: The Division of Plant Industry is the pest regulatory agency for the State of Florida. The Division is responsible for not only protection of crops, but ensuring the protection of honeybees and the honey production industry.

Funding: $94,528,714

Staffing: 348 FTE

Recommendations:

- Eliminate 2 FTE in Executive Direction.

Agricultural Environmental Services

Purpose: Agricultural Environmental Services benefit the State by assisting and protecting consumers from the amount of pesticide, pest control and fertilizer products that are unsafe, unlawful, or unethical.

Funding: $15,414,227

Staffing: 205 FTE

Recommendations:

- Consider consolidating licensing services and eliminate 1 FTE.

Consumer Protection Services

Purpose: The Division of Consumer Services serves Florida by providing an outlet for consumer information, complaints and inquiries.

Funding: $5,408,303

Staffing: 116 FTE

Recommendations:

- Add 1/8 cent increase to petroleum inspection fee.
- Explore the outsourcing of the call center. Consider consolidating with DBPR activities.
- Adopt 4-day work week pilot program for inspectors.

Standards / Petroleum Quality Inspection

Purpose: The Division of Standards provides services that assure consumer protection and safety for Florida citizens. The Division is responsible for regulating the quality, quantity and pricing of petroleum products, as well as its safe distribution.

Funding: $10,460,827

Staffing: 191 FTE

Recommendations:

- Previously referenced in Consumer Protection Services

Forestry-Land Management

Purpose: The purpose of the program is to ensure endangered, threatened resources, incorporate public use, and practice forest management.

Funding: $31,500,425

Staffing: 424 FTE

Recommendations:

• Consider shifting some FTE from inmate camp duty to recreational duties.

• Adopt OPPAGA recommendation related to increased fee flexibility at local recreation sites.

Division of Forestry - Wildfire Prevention & Management

Purpose: Fire prevention and suppression protects human, plant, and animal life. Additionally, the protection of forests helps the State economically by ensuring the health of the State's timber production, an enterprise that enriches the State $5-6 billion annually.

Funding: $73,785,973

Staffing: 775 FTE

Recommendations:

- No recommendations for this service.

DEPARTMENT OF AGRICULTURE

ZERO-BASED BUDGETING
PRELIMINARY REVIEW

SUBMITTED TO:

FLORIDA LEGISLATURE
LEGISLATIVE BUDGET COMMITTEE
THE CAPITOL
TALLAHASSEE, FLORIDA 32300

SUBMITTED BY:

MGT OF AMERICA, INC.
2123 CENTRE POINTE BOULEVARD
TALLAHASSEE, FLORIDA 32308

November 30, 2001

Zero Based Budget Review Recommendations
By Service & Activity – 2001

Agency: Department of Agriculture
Program: Office of the Commissioner and Division of Administration
Service: Executive Direction and Support Services

1 Should the state continue to perform this Service? ____X____ YES _____ NO

Provide reasons for the above recommendation. If recommending "NO", describe in detail why the service should not be continued.

The Department of Agriculture and Consumer Services is committed to assisting the citizens of Florida by implementing policies, ensuring quality and improvement of programs/services offered to the public. The primary goal of the department is to "safeguard the public and support agriculture." The Division of Administration in conjunction with the Department of Agriculture is responsible for personnel administration, finances, planning and budgeting, purchasing and other services within the Department of Agriculture.

2. Are there any areas where performance is not meeting expectations for this service? Describe material deficiencies in detail by activity (if performance information was available by activity).

There are no areas where performance can be shown to be below expectations. However, few activities have specific associated performance standards.

3. Based on the information provided, should each activity within this service continue to be performed by the state and, if continued, should funding be modified per questions 3.1 through 3.6?

To answer, work through Steps 1 & 2, Guidelines for Activity Review

Activities (Business Processes	FY 01-02 Est. Exp.	YES	NO	Modify
1. Executive Direction	$2,011,215	X		
2. Legislative Affairs	$100,335	X		
3. Finance and Accounting	$2,306,102			X
4. Cabinet Affairs	$499,996	X		
5. Planning and Budgeting	$594,832			X
6. Personnel Services/Human Resources	$1,309,893			X
7. Director of Administration	$1,728,806			X
8. Communications/Public Information	$234,825	X		
9. General Counsel/Legal	$1,041,467			X
10. Procurement	$1,122,667			X
11. Inspector General	$749,673	X		
12. Regional Offices	$644,276	X		
13. Training	$269,376	X		
14. Mail Room	$823,445	X		
15. Print Shop	$227,412	X		
16. Property Management	$1,124,106			X
Total Service	$14,788,426			

3.1 Provide detailed reasons for activities NOT being recommended for continuation.

No activities are being recommended for discontinuation.

3.2 Are there any areas where the agency could improve performance by re-engineering any activity?

The human resources area performs many manual activities that could probably be automated with an improved HRIS system. The State is currently assessing the appropriateness of outsourcing this function.

3.3 For each activity recommended for continuation, is the current level of efficiency and effectiveness meeting legislative expectations? Describe those deficiencies. Can the deficiency be addressed using current resources?

The Department has only two approved outcomes and both are related to staffing and cost levels. These outcomes are administrative costs as a percentage of total agency costs and administrative positions as a percentage of total agency positions. Both measures are relatively new and the Department is currently meeting the standards.

3.4 For each activity, identify potential and recommended reductions as follows:

a. Can any General Revenue be shifted to trust funds?

No funding shifts are recommended.

b. List and describe all reductions listed in the 5% LRPP reduction list and the LBR Schedule 8B reduction list (if different). Explain in detail why any of these reductions should or should not be recommended.

The reduction for the Department is 3 FTE and $171,446 recurring in salaries and benefits ($142,702 from General Revenue and $28,744 from Administrative Trust Fund). Two of the three FTE recommended include a Personal Secretary I and a Coordinator of Consumer Assistance, the third, is the Florida State Fair Assistant Director, all impacts due to the reduction will be minimal.

c. List the activities, or components thereof, which are least relevant to or least effective in accomplishing the agency's missions and goals (if not previously listed in "b" above.) Should any funding for these activities be redirected to a higher priority activity within this agency or eliminated entirely?

Property management, mailroom and print shop are probably least relevant to the Department's mission, though each are activities that contribute to Department's overall function. In the event of significant budget shortfalls, resources should be shifted away from property management towards training.

d. For any LRPP reduction above that you recommend against adopting, develop alternative reduction options to achieve the 5% savings.

Not applicable.

3.5 Are there any funding enhancements which would significantly enhance the efficiency or effectiveness of the activities within this service?

No funding enhancements are recommended.

3.6 For each recommendation relating to an activity's funding level (whether to eliminate or modify) what are the consequences to the customers of each recommendations?

Given the information provided, it is difficult to ascertain the impact on the internal customers of these activities. Logically, if these activities are performing at 100 percent capacity, then a slight decrease in processing time will occur.

4. Based on a review of statutory authorities for activities and the analysis of customer needs and quality of services provided, are any changes to statutes or other expressions of legislative intent recommended?

No changes to statute are recommended.

5. Were there any areas in this service which consistently lack adequate information necessary to perform the zero based budget analysis? If so please explain.

The majority of activities have no real performance criteria at the output level.

6. Is there any evidence that quality could be improved or costs reduced through outsourcing or privatizing all or part of the activities within this service? Describe each privatization or outsourcing effort in detail, including potential and known benefits. Indicate if all or some of an activities tasks are recommended for privatization or outsourcing.

Several activities could conceivably be outsourced. The most likely activities would be human resources (under consideration now), training, mail room, print shop and property management. Some procurement and finance functions could also be outsourced, but it is doubtful if significant savings could be attained in these areas. Print shop operations have been examined for outsourcing potential and the recommendation at the time was to leave the operations in-house. Training does not appear to be a good candidate for outsourcing since it contains few FTEs and training is content related. At this time, the only activity that we recommend be considered for outsourcing is property management. A sizable number of private sector firms provide this service and the Department has not considered this activity for outsourcing. Additionally, a number of public sector entities have outsourced this activity, albeit with mixed results. The Department estimates it will spend over $1,000,000 for this activity, but has no performance standards in place. By exploring the outsourcing option, it may be possible to save revenue that can be reallocated to more important activities. At a minimum, the Department can learn the value of this activity and consider appropriate performance levels.

7. Should all or some of the tasks or functions within this activity be transferred to a more appropriate service or budget entity where a similar activity exists or to an entity that has a more compatible mission?

   We do not recommend transferring any activities.

8. Are any changes indicated to the mission statements and goals of the LRPP based on your review of statutory authorities and legislative intent for this service and its activities?

   No changes to the LRPP are warranted.

9. Are there other recommendations at either the Service or Activity-Level not addressed in the recommendations above?

   See summary below.

Summary

Administrative activities are usually difficult to evaluate since policy making is more of a qualitative function than a quantitative function. However, we believe current standards for number of administrative personnel as a percentage of total agency personnel is slightly high. The current standard, set only this year, is 6.33 percent. Customarily, administrative positions account for only five percent of total positions. We believe that a phased approach can be used to reduce the percentage of administrative personnel. Towards this end, we recommend that the Department attempt to get to the six percent plateau this year and five percent within three years. While we think that the Department should be allowed maximum flexibility to reach these percentages, we are recommending the Department cut 10 FTEs this year from its administrative staff. Our recommendation is that the Department consider the following areas for reduction:

- Finance and Accounting - 2 FTE
- Planning and Budgeting - 1 FTE
- Personnel Services/Human Resources - 3 FTE
- Director of Administration - 1 FTE
- Procurement - 2 FTE
- Property Management - 1 FTE

We believe that these cuts will make the Executive Direction activity more efficient without seriously impeding effectiveness. However, our recommendations are aimed at reaching a target, therefore the Department should have maximum flexibility in regards to where these reductions come from.

From a performance standpoint, the Department should consider reviewing performance outputs for more activities. Many activities have no official outputs. This is fairly common statewide. While this is understandable for some activities (such as Executive Direction), a lack of performance outputs makes it difficult for the Department to critically evaluate workload efficiency.

We also recommend that the Department examine whether some of the Property Management activity can be outsourced. While it is unclear if the private sector can provide this service more efficiently, many public sector entities have outsourced maintenance type activities effectively with cost savings. The Department should examine if it can do the same.

Zero Based Budget Review Recommendations
By Service & Activity – 2001

Agency: Department of Agriculture
Program: Office of the Commissioner and Division of Administration
Service: Agricultural Water Policy Coordination

1. Should the state continue to perform this Service? ___X_____ YES _____ NO

   Provide reasons for the above recommendation. If recommending "NO", describe in detail why the service should not be continued.

   By developing the Agricultural Best Management Practices, the Office of Agricultural Water Quality implements procedures for the purposes of balancing water quality/quality management and improving overall agricultural productivity. The Office of Agricultural Water Policy is also responsible for the state of Florida's strategic policy for water conservation and resource management, and assuring the state agriculture industry has adequate water supply.

4. Are there any areas where performance is not meeting expectations for this service? Describe material deficiencies in detail by activity (if performance information was available by activity).

   The 2000-01 standard for percent of agricultural producers implementing best management practices in priority basins or watersheds was 13 percent. Actual performance was 10 percent.

5. Based on the information provided, should each activity within this service continue to be performed by the state and, if continued, should funding be modified per questions 3.1 through 3.6?

Activities (Business Processes	FY 01-02 Est. Exp.	YES	NO	Modify
1. Best Management Practices	$12,935,519	X		
2. Implement 1999 Watershed Restoration Act	$3,352,445	X		
3. Mobile Irrigation Lab Conservation Programs	$169,996	X		
4. Water Policy and Soil & Water Conservation	$599,980	X		
Total Service	$17,057,940			

5.2 Provide detailed reasons for activities NOT being recommended for continuation.

We do not recommend any activities for discontinuation.

5.3 Are there any areas where the agency could improve performance by re-engineering any activity?

Development of best management practices and the implementation of the 1999 Watershed Restoration Act are relatively new and the bulk of expenditures are comprised of cost sharing with agricultural interests. Reengineering is not necessary at this time.

5.4 For each activity recommended for continuation, is the current level of efficiency and effectiveness meeting legislative expectations? Describe those deficiencies. Can the deficiency be addressed using current resources?

As noted above, the percentage of agricultural producers implementing best management practices in priority basins or watersheds was below legislative expectations. We believe that this shortfall can be addressed with existing resources since spending for this activity has increased dramatically,

3.4 For each activity, identify potential and recommended reductions as follows:

a. Can any General Revenue be shifted to trust funds?

Nearly all of the operating revenue for this service comes from trust funds. No additional shifts are recommended.

b. List and describe all reductions listed in the 5% LRPP reduction list and the LBR Schedule 8B reduction list (if different). Explain in detail why any of these reductions should or should not be recommended.

No reductions are listed.

c. List the activities, or components thereof, which are least relevant to or least effective in accomplishing the agency's missions and goals (if not previously listed in "b" above.) Should any funding for these activities be redirected to a higher priority activity within this agency or eliminated entirely?

The Department is redirecting its focus to Best Practice management and the implementation of the Watershed Restoration Act. We do not recommend any additional shifts in funding.

d. For any LRPP reduction above that you recommend against adopting, develop alternative reduction options to achieve the 5% savings.

Not applicable.

3.5 Are there any funding enhancements which would significantly enhance the efficiency or effectiveness of the activities within this service?

We do not recommend any funding enhancements for this service or any activities therein.

3.6 For each recommendation relating to an activity's funding level (whether to eliminate or modify) what are the consequences to the customers of each recommendations?

Not applicable.

4. Based on a review of statutory authorities for activities and the analysis of customer needs and quality of services provided, are any changes to statutes or other expressions of legislative intent recommended?

No statutory revisions are recommended.

5. Were there any areas in this service which consistently lack adequate information necessary to perform the zero based budget analysis? If so please explain.

All necessary information was provided.

6. Is there any evidence that quality could be improved or costs reduced through outsourcing or privatizing all or part of the activities within this service? Describe each privatization or outsourcing effort in detail, including potential and known benefits. Indicate if all or some of an activities tasks are recommended for privatization or outsourcing.

These activities should not be outsourced. The majority of expenditures are made to the general public to help ensure water preservation. It would be inappropriate to privatize this service.

8. Should all or some of the tasks or functions within this activity be transferred to a more appropriate service or budget entity where a similar activity exists or to an entity that has a more compatible mission?

The Legislature has charged the Department with this service and while water conservation is a function that is shared with the Department of Environmental Protection, we believe this service is well placed within DACS.

9. Are any changes indicated to the mission statements and goals of the LRPP based on your review of statutory authorities and legislative intent for this service and its activities?

No changes are recommended for the LRPP.

9. Are there other recommendations at either the Service or Activity-Level not addressed in the recommendations above?

We have no other recommendations at this time.

Zero Based Budget Review Recommendations
By Service & Activity – 2001

Agency: Department of Agriculture
Program: Office of the Commissioner and Division of Administration
Service: Agricultural Law Enforcement

1. Should the state continue to perform this Service? ___X_____ YES _____ NO

   Provide reasons for the above recommendation. If recommending "NO", describe in detail why the service should not be continued.

   Responsible for the investigation of agricultural related crimes, the Bureau of Investigative Services is vital to the overall protection of over 800,000 acres of state lands and forests through continual patrolling and enforcement. The Bureau keeps Florida lands protected by providing investigative services and responding to traffic enforcement, traffic homicides, narcotics violations, and missing persons.

6. Are there any areas where performance is not meeting expectations for this service? Describe material deficiencies in detail by activity (if performance information was available by activity).

   The only designated performance measure is percentage of criminal investigations closed. The standard for 2000-01 was 80% and the Department managed to close 76 percent of its cases. Although the Department fell short of its performance goal, this was probably attributable to a large number of fire investigations.

7. Based on the information provided, should each activity within this service continue to be performed by the state and, if continued, should funding be modified per questions 3.1 through 3.6?

Activities (Business Processes	FY 01-02 Est. Exp.	YES	NO	Modify
1. Law Enforcement Investigations	$2,476,029	X		
2. Assist Law Enforcement in Wake of Natural Disasters	$665,096	X		
Total Service	$3,141,125			

3.1 Provide detailed reasons for activities NOT being recommended for continuation.

No activities are being recommended for discontinuation.

3.2 Are there any areas where the agency could improve performance by re-engineering any activity?

Criminal investigations and emergency support are not typically the types of activities that are conducive to reengineering because the routine varies greatly from day-to-day. However, the Department reviews its processes annually to improve response times. This practice should continue and no additional reengineering is recommended.

3.3 For each activity recommended for continuation, is the current level of efficiency and effectiveness meeting legislative expectations? Describe those deficiencies. Can the deficiency be addressed using current resources?

Although the Department did not meet its performance outcome measure for 2000-01, it did reduce its FYE count by 2 FTE in FY 2001-02. The Department investigates nearly 2000 crimes per year and is also responsible for patrolling 800,000 acres of state lands and forests. Even with help from other federal, state and local law enforcement agencies, the Department's 39 FTE are responsible for a significant amount of activity. Overall, the Department has been efficient with its resources, and has been reasonably effective. Since the Department expects its closure rate to reach 80 percent this year, it would appear that any deficiencies are being met with existing resources.

3.4 For each activity, identify potential and recommended reductions as follows:

a. Can any General Revenue be shifted to trust funds?

This service receives the majority of funding from General Revenue. Historically, over 90 percent of revenues for this service come from General Revenue. We do not believe that any revenues can be shifted from General Revenue to Trust Funds.

b. List and describe all reductions listed in the 5% LRPP reduction list and the LBR Schedule 8B reduction list (if different). Explain in detail why any of these reductions should or should not be recommended.

No reductions are listed.

c. List the activities, or components thereof, which are least relevant to or least effective in accomplishing the agency's missions and goals (if not previously listed in "b" above.) Should any funding for these activities be redirected to a higher priority activity within this agency or eliminated entirely?

Emergency services are, by definition, necessary only in the event of emergencies. Given that Florida is susceptible to hurricanes and a large number of potential agricultural emergencies, it would be unwise to shift resources away from this activity unless money was unspent at the end of the year.

d. For any LRPP reduction above that you recommend against adopting, develop alternative reduction options to achieve the 5% savings.

Not applicable.

3.5 Are there any funding enhancements which would significantly enhance the efficiency or effectiveness of the activities within this service?

No funding enhancements are recommended.

3.7 For each recommendation relating to an activity's funding level (whether to eliminate or modify) what are the consequences to the customers of each recommendations?

Not applicable.

8. Based on a review of statutory authorities for activities and the analysis of customer needs and quality of services provided, are any changes to statutes or other expressions of legislative intent recommended?

No statutory changes are recommended.

9. Were there any areas in this service which consistently lack adequate information necessary to perform the zero based budget analysis? If so please explain.

All necessary information was available.

10. Is there any evidence that quality could be improved or costs reduced through outsourcing or privatizing all or part of the activities within this service? Describe each privatization or outsourcing effort in detail, including potential and known benefits. Indicate if all or some of an activities tasks are recommended for privatization or outsourcing.

Outsourcing has not been explored and is not appropriate for this service.

10. Should all or some of the tasks or functions within this activity be transferred to a more appropriate service or budget entity where a similar activity exists or to an entity that has a more compatible mission?

Florida is somewhat unique in that it has its own agricultural law enforcement unit. While their mission is somewhat limited in scope, all DACS law enforcement officers are sworn officers and can assist in other areas as needed. Given that laws related to agriculture must be enforced to be meaningful, officers are needed to enforce existing laws. Unless the State opts to consolidate law enforcement across the various agencies, DACS is the only logical place to house this service.

8. Are any changes indicated to the mission statements and goals of the LRPP based on your review of statutory authorities and legislative intent for this service and its activities?

No changes to the LRPP are required.

9. Are there other recommendations at either the Service or Activity-Level not addressed in the recommendations above?

See summary below.

Summary

Law enforcement officers in DACS provide a necessary service and do so efficiently. Closure rates are slightly below standards, mostly due to a large number of arson related cases.

Most revenue for this service comes from General Revenue. We believe this is appropriate given the protective services function that state government must provide. Likewise, it would be inappropriate to privatize this function since law enforcement must be conducted under State authority. The activity related to emergency assistance is required by the Governor's Emergency Disaster Response Plan. The State must be ready to respond to emergency situations and setting aside funding for this purpose is prudent. No FTEs are specifically designated for this activity but officers are ready to serve in this capacity if required. Overall, given the current climate of heightened security concerns, we do not recommend any significant changes for this service.

Zero Based Budget Review Recommendations
By Service & Activity – 2001

Agency: Department of Agriculture
Program: Agricultural Management Information Center
Service: Information Technology

1. Should the state continue to perform this Service? ___X_____ YES _____ NO

   Provide reasons for the above recommendation. If recommending "NO", describe in detail why the service should not be continued.

   The Agricultural Management Information Center is responsible for providing the user Divisions of the Department of Agriculture and Consumer Services with information technology tools, services and support. It works with the Department's operating programs by ensuring proper application development standards, support for computer/automated activities, and performance of the duties and responsibilities of Division programs.

11. Are there any areas where performance is not meeting expectations for this service? Describe material deficiencies in detail by activity (if performance information was available by activity).

    This service has no performance out come measures or output measures. It is therefore difficult to determine if performance is meeting expectations.

12. Based on the information provided, should each activity within this service continue to be performed by the state and, if continued, should funding be modified per questions 3.1 through 3.6?

Activities (Business Processes	FY 01-02 Est. Exp.	YES	NO	Modify
1. Network Operations	$2,073,896	X		
2. Desktop Support	$1,449,820	X		
3. Computer Operations	$2,856,156	X		
4. Administrative Services	$399,378	X		
5. Application Development/Support	$256,885	X		
Total Service	$7,036,135			

3.1 Provide detailed reasons for activities NOT being recommended for continuation.

All activities are recommended for continuation.

3.2 Are there any areas where the agency could improve performance by re-engineering any activity?

The Division has an impressive business functions model and has undergone several examinations of its operations. No further reengineering is recommended.

3.3 For each activity recommended for continuation, is the current level of efficiency and effectiveness meeting legislative expectations? Describe those deficiencies. Can the deficiency be addressed using current resources?

Given the overall lack of performance measures, this is somewhat difficult to assess. However, several indicators suggest that the service is efficient and effective. This service has 44 FTEs for a department of over 3,500. This means that this service has an approximate 1:80 ratio between information technology personnel and overall personnel. This ratio is well below industry standards. Additionally, the help desk, a major activity, has met its internal benchmark of 80 percent "first call" issue resolution. While better performance indicators would help assess this issue, it is doubtful if staff is being underutilized at the existing staffing ratio.

3.4 For each activity, identify potential and recommended reductions as follows:

a. Can any General Revenue be shifted to trust funds?

This service supports the entire Department and currently receives slightly less than half of its operating revenues from General Revenue. We do not recommend additional funding shifts.

b. List and describe all reductions listed in the 5% LRPP reduction list and the LBR Schedule 8B reduction list (if different). Explain in detail why any of these reductions should or should not be recommended.

No reductions were listed.

c. List the activities, or components thereof, which are least relevant to or least effective in accomplishing the agency's missions and goals (if not previously listed in "b" above.) Should any funding for these activities be redirected to a higher priority activity within this agency or eliminated entirely?

Given the Department's information technology needs, we do not believe that any of the activities are irrelevant. No shifting of funds is recommended.

d. For any LRPP reduction above that you recommend against adopting, develop alternative reduction options to achieve the 5% savings.

Not applicable.

3.5 Are there any funding enhancements which would significantly enhance the efficiency or effectiveness of the activities within this service?

No enhancements are recommended.

3.8 For each recommendation relating to an activity's funding level (whether to eliminate or modify) what are the consequences to the customers of each recommendations?

Not applicable.

13. Based on a review of statutory authorities for activities and the analysis of customer needs and quality of services provided, are any changes to statutes or other expressions of legislative intent recommended?

No statutory changes are recommended.

14. Were there any areas in this service which consistently lack adequate information necessary to perform the zero based budget analysis? If so please explain.

Performance data is extremely scarce for this service.

15. Is there any evidence that quality could be improved or costs reduced through outsourcing or privatizing all or part of the activities within this service? Describe each privatization or outsourcing effort in detail, including potential and known benefits. Indicate if all or some of an activities tasks are recommended for privatization or outsourcing.

The Department has explored this option repeatedly and outside consultants have not recommended outsourcing this service. When necessary, the Department does outsource some functions and we recommend that the Department continue to use outside personnel when appropriate.

11. Should all or some of the tasks or functions within this activity be transferred to a more appropriate service or budget entity where a similar activity exists or to an entity that has a more compatible mission?

We do not recommend moving any activities outside this Division.

8. Are any changes indicated to the mission statements and goals of the LRPP based on your review of statutory authorities and legislative intent for this service and its activities?

We do not recommend any changes to the LRPP.

9. Are there other recommendations at either the Service or Activity-Level not addressed in the recommendations above?

See summary below.

Summary

Information technology is a critical component of any modern organization. The Department is attempting to provide quality service with a very limited staff. In an age of increased technological sophistication and overall computer dependency, the Department has reduced personnel levels approximately 20 percent in the last five years while improving its customer responsiveness. We believe this is the hallmark of efficiency. Overall expenditures have increased, but this has primarily been due to the high cost of equipment rather than personnel costs. Total effectiveness is difficult to measure given the lack of performance measures.

Overall, we would strongly recommend that the Department improve its performance measures. We recognize that this situation is not unique to the Department and that overall performance standards have not been adopted statewide. Since this service primarily serves internal customers, a simple and relatively inexpensive way of measuring effectiveness is administering regular performance surveys to the other divisions. This could be done online at little cost given the Division's technological proficiency.

Zero Based Budget Review Recommendations
By Service & Activity – 2001

Agency: Department of Agriculture
Program: Food Safety and Quality
Service: Food Safety Inspection and Enforcement

1. Should the state continue to perform this Service? ____X____ YES _____ NO

   Provide reasons for the above recommendation. If recommending "NO", describe in detail why the service should not be continued.

   Food Safety Inspection and Enforcement serves Florida by enforcing food safety compliance laws and regulations. The primary responsibility of the Division is to ensure the safety, wholesomeness, product quality and representation of foods for sale or processing in Florida, and to safeguard the public of Florida. By performing inspections, the Division is able to identify, investigate and regulate contaminants, or any potentially harmful findings, threatening the public's health.

16. Are there any areas where performance is not meeting expectations for this service? Describe material deficiencies in detail by activity (if performance information was available by activity).

    The Department fell just short of meeting two of three outcome measures and attained the third (see 3.3). The shortfall in performance was so slight that OPPAGA concluded that they had "substantially met standard".

    For activity 1, the Department conducted 71,623 inspections of food establishments and water vending machines (standard was 62,472).

    For activity 2, the Department conducted 50,563 food analyses (standard was 41,570).

    For activity 3, the Department conducted 236,608 pesticide residue analyses (standard was 260,830). The Department altered its testing procedures and as a result, the tests were more comprehensive but slightly more time-consuming. As a result, the Department has revised FY 01-02 standards to 249,000.

    For activity 4, the Department conducted inspections on 403,653 tons of eggs (standard was 430,000). As this activity is initiated by producer request, the shortfall is attributed to declining demand.

17. Based on the information provided, should each activity within this service continue to be performed by the state and, if continued, should funding be modified per questions 3.1 through 3.6?

To answer, work through Steps 1 & 2, Guidelines for Activity Review

Activities (Business Processes	FY 01-02 Est. Exp.	YES	NO	Modify
1. Conduct facility inspections	$8,625,001			X
2. Analyze food samples	$2,733,408	X		
3. Analyze chemical residue and pesticide data	$2,518,291	X		
4. Perform grade evaluations on poultry and eggs	$1,106,971	X		
5. Executive direction	$745,085	X		
Total Service	$15,728,756			

17.2 Provide detailed reasons for activities NOT being recommended for continuation.

No activities are being recommended for discontinuation.

17.3 Are there any areas where the agency could improve performance by re-engineering any activity?

The Department has made a number of significant improvements in recent years and we do not see any areas where reengineering would significantly improve performance.

17.4 For each activity recommended for continuation, is the current level of efficiency and effectiveness meeting legislative expectations? Describe those deficiencies. Can the deficiency be addressed using current resources?

This service has three outcome measures: percent of food establishments meeting food safety and sanitation requirements, percent of food products analyzed that meet standards and percent of produce or other food samples analyzed that meet pesticide residue standards. The Department fell just short of meeting performance expectations for the first two outcome measures and met the standard for the third. For items one and two, the Department should be able to meet standards with existing resources.

3.4 For each activity, identify potential and recommended reductions as follows:

a. Can any General Revenue be shifted to trust funds?

The Department is already in the process of shifting some General Revenue funds to trust funds.

b. List and describe all reductions listed in the 5% LRPP reduction list and the LBR Schedule 8B reduction list (if different). Explain in detail why any of these reductions should or should not be recommended.

No reductions are listed.

c. List the activities, or components thereof, which are least relevant to or least effective in accomplishing the agency's missions and goals (if not previously listed in "b" above.) Should any funding for these activities be redirected to a higher priority activity within this agency or eliminated entirely?

The egg grading activity is least relevant to the Department's mission but is part of a federally mandated program. No redirection of funds seems warranted.

d. For any LRPP reduction above that you recommend against adopting, develop alternative reduction options to achieve the 5% savings.

Not applicable.

3.5 Are there any funding enhancements which would significantly enhance the efficiency or effectiveness of the activities within this service?

No funding enhancements are recommended.

3.9 For each recommendation relating to an activity's funding level (whether to eliminate or modify) what are the consequences to the customers of each recommendations?

Customer impact of raising permits and fees will be higher operating costs for food distributors and, if this increase is passed along to the consumer, higher prices for consumers.

4. Based on a review of statutory authorities for activities and the analysis of customer needs and quality of services provided, are any changes to statutes or other expressions of legislative intent recommended?

No statutory changes are required for the Department to administer these recommendations, however if the Legislature chooses to increase the fee cap, Chapter 500 of the Florida Statutes needs to be modified.

5. Were there any areas in this service which consistently lack adequate information necessary to perform the zero based budget analysis? If so please explain.

All necessary information was provided.

6. Is there any evidence that quality could be improved or costs reduced through outsourcing or privatizing all or part of the activities within this service? Describe each privatization or outsourcing effort in detail, including potential and known benefits. Indicate if all or some of an activities tasks are recommended for privatization or outsourcing.

Generally, there is no evidence that outsourcing or privatization would reduce costs or improve efficiency. We believe that inspection responsibilities (activity 1) should remain with the State, and recent examination of the egg grading function (activity 4) indicates that the State can provide this service at lower cost than the federal government. While we do not fully agree with the Department's rationale against outsourcing activities 2 and 3, we do agree with their conclusion that these functions should not be outsourced or privatized at this time. Outsourcing or privatizing these functions will result in unrecovered sunk costs and the inability of the Department to fully realize the benefits of recent performance improvements. Additionally, average position costs for activities 2 and 3 are approximately $47,000 per position. We believe it is unlikely that private sector firms could provide labor at this rate while furnishing the equipment necessary for testing.

12. Should all or some of the tasks or functions within this activity be transferred to a more appropriate service or budget entity where a similar activity exists or to an entity that has a more compatible mission?

    Generally, all activities currently being performed are properly placed in DACS. However, it is unclear why the Department is responsible for food safety and is not responsible for oversight of restaurants or food in vending machines. At a minimum, we believe the Department should assume responsibility for vending machine food safety.

8. Are any changes indicated to the mission statements and goals of the LRPP based on your review of statutory authorities and legislative intent for this service and its activities?

    No changes to the LRPP are recommended.

9. Are there other recommendations at either the Service or Activity-Level not addressed in the recommendations above?

    See summary below.

Summary

Although the Department did fall just short of meeting performance standards for two of its three performance outcomes, performance has generally been good. The number of inspections and tests performed has been rising steadily and the Department has done an adequate job of keeping up with demand with existing resources. Generally, the Department has been efficient and effective.

In FY 01-02, General Revenues are projected to account for only 15 percent of all service funding. The remaining funding will be provided from trust fund resources. In a recent OPPAGA Justification Review, OPPAGA recommended an increase in fee assessment to cover more of the costs associated with this service, a reinspection fee, and an increase in fees on water vending outlets. Additionally, OPPAGA recommended a sliding scale be used for business fees. The example schedule of proposed fees issued by OPPAGA does not use a sliding scale however. Our understanding is that the Department agrees in principal with the idea of adopting a sliding scale structure, has raised its maximum fees to the statutory cap of $500 and would not necessarily oppose a higher cap on annual permit fees. Additionally, the

reinspection fee idea has progressed to the rule development phase. Both OPPAGA and the Department have indicated that for this service to be fully covered by fees, the cap would need to again be raised.

Our position is that the Department should progress with the reinspection fee, increase the fee for water vending outlets, maintain the sliding scale and implement its current fee schedule with the $500 cap. While these measures may not make this service "self funded", these changes would reduce the General Revenue burden, provide a more equitable fee structure, and cover reinspection costs warranted from industry non-compliance with safety standards. We do not believe it is necessary to raise the cap to make this service completely self-sufficient because food safety is a public health benefit and some expenditure of General Revenue on food inspection is warranted. However, if the Department wishes to request raising the cap to make the system more equitable, we do not think it would provide a detriment to those businesses that would be most susceptible to paying the maximum rate. If fees were capped at $700, this would amount to a doubling of the effective maximum rates in place prior to October, 2001.

Zero Based Budget Review Recommendations
By Service & Activity – 2001

Agency: Department of Agriculture
Program: Food Safety and Quality
Service: Dairy Facilities Compliance and Enforcement

1. Should the state continue to perform this Service? ___X_____ YES _____ NO

Provide reasons for the above recommendation. If recommending "NO", describe in detail why the service should not be continued.

The Dairy Division is an essential service to Florida's dairy industry; the division makes sure that products purchased by consumers are produced under sanitary conditions, are wholesome and are correctly labeled. By conducting various testing and sample collecting, the division is able to evaluate sanitary compliance, public health controls and inspections of products.

18. Are there any areas where performance is not meeting expectations for this service? Describe material deficiencies in detail by activity (if performance information was available by activity).

The Department has met expectations in this area.

19. Based on the information provided, should each activity within this service continue to be performed by the state and, if continued, should funding be modified per questions 3.1 through 3.6?

Activities (Business Processes	FY 01-02 Est. Exp.	YES	NO	Modify
1. Sample Analyses	$422,192	X		
2. Inspect facilities/collect samples	$767,020			X
3. Inspect tankers/evaluate sample collectors	$40,370	X		
4. Executive Direction	$341,307	X		
Total Service	$1,570,889			

19.2 Provide detailed reasons for activities NOT being recommended for continuation.

We do not recommend any activities for discontinuation.

19.3 Are there any areas where the agency could improve performance by re-engineering any activity?

The majority of activities for this service are field inspection and lab analysis. The Department has consolidated its lab activities in recent years to provide cost savings and has only two labs remaining. We do not think that further consolidation or reengineering is beneficial.

19.4 For each activity recommended for continuation, is the current level of efficiency and effectiveness meeting legislative expectations? Describe those deficiencies. Can the deficiency be addressed using current resources?

Efficiency and effectiveness levels are meeting state and federal expectations.

3.4 For each activity, identify potential and recommended reductions as follows:

a. Can any General Revenue be shifted to trust funds?

If a re-inspection fee is adopted, it may be possible to shift the funding of one FTE to Trust Funds.

b. List and describe all reductions listed in the 5% LRPP reduction list and the LBR Schedule 8B reduction list (if different). Explain in detail why any of these reductions should or should not be recommended.

No reductions are indicated in the LRPP.

c. List the activities, or components thereof, which are least relevant to or least effective in accomplishing the agency's missions and goals (if not previously listed in "b" above.) Should any funding for these activities be redirected to a higher priority activity within this agency or eliminated entirely?

We do not see any funds that should be shifted.

d. For any LRPP reduction above that you recommend against adopting, develop alternative reduction options to achieve the 5% savings.

Not applicable.

3.5 Are there any funding enhancements which would significantly enhance the efficiency or effectiveness of the activities within this service?

No significant funding enhancements are recommended.

3.10 For each recommendation relating to an activity's funding level (whether to eliminate or modify) what are the consequences to the customers of each recommendations?

4. Based on a review of statutory authorities for activities and the analysis of customer needs and quality of services provided, are any changes to statutes or other expressions of legislative intent recommended?

We believe that s.502.053 should be revised to allow the Department to collect re-inspection fees for dairy facilities that had serious health violations requiring another visit.

5. Were there any areas in this service which consistently lack adequate information necessary to perform the zero based budget analysis? If so please explain.

The necessary information was available.

6. Is there any evidence that quality could be improved or costs reduced through outsourcing or privatizing all or part of the activities within this service? Describe each privatization or outsourcing effort in detail, including potential and known benefits. Indicate if all or some of an activities tasks are recommended for privatization or outsourcing.

While it would be possible to privatize the laboratory testing function, no evidence exists that would indicate this function could be done more efficiently in the private sector. The last formal study indicated the Department was operating at rates below the private sector. This study was performed eight years ago and probably needs to be redone by an independent auditor familiar with the specifics of dairy testing and FDA standards.

13. Should all or some of the tasks or functions within this activity be transferred to a more appropriate service or budget entity where a similar activity exists or to an entity that has a more compatible mission?

This activity is properly housed in DACS.

14. Are any changes indicated to the mission statements and goals of the LRPP based on your review of statutory authorities and legislative intent for this service and its activities?

No changes to the LRPP are required.

15. Are there other recommendations at either the Service or Activity-Level not addressed in the recommendations above?

See Summary below.

Summary

This service is meeting its performance objectives and has managed to increase its overall output despite trimming its FTE count from 41 to 30 in the past five years. It has managed to increase the number of inspections and lab analyses while consolidating the number of operational lab sites. We believe the Department has provided a necessary service both effectively and efficiently.

Historically, this service has been considered to be in the interest of public safety and consequently has been funded from General Revenue. In a recent Justification Review, OPPAGA has recommended a bulk processing fee to be collected at dairy delivery points. The Department is opposed to this recommendation for several reasons. First, they view this as a general health benefit that is properly funded by General Revenue. Second, they believe that the fees cannot be passed along to consumers and that dairies and processing plants would be forced to close or relocate to other states.

While we appreciate the rationale behind OPPAGA's recommendations, we side with the Department on this issue. The underlying assumption that the cost of these fees can be passed along to consumers is not demonstrated, and the impact on milk producers under these circumstances could be extremely detrimental. The loss of local milk producers from regulation would lead to additional milk imports from other states. Given the perishable nature of this product, we believe that this should be avoided. Given the widespread distribution and consumption of dairy products, the Department's philosophical stand concerning General Revenue makes sense in this case.

OPPAGA has recommended exploring changing s.502.053 to allow the Department to assess a re-inspection fee of $200 to facilities with serious health violations. OPPAGA estimates that $55,000 would be generated from such a fee. We agree with this recommendation for two reasons. First, the fee would cover the expenses associated with conducting re-inspections that were necessitated by lax procedures at the dairy facilities in question. Second, it gives these facilities an economic incentive to maintain specified safety levels in the future.

OPPAGA has also recommended that DACS discontinue inspecting a yogurt facility in Spain. DACS has agreed with that recommendation pending review. We concur that this activity should be halted as soon as possible both for reasons of economy and the establishment of an improper precedent.

While no evidence exists that lab testing of dairy products is being done inefficiently, we believe it would be prudent to have an independent entity with sufficient knowledge of testing procedures and USDA standards explore the potential of outsourcing laboratory testing. Periodic outsourcing analysis will require the Department to continue to look for efficiencies and provide an element of competition to this process. We would also recommend that potential alternative labs be located in the state of Florida, both for the sake of Florida's economy and for ease of access in the event of a health emergency.

Zero Based Budget Review Recommendations
By Service & Activity – 2001

Agency: Department of Agriculture
Program: Agricultural Economic Development
Service: Agricultural Inspection Stations

1. Should the state continue to perform this Service? ___x_____ YES _____ NO

Provide reasons for the above recommendation. If recommending "NO", describe in detail why the service should not be continued.

The Bureau of Uniform Services manages agricultural inspection stations. Located in 22 various areas, these inspection stations are the first line of defense in the effort to safeguard Florida's food supply, and provide protection against plant and animal pests. The Bureau protects the 53 billion-dollar industry by enforcing laws and regulations to ensure public consumers safe and quality food. The inspection stations also provide the Florida Department of Revenue an additional $12 million yearly collected in sales tax through bill of lading inspections.

20. Are there any areas where performance is not meeting expectations for this service? Describe material deficiencies in detail by activity (if performance information was available by activity).

The Department is meeting performance expectations for this service.

21. Based on the information provided, should each activity within this service continue to be performed by the state and, if continued, should funding be modified per questions 3.1 through 3.6?

Activities (Business Processes)	FY 01-02 Est. Exp.	YES	NO	Modify
1. Commodity Interdiction	$8,282,788			X
2. Capture Bills of Lading	$1,864,016			X
Total Service	$10,146,804			

3.1 Provide detailed reasons for activities NOT being recommended for continuation.

No programs are being recommended for discontinuation.

21.2 Are there any areas where the agency could improve performance by re-engineering any activity?

The Department has recently improved performance by adding an imaging device that will help speed the flow of information to other areas and allow the them to monitor shipments more effectively. Additional reengineering does not seem warranted at this time.

3.3 For each activity recommended for continuation, is the current level of efficiency and effectiveness meeting legislative expectations? Describe those deficiencies. Can the deficiency be addressed using current resources?

The Department is meeting legislative expectations for this service, but could increase efficiency and effectiveness by adding an additional inspection station in Northwest Florida.

3.4 For each activity, identify potential and recommended reductions as follows:

a. Can any General Revenue be shifted to trust funds?

This service receives 100 percent of operating revenues from General Revenue. All revenues collected are distributed to the State and not returned to the Department. Given these conditions and the public protection provided, no General Revenue should be shifted to trust funds.

b. List and describe all reductions listed in the 5% LRPP reduction list and the LBR Schedule 8B reduction list (if different). Explain in detail why any of these reductions should or should not be recommended.

No reductions listed.

c. List the activities, or components thereof, which are least relevant to or least effective in accomplishing the agency's missions and goals (if not previously listed in "b" above.) Should any funding for these activities be redirected to a higher priority activity within this agency or eliminated entirely?

Both activities are necessary. No shifting of funds is recommended.

d. For any LRPP reduction above that you recommend against adopting, develop alternative reduction options to achieve the 5% savings.

Not applicable.

3.5 Are there any funding enhancements which would significantly enhance the efficiency or effectiveness of the activities within this service?

The Department could improve both efficiency and effectiveness by adding another inspection station in Northwest Florida. If the new station cost $3,500,000 to construct, it would take only 3-4 years for the facility to pay for itself in additional revenue collected from bills of lading if the station collected the estimated annual amount of $1,500,000. Additionally, the construction of a new facility would provide additional coverage to a key shipping corridor for east-west travel and provide more protection for Florida agricultural interests and consumers.

3.11 For each recommendation relating to an activity's funding level (whether to eliminate or modify) what are the consequences to the customers of each recommendations?

The addition of an inspection station in Northwest Florida would provide Florida agricultural interests and consumers with additional protection and would eventually increase state revenues by approximately $1,500,000 per year.

4. Based on a review of statutory authorities for activities and the analysis of customer needs and quality of services provided, are any changes to statutes or other expressions of legislative intent recommended?

No changes to statue are required.

5. Were there any areas in this service which consistently lack adequate information necessary to perform the zero based budget analysis? If so please explain.

All relevant information was provided.

6. Is there any evidence that quality could be improved or costs reduced through outsourcing or privatizing all or part of the activities within this service? Describe each privatization or outsourcing effort in detail, including potential and known benefits. Indicate if all or some of an activities tasks are recommended for privatization or outsourcing.

Outsourcing this service would be inappropriate because law enforcement should remain a State responsibility.

16. Should all or some of the tasks or functions within this activity be transferred to a more appropriate service or budget entity where a similar activity exists or to an entity that has a more compatible mission?

This service and all activities are properly housed in DACS.

8. Are any changes indicated to the mission statements and goals of the LRPP based on your review of statutory authorities and legislative intent for this service and its activities?

No changes to the LRPP appear necessary.

9. Are there other recommendations at either the Service or Activity-Level not addressed in the recommendations above?

See summary below.

Summary

Agricultural inspection stations not only provide the state with a defense against plant and animal pests, they generate an additional $10,000,000 per year in revenue. The cooperative agreement with the Department of Revenue has proven to be a success. In a recent Justification Report from OPPAGA, it was suggested that the Department reduce the frequency

of pulling inspection personnel to act in other capacities. While we understand why this recommendation makes sense from a financial standpoint, the Department is correct when it states that its primary responsibility is to first provide those services that it is charged to perform. This is particularly true when the Department does not realize the financial gains from revenues collected from bills of lading. We believe that the Department is providing a highly beneficial service to the State and is doing so in an efficient and effective manner consistent with its LRPP mission and goals.

Our primary recommendation related to this service is that the Legislature consider adding an additional station in Northwest Florida. This station would quickly recover construction costs and be a net revenue generator. More importantly, it would allow the Department to more effectively meet its primary mission of safeguarding Florida's agriculture industry and consumers by adding another checkpoint in a high traffic area.

Zero Based Budget Review Recommendations
By Service & Activity – 2001

Agency: Department of Agriculture
Program: Agricultural Economic Development
Service: Animal Pest and Disease Control

1. Should the state continue to perform this Service? ___X_____ YES _____ NO

   Provide reasons for the above recommendation. If recommending "NO", describe in detail why the service should not be continued.

   The Division of Animal Industry protects Florida's valuable livestock industries by enforcing animal disease control programs, which enable livestock producers to move and trade animals; without this program, there would be a lasting effect on Florida. In order to maintain a healthy environment, the Division of Animal Industry implements the use of approved monitoring and surveillance programs for the prevention and control of zoonotic diseases, as well as providing animal disease monitoring.

22. Are there any areas where performance is not meeting expectations for this service? Describe material deficiencies in detail by activity (if performance information was available by activity).

    The only approved outcome is the percentage of livestock and poultry infected with specified transmissible diseases for which monitoring, controlling and eradicating activities are established. The current standard is .00043%. The Department has regularly attained this goal.

23. Based on the information provided, should each activity within this service continue to be performed by the state and, if continued, should funding be modified per questions 3.1 through 3.6?

Activities (Business Processes	FY 01-02 Est. Exp.	YES	NO	Modify
1. Prevent, Control, and Eradicate Animal Diseases	$4,036,587.00	X		
2. Conduct Animal-Related Diagnostic Laboratory Procedures	$2,678,674	X		
3. Inspect Livestock on Farms/Ranches for Sanitary Humane Conditions	$771,898	X		
4. Identify the Origin & Health Status of Imported Animals	$501,850	X		
5. Executive Direction	$771,893	X		
Total Service	$8,760,902			

3.1 Provide detailed reasons for activities NOT being recommended for continuation.

No activities are being recommended for discontinuation.

23.2 Are there any areas where the agency could improve performance by re-engineering any activity?

The Department has engaged in a number of reengineering activities. No additional reengineering efforts appear warranted at this time.

23.3 For each activity recommended for continuation, is the current level of efficiency and effectiveness meeting legislative expectations? Describe those deficiencies. Can the deficiency be addressed using current resources?

The Department appears to be meeting efficiency and effectiveness standards. Costs per unit outputs are in line with historical standards and projected to decrease in most cases. On the surface, the expenditure of $8.7 million to eliminate 172 infected animals appears excessive, but this service is best viewed as preventive maintenance. Money spent to head off an outbreak is small compared to the financial damage that would be caused by a major insect-borne epidemic.

3.4 For each activity, identify potential and recommended reductions as follows:

a. Can any General Revenue be shifted to trust funds?

The vast majority of operational revenue comes from General Revenue and goes to the prevention, control and eradication of animal-borne diseases. This activity serves a public health function and should continue to be funded primarily by General Revenue. No funding shifts are recommended.

b. List and describe all reductions listed in the 5% LRPP reduction list and the LBR Schedule 8B reduction list (if different). Explain in detail why any of these reductions should or should not be recommended.

No reductions are called for in the LRPP.

c. List the activities, or components thereof, which are least relevant to or least effective in accomplishing the agency's missions and goals (if not previously listed in "b" above.) Should any funding for these activities be redirected to a higher priority activity within this agency or eliminated entirely?

Executive direction is considered the least necessary activity, but comprises less than 10 percent of all FTEs. We do not believe that any funding needs to be eliminated or transferred.

d. For any LRPP reduction above that you recommend against adopting, develop alternative reduction options to achieve the 5% savings.

Not applicable.

3.5 Are there any funding enhancements which would significantly enhance the efficiency or effectiveness of the activities within this service?

No funding enhancements are recommended.

3.12 For each recommendation relating to an activity's funding level (whether to eliminate or modify) what are the consequences to the customers of each recommendations?

24. Based on a review of statutory authorities for activities and the analysis of customer needs and quality of services provided, are any changes to statutes or other expressions of legislative intent recommended?

No statutory changes are recommended.

5. Were there any areas in this service which consistently lack adequate information necessary to perform the zero based budget analysis? If so please explain.

This service is relatively well documented.

6. Is there any evidence that quality could be improved or costs reduced through outsourcing or privatizing all or part of the activities within this service? Describe each privatization or outsourcing effort in detail, including potential and known benefits. Indicate if all or some of an activities tasks are recommended for privatization or outsourcing.

At this time no major outsourcing efforts have been made. The primary work functions for this service are inspection and laboratory testing. We concur with the Department that outsourcing or privatizing the inspection function would be counter-productive since enforcement activities may need to accompany inspection activities. While we disagree with the Department's rationale for not outsourcing laboratory testing, we agree that there is no definitive evidence that the private sector is equipped to handle this function at this point in time. Additionally, the laboratory personnel that is required to perform this function is not likely to cost less in the private sector than it is for the public sector, especially when profit margins are factored into the calculations.

17. Should all or some of the tasks or functions within this activity be transferred to a more appropriate service or budget entity where a similar activity exists or to an entity that has a more compatible mission?

This service and all related activities are appropriately placed in DACS.

18. Are any changes indicated to the mission statements and goals of the LRPP based on your review of statutory authorities and legislative intent for this service and its activities?

No changes are required of the LRPP.

19. Are there other recommendations at either the Service or Activity-Level not addressed in the recommendations above?

No other recommendations.

Zero Based Budget Review Recommendations
By Service & Activity – 2001

Agency: Department of Agriculture
Program: Agricultural Economic Development
Service: Aquaculture Services

1. Should the state continue to perform this Service? _____X___ YES _____ NO

   Provide reasons for the above recommendation. If recommending "NO", describe in detail why the service should not be continued.

   Aquacultural Services are important for the protection of consumers and Florida's environment. The Division is responsible for environmental safeguards by inspecting shellfish processing facilities and standards, and maintaining compliance. Overall, the Aquaculture Services Division protects Florida's economic welfare, consumer safety, and health of the environment.

25. Are there any areas where performance is not meeting expectations for this service? Describe material deficiencies in detail by activity (if performance information was available by activity).

    There are no areas where performance expectations are not being met. The outcome measures are shellfish illnesses reported from Florida shellfish product per 100,000 meals served and percent of shellfish facilities in significant compliance with permit and food safety regulations. The standard for the former outcome is .331 and 80% for the latter. Both goals have been attained in each year since the service was begun.

26. Based on the information provided, should each activity within this service continue to be performed by the state and, if continued, should funding be modified per questions 3.1 through 3.6?

Activities (Business Processes	FY 01-02 Est. Exp.	YES	NO	Modify
1. Test Water Quality	$1,202,268	X		
2. Inspect Shellfish Processing Plants	$244,745	X		
3. Administer Shellfish Lease Program	$132,674	X		
4. Administer Aquaculture Certification Program	$509,843	X		
5. Conduct Oyster Planting Activities	$926,460	X		
6. Executive Direction	$1,841,194	X		
Total Service	$4,857,184			

3.1 Provide detailed reasons for activities NOT being recommended for continuation.

We do not recommend any activities for discontinuation.

26.2 Are there any areas where the agency could improve performance by re-engineering any activity?

Given the brief history for this service, we believe it is too early to determine if reengineering could improve performance. Most activities have only been fully active for one year. We believe the Department requires more time to refine its processes before reengineering efforts should be considered.

26.3 For each activity recommended for continuation, is the current level of efficiency and effectiveness meeting legislative expectations? Describe those deficiencies. Can the deficiency be addressed using current resources?

For each activity, the current performance standards are being obtained with the designated resource levels. We believe that based on this standard, the activities are being delivered efficiently and effectively.

3.4 For each activity, identify potential and recommended reductions as follows:

a. Can any General Revenue be shifted to trust funds?

This service is primarily funded through General Revenue. While the public does benefit from this service, producers gain the majority of the benefit. This service is intended to partially subsidize aquaculture and many of the activities are fairly new. We do not believe that the intent of this program is to subsidize producers in the long run, but given the relatively new status of this service, we do not recommend shifting funding at this time. However, as time passes, we believe the Legislature should revisit this issue and begin shifting more of the funding burden to the producers.

b. List and describe all reductions listed in the 5% LRPP reduction list and the LBR Schedule 8B reduction list (if different). Explain in detail why any of these reductions should or should not be recommended

The Department has recommended a reduction of $121,260 in recurring general revenue. These funds are specifically designated for two FTE positions at the University of Florida at the Tropical Aquaculture Laboratory in Ruskin. The Department is requesting that funding shift out of the Department budget and into the budget for UF-IFAS. We believe that this change is mostly clerical and will have little fiscal or performance impact and should be adopted.

c. List the activities, or components thereof, which are least relevant to or least effective in accomplishing the agency's missions and goals (if not previously listed in "b" above.) Should any funding for these activities be redirected to a higher priority activity within this agency or eliminated entirely?

Oyster planting and executive direction are the two activities that appear least crucial to the Department's mission, though oyster planting directly relates to the Department's mission of "conserving and protecting the

state's agricultural and natural resources". We do not recommend any transfer of funds at this time.

d. For any LRPP reduction above that you recommend against adopting, develop alternative reduction options to achieve the 5% savings.

Not applicable.

3.5 Are there any funding enhancements which would significantly enhance the efficiency or effectiveness of the activities within this service?

No funding enhancements are recommended.

3.6 For each recommendation relating to an activity's funding level (whether to eliminate or modify) what are the consequences to the customers of each recommendations?

27. Based on a review of statutory authorities for activities and the analysis of customer needs and quality of services provided, are any changes to statutes or other expressions of legislative intent recommended?

No statutory changes are recommended.

28. Were there any areas in this service which consistently lack adequate information necessary to perform the zero based budget analysis? If so please explain.

All necessary information was provided.

6. Is there any evidence that quality could be improved or costs reduced through outsourcing or privatizing all or part of the activities within this service? Describe each privatization or outsourcing effort in detail, including potential and known benefits. Indicate if all or some of an activities tasks are recommended for privatization or outsourcing.

This service is relatively new but already engages in some privatization efforts. Notably, the Department has engaged private companies for some testing activities and regularly engages local oystermen's associations to relay and transplant oyster shells. No additional outsourcing is recommended.

20. Should all or some of the tasks or functions within this activity be transferred to a more appropriate service or budget entity where a similar activity exists or to an entity that has a more compatible mission?

All activities are properly housed in DACS.

21. Are any changes indicated to the mission statements and goals of the LRPP based on your review of statutory authorities and legislative intent for this service and its activities?

    We do not believe that any changes are warranted to the LRPP or mission statements based upon our review of this activity. This service is consistent with providing food safety and is adequately addressed by the existing LRPP.

22. Are there other recommendations at either the Service or Activity-Level not addressed in the recommendations above?

    See summary below.

Summary

This service is relatively new and designed to promote the shellfish industry in Florida. All indications are that the service is being provided effectively and efficiently. Being a new service, reengineering seems premature, and we do not see any additional potential outsourcing options. The number of FTEs is relatively low, and the service does not appear to be overstaffed.

This service is primarily dependent upon General Revenue. Nearly three-fourths of all revenue (74 percent) comes from General Revenue. This seems appropriate given that one of the service's primary missions is to supplement the burgeoning shellfish industry. However, the Department is currently considering a rule amendment for the collection of fees for certification licensure for shellfish processing facilities and fines for violations. We believe these are responsible steps and should proceed. Historically, the Board of Trustees has opted to keep shellfish lease rental fees low to subsidize this industry. Fees could be increased in this area, but little additional revenue would be generated.

Zero Based Budget Review Recommendations
By Service & Activity – 2001

Agency: Department of Agriculture
Program: Agricultural Economic Development
Service: Fruit/Vegetable Inspection and Enforcement

1. Should the state continue to perform this Service? ___**X**____ YES _____ NO

   Provide reasons for the above recommendation. If recommending "NO", describe in detail why the service should not be continued.

   The Division of Fruit and Vegetables Inspection and Enforcement work closely with the Florida fruit and vegetable industries by providing assistance with regulations and quality measures required by state and Federal (USDA) standards. The aim of the Division is to provide Florida industries with quality inspection services at a minimum cost. The Service operates entirely from Citrus Inspection and General Inspection Trust funds. The primary goal of the Service is to "ensure the quality of fruits and vegetables shipped from or received in Florida."

29. Are there any areas where performance is not meeting expectations for this service? Describe material deficiencies in detail by activity (if performance information was available by activity).

    Performance (as evidenced by service outcomes) is meeting expectations. Activities 1, 2, and 3: Activity performance measures indicate goal numbers of citrus/vegetables (in tons) are inspected. Outcome measures are expected to increase over time. Activity 4 does not have Activity Output and Outcome measures.

30. Based on the information provided, should each activity within this service continue to be performed by the state and, if continued, should funding be modified per questions 3.1 through 3.6?

    To answer, work through Steps 1 & 2, Guidelines for Activity Review

Activities (Business Processes	FY 01-02 Est. Exp.	YES	NO	Modify
1. Inspect Citrus Packing Houses and process Plants	$11,068,800	X		
2. Inspect Shipping & Receiving Points & Regulate Imports	$2,429,523	X		
3. Inspect Terminal Markets	$908,011	X		
4. Executive Direction	$1,252,152	X		
Total Service	$15,658,486	X		

30.2 Provide detailed reasons for activities NOT being recommended for continuation.

Not applicable

30.3 Are there any areas where the agency could improve performance by re-engineering any activity?

Flow charts or process maps used to convey what this service does are not available. Therefore a recommendation regarding performance improvement through reengineering is not available. However, the Division meets with industry groups to evaluate outcome and program objectives, which is anticipated to result in performance improvement over time.

30.4 For each activity recommended for continuation, is the current level of efficiency and effectiveness meeting legislative expectations? Describe those deficiencies. Can the deficiency be addressed using current resources?

The Division is currently meeting its objectives and operates successfully on trust funds. It is therefore operating efficiently and effectively.

3.4 For each activity, identify potential and recommended reductions as follows:

a. Can any General Revenue be shifted to trust funds?

The Division operates only on trust funds and does not receive General Revenue Appropriations.

b. List and describe all reductions listed in the 5% LRPP reduction list and the LBR Schedule 8B reduction list (if different). Explain in detail why any of these reductions should or should not be recommended.

The proposed reduction is the result of 10 FTE and $311,990 recurring from the Citrus Inspection Trust Fund, Salaries and Benefits. Short-term impact is nothing because the positions are currently vacant, long-term impacts will be based on actual production. Additional staff might be needed in the future if the number of tons of citrus inspected increased; OPS workers could be hired to fulfill inspection obligations. Therefore, this reduction may not be permanent.

b. List the activities, or components thereof, which are least relevant to or least effective in accomplishing the agency's missions and goals (if not previously listed in "b" above.) Should any funding for these activities be redirected to a higher priority activity within this agency or eliminated entirely?

Each of the Division's activities is critical to accomplishing the agency's missions and goals. Funding for the activities should not be redirected or eliminated. Reductions would impair the ability of the Division to provide mandated and user-requested services. Since all revenues are user-generated, any reduction in service would be inappropriate. If other

reductions are required, they should be limited to the Executive Direction service; however, any reductions in Executive Direction may reduce the efficiency and effectiveness of other Division services.

c. For any LRPP reduction above that you recommend against adopting, develop alternative reduction options to achieve the 5% savings.

Not applicable.

3.5 Are there any funding enhancements which would significantly enhance the efficiency or effectiveness of the activities within this service?

No funding enhancements are recommended.

3.13 For each recommendation relating to an activity's funding level (whether to eliminate or modify) what are the consequences to the customers of each recommendations?

Not applicable.

4. Based on a review of statutory authorities for activities and the analysis of customer needs and quality of services provided, are any changes to statutes or other expressions of legislative intent recommended? *Include any statutory revision being recommended as a result of efficiency or performance recommendations.*

The Division provides services in accordance with Federal and State mandates. No changes to statues or expressions of legislative intent are recommended.

5. Were there any areas in this service which consistently lack adequate information necessary to perform the zero based budget analysis? If so please explain.

The Executive Direction provides coordination and support to Division bureaus and activities and does not have approved output or outcome measures.

6. Is there any evidence that quality could be improved or costs reduced through outsourcing or privatizing all or part of the activities within this service? Describe each privatization or outsourcing effort in detail, including potential and known benefits. Indicate if all or some of an activities tasks are recommended for privatization or outsourcing.

No. The Division operates on user fees, therefore privatization would not have an impact on General Revenue appropriations. Further, there are no private sector service providers for third party certification of citrus. While some quality assurance certification is provided by private sector entities, the state has entered into cooperative agreement with the federal government to provide inspection services.

23. Should all or some of the tasks or functions within this activity be transferred to a more appropriate service or budget entity where a similar activity exists or to an entity that has a more compatible mission?

No. The Division provides regulatory services that are necessary for the continual operation of the citrus industry, and provides additional inspection services through cooperative agreement with the USDA.

8. Are any changes indicated to the mission statements and goals of the LRPP based on your review of statutory authorities and legislative intent for this service and its activities?

No. Current activities fulfill the mission statements and goals established.

9. Are there other recommendations at either the Service or Activity-Level not addressed in the recommendations above?

No.

Zero Based Budget Review Recommendations
By Service & Activity – 2001

Agency: Department of Agriculture
Program: Agricultural Economic Development
Service: Agricultural Products Marketing

1. Should the state continue to perform this Service? ____X____ YES _____ NO

   Provide reasons for the above recommendation. If recommending "NO", describe in detail why the service should not be continued.

   By conducting activities aimed toward producers, buyers, food editors, and Florida's public consumers, as well as national and international consumers, the Division of Marketing and Development stimulates product consumption of Florida agricultural products. The division is also important to the state by providing professional marketing services to the agribusiness industry. Another aspect that makes the division significant to Florida is that it handles the State Farmers Market system, which provides an infrastructure for the distribution of Florida grown products.

31. Are there any areas where performance is not meeting expectations for this service? Describe material deficiencies in detail by activity (if performance information was available by activity).

    Two outcome measures are associated with this service. These measures are Florida agricultural products as a percent of the national market and total sales of agricultural and seafood products generated by tenants of state farmers markets. The Department has met these goals and all indications are this will continue in the near future.

32. Based on the information provided, should each activity within this service continue to be performed by the state and, if continued, should funding be modified per questions 3.1 through 3.6?

Activities (Business Processes)	FY 01-02 Est. Exp.	YES	NO	Modify
1. Executive Direction	$1,709,516	X		
2. Conduct FAPC and related promotions	$3,481,411	X		
3. Provide Education & Communications	$1,009,948			X
4. Conduct State Farmers Market	$2,821,318	X		
5. Conduct ag/seafood/aquaculture assists	$1,245,681			X
6. Administer food distribution	$3,226,063	X		
7. Bond program	$654,258	X		
8. Conduct citrus estimates	$1,756,835	X		
9. Assist Citrus research marketing orders	$2,500,000	X		
10. Administer Marketing orders	$475,000	X		
11. Administer food recovery	$528,014	X		

Activities (Business Processes)	FY 01-02 Est. Exp.	YES	NO	Modify
12. Distribute Commissioner's awards	$300,000	X		
13. Conduct market news program	$275,703	X		
Total Service	$19,983,747			

3.1 Provide detailed reasons for activities NOT being recommended for continuation.

No activities are recommended for discontinuation.

32.2 Are there any areas where the agency could improve performance by re-engineering any activity?

No process maps were provided but none of the narrative provided indicated that reengineering was necessary for this service.

32.3 For each activity recommended for continuation, is the current level of efficiency and effectiveness meeting legislative expectations? Describe those deficiencies. Can the deficiency be addressed using current resources?

This service is provided effectively and efficiently. Output is generally steady, unit costs are relatively stable an staffing levels appear to be generally in line with the work load.

3.4 For each activity, identify potential and recommended reductions as follows:

a. Can any General Revenue be shifted to trust funds?

No General Revenue shift is recommended. The Department plans to eliminate General Revenue funding for this activity within the next three years.

b. List and describe all reductions listed in the 5% LRPP reduction list and the LBR Schedule 8B reduction list (if different). Explain in detail why any of these reductions should or should not be recommended.

The recommendation is a reduction of $48,200 from General Revenue, Expense Category; the reduction will be a result of the elimination of the bi-monthly "Florida Market Bulletin" publication. There are no FTE associated with the publication, so the saving is the amount that would be spent on printing and mailing. The impact of this measure is unknown, there were 17,115 subscribers to the Market Bulletin; no legislative change is needed for the reduction.

The Department's proposal is justified since the Bulletin can be put online and still reach a substantial number of subscribers.

c. List the activities, or components thereof, which are least relevant to or least effective in accomplishing the agency's missions and goals (if not previously listed in "b" above.) Should any funding for these activities be redirected to a higher priority activity within this agency or eliminated entirely?

The distribution of Commissioner's Awards is listed is a low priority item and could conceivably be eliminated. However, since the Department is charged with promoting Florida agriculture, this activity fits the Department's mission statement and is completely funded from fees. We do not recommend discontinuing this activity.

d. For any LRPP reduction above that you recommend against adopting, develop alternative reduction options to achieve the 5% savings.

Not applicable.

3.5 Are there any funding enhancements which would significantly enhance the efficiency or effectiveness of the activities within this service?

No funding enhancements are recommended.

3.14 For each recommendation relating to an activity's funding level (whether to eliminate or modify) what are the consequences to the customers of each recommendations?

Putting the Market Bulletin online should not have a negative effect on the Department's customers. More likely, the online product will be more widely distributed due to greater ease of access.

We do not believe that reducing the Agriculture/Seafood/Aquaculture assist program by two FTEs will have a negative impact on the Department's customers.

33. Based on a review of statutory authorities for activities and the analysis of customer needs and quality of services provided, are any changes to statutes or other expressions of legislative intent recommended? Include any statutory revision being recommended as a result of efficiency or performance recommendations.

No statutory changes are recommended.

34. Were there any areas in this service which consistently lack adequate information necessary to perform the zero based budget analysis? If so please explain.

Generally, all relevant information was available except for process charts.

6. Is there any evidence that quality could be improved or costs reduced through outsourcing or privatizing all or part of the activities within this service? Describe each privatization or outsourcing effort in detail, including potential and known benefits. Indicate if all or some of an activities tasks are recommended for privatization or outsourcing.

The Department currently outsources several aspects of its existing operations. Among the functions that are outsourced are printing, video dubbing and some research activities. The Department has indicated that more outsourcing would be counterproductive since it has cost efficiencies vis-à-vis the private sector in the promotional field. Additionally, much of the marketing activity is funded through trust fund expenditures, and the specific intent of the fee collections is to perform this function. We believe the Department does have some inherent advantages in production and distribution of marketing materials, but we also recommend the Department continue to monitor market pricing and consider outsourcing when economically advantageous.

24. Should all or some of the tasks or functions within this activity be transferred to a more appropriate service or budget entity where a similar activity exists or to an entity that has a more compatible mission?

    We recommend that the Department consolidate the Agriculture/Seafood/Aquaculture Assists activity and the FAPC activities and eliminate two FTEs. We believe that this consolidation will improve efficiency, have little impact on effectiveness and will not significantly impact customer.

25. Are any changes indicated to the mission statements and goals of the LRPP based on your review of statutory authorities and legislative intent for this service and its activities?

    No changes are recommended to the LRPP.

26. Are there other recommendations at either the Service or Activity-Level not addressed in the recommendations above?

    See summary below.

Summary

The Department is charged with creating "brand recognition" for Florida agricultural products and our review indicates that the Department is accomplishing this goal while keeping costs in line. This service is moving toward "self sufficiency" and we believe this is appropriate since the primary beneficiaries of this activity are Florida agriculture producers.

Total spending, staffing and output are relatively stable. Some outsourcing is done and we believe that the Department should continue to monitor market pricing. We recommend that the Division consolidate activities two and five and reduce current staffing by two FTEs.

Zero Based Budget Review Recommendations
By Service & Activity – 2001

Agency: Department of Agriculture
Program: Agricultural Economic Development
Service: Plant/Pest/Disease Control

1. Should the state continue to perform this Service? ____X____ YES _____ NO

   Provide reasons for the above recommendation. If recommending "NO", describe in detail why the service should not be continued.

   The Division of Plant Industry is the pest regulatory agency for the State of Florida. With government funding, the Division's preventative measures defend the state from exotic plant pests and disease before there is extensive damage to agricultural crops. The Division is responsible for not only protection of crops, but ensuring the protection of honeybees and the honey production industry. The Division performs important activities such as conducting inspections, identifying pest and disease specimens and eradicating potential threats to the agriculture industry.

35. Are there any areas where performance is not meeting expectations for this service? Describe material deficiencies in detail by activity.

    Approved outcomes for this service are as follows:

    - **The percentage of newly introduced pests and diseases prevented from infesting Florida plants to a level where eradication is biologically or economically unfeasible.**
    - **The percentage of commercial citrus acres free of citrus canker.**

    The Department has met the performance standard for the former item but fallen just short on the latter. Eradication of citrus canker is highly dependent upon funding because of the costly nature of this process.

36. Based on the information provided, should each activity within this service continue to be performed by the state and, if continued, should funding be modified per questions 3.1 through 3.6?

Activities (Business Processes	FY 01-02 Est. Exp.	YES	NO	Modify
1. Eradicate Identified Citrus Canker	$ 9,210,494.00	X		
2. Survey for Citrus Canker	$36,791,393.00	X		
3. Inspect Plants for Plant Pests, Disease Or Grade	$ 2,217,281.00	X		
4. Service Exotic Fruit Fly Traps	$ 4,277,815.00	X		
5. Identify Plant Pests	$ 3,243,902.00	X		

Activities (Business Processes	FY 01-02 Est. Exp.	YES	NO	Modify
6. Release Sterile Fruit Flies	$ 2,037,390.00	X		
7. Treat or Destroy Plants to Eradicate or Control Plant Pests	$ 798,516.00	X		
8. Develop Control Methods and Rear Biocontrol Agents	$ 1,815,951.00	X		
9. Certify Citrus Fly-Free	$ 1,190,019.00	X		
10. Executive Direction	$ 1,941,345.00			X
11. Register Citrus Budwood	$ 722,937.00	X		
12. Inspect Citrus Trees for Crop Forecast and Pest Detection	$ 321,063.00	X		
13. Inspect Apiaries	$ 794,800.00	X		
14. Disburse Checks to Citrus Canker Participants for the Tree Compensation Program	$27,500,000.00	X		
15. Operate a Demonstration and Research Irradiation Facility to Assure Pest-Free Agricultural Commodities	$ 479,600.00	X		
16. Fumigate Citrus Fruit Designated for Export to Eliminate Caribbean Fruit Flies	$ 270,442.00	X		
17. Eradicate Boll Weevils	$ 560,000.00	X		
18. Certify Nurseries as Imported Fire Ant Free	$ 376,296.00	X		
19. Distribute Endangered Plant Grant Money to Qualified Applicants to Preserve Native Plants	$ 250,000.00	X		
20. Disburse Tree-Replacement Vouchers for Citrus Canker Program	$ -	X		
Total Service	$94,799,244.00			

3.1 Provide detailed reasons for activities NOT being recommended for continuation.

No activities are being recommended for discontinuation.

3.2 Are there any areas where the agency could improve performance by re-engineering any activity?

Process maps were not provided, but nothing in the Department's narrative suggested that additional reengineering was required.

3.3 For each activity recommended for continuation, is the current level of efficiency and effectiveness meeting legislative expectations? Describe those deficiencies. Can the deficiency be addressed using current resources?

It seems unlikely that the Department will be able to meet its performance goal related to citrus canker with the current resources. Additional funds for eradication would probably be required.

We recommend that two FTEs be reduced from Executive Direction. Current staffing levels are for this activity are over 10 percent of the total personnel count for this activity.

3.4 For each activity, identify potential and recommended reductions as follows:

a. Can any General Revenue be shifted to trust funds?

Operating expenses are approximately evenly split between General Revenue and trust funds. No funding shifts are recommended.

b. List and describe all reductions listed in the 5% LRPP reduction list and the LBR Schedule 8B reduction list (if different). Explain in detail why any of these reductions should or should not be recommended.

The Department proposes a $350,000 decrease in spending split between the Plant Industry Trust Fund Expense Category and the "Operate a demonstration and research irradiation facility." Exactly $100,000 of the recommended $350,000 is coming from the shortfalls in project revenues from the activities. The department received a special appropriation of $100,000 to publish The Grades and Standards Manual for Plants, which will not be affected by the reduction.

Given the Department's rationale, we recommend the reductions be implemented.

c. List the activities, or components thereof, which are least relevant to or least effective in accomplishing the agency's missions and goals (if not previously listed in "b" above.) Should any funding for these activities be redirected to a higher priority activity within this agency or eliminated entirely?

None of the staffed and funded activities appear to be irrelevant to the Department's mission. No funding shifts are recommended.

d. For any LRPP reduction above that you recommend against adopting, develop alternative reduction options to achieve the 5% savings.

Not applicable.

3.5 Are there any funding enhancements which would significantly enhance the efficiency or effectiveness of the activities within this service?

No funding enhancements are recommended.

3.15 For each recommendation relating to an activity's funding level (whether to eliminate or modify) what are the consequences to the customers of each recommendations?

Reducing the number of FTEs associated with Executive Direction should have minimal impact to the Department's external customers. From an internal customer standpoint a slight decrease in executive responsiveness may be observed.

4. Based on a review of statutory authorities for activities and the analysis of customer needs and quality of services provided, are any changes to statutes or other expressions of legislative intent recommended?

No statutory changes are recommended.

5. Were there any areas in this service which consistently lack adequate information necessary to perform the zero based budget analysis? If so please explain.

Although process maps were not provided, the Department provided considerable documentation about its processes.

6. Is there any evidence that quality could be improved or costs reduced through outsourcing or privatizing all or part of the activities within this service? Describe each privatization or outsourcing effort in detail, including potential and known benefits. Indicate if all or some of an activities tasks are recommended for privatization or outsourcing.

Nearly all of the activities clearly belong in the public sector domain. The one exception may be the servicing of exotic fruit fly traps. While it is likely that this activity could be performed in the private sector, no evidence exists that any private sector firms could perform this function more effectively or efficiently than DACS.

27. Should all or some of the tasks or functions within this activity be transferred to a more appropriate service or budget entity where a similar activity exists or to an entity that has a more compatible mission?

All activities listed are properly housed in DACS.

28. Are any changes indicated to the mission statements and goals of the LRPP based on your review of statutory authorities and legislative intent for this service and its activities?

No changes to the LRPP are recommended.

29. Are there other recommendations at either the Service or Activity-Level not addressed in the recommendations above?

See summary below.

Summary

This service is key to protecting Florida agriculture. The fight against citrus canker has been largely effective but extremely costly. Overall, the Department has been effective, but efficiency is difficult to assess.

Generally, we have few recommendations in this area. Outsourcing is not particularly feasible for most activities, and staffing levels, with the exception of Executive Direction, appear in line with historical averages and workload. We do recommend the reduction of two FTEs in the Executive Direction activity since the current staffing level for this activity is over 10 percent of the total personnel.

Zero Based Budget Review Recommendations
By Service & Activity – 2001

Agency: Department of Agriculture
Program: Consumer Protection
Service: Agricultural Environmental Services

1. Should the state continue to perform this Service? ____X____ YES _____ NO

   Provide reasons for the above recommendation. If recommending "NO", describe in detail why the service should not be continued.

   Agricultural Environmental Services benefit the State by assisting and protecting consumers from the amount of pesticide, pest control and fertilizer products that are unsafe, unlawful, or unethical. Key purposes of Agricultural Environmental Services include the prevention and reduction of economic loss due to fraudulent/substandard pest control services, and misbranded/adulterated products; as well as, protection of humans against disease transmitted by mosquitoes, and overall protection from impacts of pesticides.

37. Are there any areas where performance is not meeting expectations for this service? Describe material deficiencies in detail by activity (if performance information was available by activity).

    The Department has four separate performance outcomes and is currently meeting performance standards for all four. Performance outputs show overall activity increasing.

38. Based on the information provided, should each activity within this service continue to be performed by the state and, if continued, should funding be modified per questions 3.1 through 3.6?

Activities (Business Processes	FY 01-02 Est. Exp.	YES	NO	Modify
1. Inspect pesticide applicators and dealers	$1,947,484	x		
2. license pesticide applicators and dealers	$422,999			x
3. evaluate/manage pesticide products	$757,555	x		
4. register pesticide products	$536,109	x		
5. analyze pesticide products	$975,487	x		
6. develop nitrate best mgt practices	$995,116	x		
7. inspect pest control businesses and applicators	$1,858,205	x		
8. license pest control businesses and applicators	$398,547			x
9. regulate mosquito control programs	$2,809,321	x		
10. regulate fertilizer companies	$1,419,715	x		
11. analyze fertilizer products	$1,003,945	x		
12. regulate seed companies	$353,613	x		
13. analyze seed samples	$268,518	x		
14. license feed companies	$188,435	x		
15. analyze feed products	$97,458	x		
16. executive direction	$1,381,720	x		
Total Service	**$15,414,227**			

38.2 Provide detailed reasons for activities NOT being recommended for continuation.

No activities are being recommended for discontinuation.

38.3 Are there any areas where the agency could improve performance by re-engineering any activity?

The Department has undergone reengineering regularly and no process maps were provided for review. We are not able to determine if additional reengineering would provide any additional cost savings or performance improvements.

3.3 For each activity recommended for continuation, is the current level of efficiency and effectiveness meeting legislative expectations? Describe those deficiencies. Can the deficiency be addressed using current resources?

Overall, this service is meeting legislative expectations for effectiveness and efficiency. We believe that it is possible to consolidate the licensing functions for pesticide applicators and dealers and pest control businesses and applicators (activities 2 and 8) and consolidate one FTE,

3.4 For each activity, identify potential and recommended reductions as follows:

a. Can any General Revenue be shifted to trust funds?

This service is funded primarily through trust funds but in FY 2000-01, this service was 34 percent funded through General Revenue. At this time, we do not think additional General Revenue should be shifted to trust funds.

b. List and describe all reductions listed in the 5% LRPP reduction list and the LBR Schedule 8B reduction list (if different). Explain in detail why any of these reductions should or should not be recommended.

No reductions are listed.

c. List the activities, or components thereof, which are least relevant to or least effective in accomplishing the agency's missions and goals (if not previously listed in "b" above.) Should any funding for these activities be redirected to a higher priority activity within this agency or eliminated entirely?

Licensing and analysis of feed companies and products have been identified by the Department as having the lowest priority behind executive direction. We do not recommend redirecting any funding away from these services.

d. For any LRPP reduction above that you recommend against adopting, develop alternative reduction options to achieve the 5% savings.

Not applicable.

3.5 Are there any funding enhancements which would significantly enhance the efficiency or effectiveness of the activities within this service?

No funding enhancements are recommended.

3.16 For each recommendation relating to an activity's funding level (whether to eliminate or modify) what are the consequences to the customers of each recommendations?

We do not believe that consolidating the licensing activities recommended above will have an adverse effect on the customers of these activities.

4. Based on a review of statutory authorities for activities and the analysis of customer needs and quality of services provided, are any changes to statutes or other expressions of legislative intent recommended?

No statutory changes are required.

5. Were there any areas in this service which consistently lack adequate information necessary to perform the zero based budget analysis? If so please explain.

All relevant information was provided.

6. Is there any evidence that quality could be improved or costs reduced through outsourcing or privatizing all or part of the activities within this service? Describe each privatization or outsourcing effort in detail, including potential and known benefits. Indicate if all or some of an activities tasks are recommended for privatization or outsourcing.

Licensing, regulation, registration, and inspection are primarily government functions not easily outsourced. Analysis activities could be outsourced, but there is no evidence that this would improve performance or reduce costs. Due to the existing relationship between analysis and enforcement activities, few labs have specialized in these types of activities and no known labs are equipped to handle the volume of analysis the Department currently performs.

30. Should all or some of the tasks or functions within this activity be transferred to a more appropriate service or budget entity where a similar activity exists or to an entity that has a more compatible mission?

All activities are appropriately housed in DACS.

8. Are any changes indicated to the mission statements and goals of the LRPP based on your review of statutory authorities and legislative intent for this service and its activities?

No changes to the LRPP are required.

9. Are there other recommendations at either the Service or Activity-Level not addressed in the recommendations above?

See summary below.

Summary

Agricultural Environmental Services are necessary for the safe production of food commodities. Funding, staffing and production levels have remained steady and overall this service has been performed effectively and efficiently. Reengineering has been ongoing and noticeable efficiency gains have been made. Outsourcing is not recommended for any of the activities associated with this service.

We recommend that the Department consolidate the licensing of pesticide applicators and dealers with the licensing of pest control businesses and applicators. We believe that one FTE can be reduced without a significant loss of service.

Zero Based Budget Review Recommendations
By Service & Activity – 2001

Agency: Department of Agriculture
Program: Consumer Protection
Service: Consumer Protection Services

1. Should the state continue to perform this Service? ____X____ YES _____ NO

   Provide reasons for the above recommendation. If recommending "NO", describe in detail why the service should not be continued.

The Division of Consumer Services serves Florida by providing an outlet for consumer information, complaints and inquiries. The Division implements various programs including motor vehicle repair, solicitation of contributions, Florida new car lemon law, as well as enforcing consumer protection laws. Providing a toll-free hotline, the Division receives 25,000 to 30,000 calls from consumers, and 40,000 written complaints yearly.

39. Are there any areas where performance is not meeting expectations for this service? Describe material deficiencies in detail by activity (if performance information was available by activity).

The only approved outcome is percent of regulated entities found operating in compliance with performance/quality standards. This standard was not achieved in 2000-01.

40. Based on the information provided, should each activity within this service continue to be performed by the state and, if continued, should funding be modified per questions 3.1 through 3.6?

Activities (Business Processes	FY 01-02 Est. Exp.	YES	NO	Modify
1. Register and Respond to Complaints Applicable to Motor Vehicle Repair Law	$724,516	X		
2. Register and Respond to Complaints Applicable to Solicitation Of Contributions Law	$570,700	X		
3. Process "No Sales Solicitation Calls" Subscriptions	$419,806	X		
4. Register and Respond to Complaints Applicable to Sellers of Travel Law	$372,907	X		
5. Provide Lemon Law Assists to Consumers	$376,738	X		
6. Register and Respond to Complaints Applicable to Health Studio Law	$158,594	X		
7. Register and Respond to Complaints Applicable to Pawn Shop Law	$160,281	X		
8. Register and Respond to Complaints	$78,343	X		

Applicable to Telemarketing Law				
9. Register and Respond to Complaints Applicable to Business Opportunity Law	$208,354	X		
10. Register and Respond to Complaints Applicable to Dance Studio Law	$66,240	X		
11. Provide Assists to Consumers (Call Center)	$845,332	X		
12. Enforce Consumer Protection Laws	$281,478	X		
13. Provide Consumer Education to Public	$43,933	X		
14. Mediate (Non-Regulated) Consumer Complaints	$397,236	X		
15. Register And Respond to Complaints Applicable to Game Promotion Law	$130,503	X		
16. Executive Direction	$573,342	X		
Total	$5,408,303			

3.1 Provide detailed reasons for activities NOT being recommended for continuation.

No activities are being recommended for discontinuation at this time. We concur with OPPAGA that the Department monitor these activities for falling demand. We also recommend that the Department consider combining some activities such as telemarketing and applications for no solicitation (Activities 3 and 8).

40.2 Are there any areas where the agency could improve performance by re-engineering any activity?

This service requires extensive database capability. The Department has invested in new computer software that should help increase the efficiency of this service substantially. No further process reengineering is recommended at this time.

40.3 For each activity recommended for continuation, is the current level of efficiency and effectiveness meeting legislative expectations? Describe those deficiencies. Can the deficiency be addressed using current resources?

From a historical perspective, output measures for most activities have been fairly consistent. The only outcome measure was not met in the last fiscal year but we believe it is attainable with existing resources.

3.4 For each activity, identify potential and recommended reductions as follows:

a. Can any General Revenue be shifted to trust funds?

In FY 00-01, this service received approximately 16 percent of its operating revenues from the General Revenue fund. In a recent Justification Review, OPPAGA suggested several different options to make the program fully "self sufficient" or completely funded from trust fund revenue. Option one was to increase individual program funds to cover the remaining 16 percent of funds covered by General Revenue. The other option was to increase the

petroleum inspection fee to cover the 16 percent. In its final version OPPAGA has decided not to recommend the petroleum inspection fee increase.

Our understanding is that the Department is opposed to these recommendations for several reasons. First, they have witnessed a long-term funding shift away from General Revenue to Trust Funds. They have expressed that consumer protection is in the interest of the general public and believe that items in the general public interest should be funded with money from the General Revenue fund. Second, they perceive that industry does not necessarily view inspection and regulation as a benefit, therefore asking them to pick up additional costs may prove antagonistic.

We believe OPPAGA's original recommendation regarding an increase to petroleum inspection fees was logical and recommend that it be adopted. While acknowledging that the public does benefit from consumer protection, we believe that an increase of 1/8 of one cent per gallon is not excessive. This is especially true given that the current rate has not been adjusted for inflation since its inception in 1919. Additionally, the mechanism to collect these fees is already in place, obviating the need for new collection procedures that might be required if new fees were required of multiple services.

b. List and describe all reductions listed in the 5% LRPP reduction list and the LBR Schedule 8B reduction list (if different). Explain in detail why any of these reductions should or should not be recommended.

No reductions were indicated for this service.

c. List the activities, or components thereof, which are least relevant to or least effective in accomplishing the agency's missions and goals (if not previously listed in "b" above.) Should any funding for these activities be redirected to a higher priority activity within this agency or eliminated entirely?

The Department oversees a number of industries and has designated several activities as having lower priority than others. The Department lists the following activities as having the lowest priority:

Register and Respond to Complaints Applicable to Game Promotion Law
Mediate Non-regulated Consumer Complaints
Provide Consumer Education to Public

Discontinuing these activities would require changes to statute.

d. For any LRPP reduction above that you recommend against adopting, develop alternative reduction options to achieve the 5% savings.

Not applicable.

3.5 Are there any funding enhancements which would significantly enhance the efficiency or effectiveness of the activities within this service?

No funding enhancements are recommended at this time.

3.17 For each recommendation relating to an activity's funding level (whether to eliminate or modify) what are the consequences to the customers of each recommendations?

An increase in the gas inspection fee will increase the price of gasoline by 1/8 of one cent if the increase is passed along to the consumer.

4. Based on a review of statutory authorities for activities and the analysis of customer needs and quality of services provided, are any changes to statutes or other expressions of legislative intent recommended?

No statutory changes are recommended.

5. Were there any areas in this service which consistently lack adequate information necessary to perform the zero based budget analysis? If so please explain.

All relevant information was provided.

6. Is there any evidence that quality could be improved or costs reduced through outsourcing or privatizing all or part of the activities within this service? Describe each privatization or outsourcing effort in detail, including potential and known benefits. Indicate if all or some of an activities tasks are recommended for privatization or outsourcing.

OPPAGA has recommended investigating the possibility of outsourcing the call center activity. The Department has indicated that they would be open to this recommendation. Given the close functional relationship with the Department of Business and Professional Regulation, we recommend that when the outsourcing research is conducted that the consolidation of both agencies' call center operations be explored.

31. Should all or some of the tasks or functions within this activity be transferred to a more appropriate service or budget entity where a similar activity exists or to an entity that has a more compatible mission?

OPPAGA has recommended that the Lemon Law activity be consolidated with the Attorney General's Lemon Law activity. We do not believe that any significant cost savings would be realized by this and that the disruption to activities would offset any minor cost savings.

32. Are any changes indicated to the mission statements and goals of the LRPP based on your review of statutory authorities and legislative intent for this service and its activities?

No changes to LRPP are recommended.

33. Are there other recommendations at either the Service or Activity-Level not addressed in the recommendations above?

No other recommendations are suggested.

Zero Based Budget Review Recommendations
By Service & Activity – 2001

Agency: Department of Agriculture
Program: Consumer Protection
Service: Standards/Petroleum Quality Inspection

1. Should the state continue to perform this Service? ____X____ YES _____ NO

   Provide reasons for the above recommendation. If recommending "NO", describe in detail why the service should not be continued.

   With vast regulatory responsibilities, the Division of Standards provides services that assure consumer protection and safety for Florida citizens. The Division is responsible for regulating the quality, quantity and pricing of petroleum products, as well as its safe distribution. Additionally, the Division monitors scales and amusement ride safety.

41. Are there any areas where performance is not meeting expectations for this service? Describe material deficiencies in detail by activity (if performance information was available by activity).

    This service has four outcome measures:

    - **Percent of LP gas facilities found in compliance with safety requirements on first inspection.**
    - **Percent of amusement attractions found in full compliance with safety requirements on first inspection.**
    - **Percent of regulated weighing and measuring devices, packages, and businesses with scanners in compliance with accuracy standards during initial inspection/testing.**
    - **Percent of petroleum products meeting quality standards.**

    For each of the standards listed above, the Department met its performance goal in 2000-01.

42. Based on the information provided, should each activity within this service continue to be performed by the state and, if continued, should funding be modified per questions 3.1 through 3.6?

Activities (Business Processes	FY 01-02 Est. Exp.	YES	NO	Modify
1. Executive Direction	$800,357	X		

Activities (Business Processes	FY 01-02 Est. Exp.	YES	NO	Modify
2. Conduct Petroleum Field Inspections	$2,863,786			X
3. Analyze Petroleum Products	$1,710,446	X		
4. Conduct Weights And Measures Inspections	$2,000,749	X		
5. Conduct Meteorological Lab Tests	$394,742	X		
6. Issue LP Gas Licenses	$236,538	X		
7. Conduct LP Gas Inspections	$665,089	X		
8. Administer LP Gas Examinations	$89,851	X		
9. Conduct LP Gas Accident Investigations	$85,529	X		
10. Collect Marketing Assessments (Fees) from Odorizors/Importers of LP Gas and Promote LP Gas Safety and Education in Florida	$452,500	X		
11. Conduct Amusement Ride Safety Inspections	$1,161,240			X
Total Service	$10,460,827	X		

42.2 Provide detailed reasons for activities NOT being recommended for continuation.

No activities are being recommended for discontinuation.

42.3 Are there any areas where the agency could improve performance by re-engineering any activity?

Process maps were not provided, but the narrative description of these activities does not indicate that additional reengineering activities are necessary at this time.

42.4 For each activity recommended for continuation, is the current level of efficiency and effectiveness meeting legislative expectations? Describe those deficiencies. Can the deficiency be addressed using current resources?

OPPAGA has recommended implementing a pilot program to determine if a four day work week for inspectors would provide travel savings and the Department has indicated a willingness to adopt this recommendation. A four-day work week is generally well received by employees because it allows for extended weekends and more family time. The benefits of a four-day work week are not universally recognized by human resource specialists because a loss of productivity is common in the final hours of the extended work day. However other human resource specialists believe this is offset by improvements in employee morale. We support the idea as long the Department closely monitors employee productivity.

3.4 For each activity, identify potential and recommended reductions as follows:

a. Can any General Revenue be shifted to trust funds?

This service is predominantly funded through trust funds but in FY 2000-01, the Department received 24 percent of total service revenues from

General Revenue. An increase in petroleum inspection fees would eliminate the need for any General Revenue and is recommended. (See Consumer Protection Services section for details).

b. List and describe all reductions listed in the 5% LRPP reduction list and the LBR Schedule 8B reduction list (if different). Explain in detail why any of these reductions should or should not be recommended.

The Department is proposing shifting $200,000 from General Revenue to trust funds. The proposed reduction can be accomplished with the fund shift of $200,000 recurring from General Revenue to General Inspection Trust Fund. The reduction will come from the Bureau of Fair Ride Inspections by reclassifying 473 Kiddie Rides to Adult Rides, reclassifying 214 Adult Rides to Super Ride Category, and by increased annual permit fees from $220 to $300. If accepted, the rule amendments will result in the increase of the General Inspection Trust Fund by $200,000.

We recommend that this proposal be adopted. The Department has indicated that inspection fees will make this activity "self sufficient" and no longer in need of General Revenue.

c. List the activities, or components thereof, which are least relevant to or least effective in accomplishing the agency's missions and goals (if not previously listed in "b" above.) Should any funding for these activities be redirected to a higher priority activity within this agency or eliminated entirely?

No, the fair ride inspection activity is the activity that is least relevant.

d. For any LRPP reduction above that you recommend against adopting, develop alternative reduction options to achieve the 5% savings.

Not applicable.

3.5 Are there any funding enhancements which would significantly enhance the efficiency or effectiveness of the activities within this service?

No funding enhancements are recommended.

3.18 For each recommendation relating to an activity's funding level (whether to eliminate or modify) what are the consequences to the customers of each recommendations?

Increasing the petroleum inspection fee could lead to higher gasoline prices if the increase is passed onto the consumer. We do not anticipate that amusement ride fee increases will have an impact on end users but could slightly reduce the profit for amusement ride operators.

43. Based on a review of statutory authorities for activities and the analysis of customer needs and quality of services provided, are any changes to statutes or other expressions of legislative intent recommended?

No statutory changes are required.

44. Were there any areas in this service which consistently lack adequate information necessary to perform the zero based budget analysis? If so please explain.

With the exception of process maps, no relevant information was missing.

34. Is there any evidence that quality could be improved or costs reduced through outsourcing or privatizing all or part of the activities within this service? Describe each privatization or outsourcing effort in detail, including potential and known benefits. Indicate if all or some of an activities tasks are recommended for privatization or outsourcing.

While OPPAGA has recommended the possible outsourcing of the amusement ride inspection function, we believe that as long as the activity is funded through fees, privatization is not necessary. No other activities are appropriate or recommended for privatization.

35. Should all or some of the tasks or functions within this activity be transferred to a more appropriate service or budget entity where a similar activity exists or to an entity that has a more compatible mission?

No transfers are recommended.

36. Are any changes indicated to the mission statements and goals of the LRPP based on your review of statutory authorities and legislative intent for this service and its activities?

No changes are recommended to the LRPP.

37. Are there other recommendations at either the Service or Activity-Level not addressed in the recommendations above?

See summary below.

Summary

Generally this service appears to be both efficient and effective. Performance goals are being met. Staffing, and funding are both extremely stable and personnel levels associated with executive direction are at favorable levels. An increase in the petroleum inspection fee would make this service immediately "self sufficient" and further reduce the need for General Revenue expenditures.

This area is not particularly well suited for privatization, and we see no pressing need for further reengineering. We support the idea of a four-day work week for inspectors as long as productivity levels are actively monitored.

Zero Based Budget Review Recommendations
By Service & Activity – 2001

Agency: Department of Agriculture
Program: Forest and Resource Protection
Service: Forestry- Land Management

1. Should the state continue to perform this Service? ____X____ YES _____ NO

Provide reasons for the above recommendation. If recommending "NO", describe in detail why the service should not be continued.

Critical to the preservation of Florida's forest resources, the Forest and Resource Protection Program is responsible for nearly 900,000 acres of state forest lands. The purpose of the program is to insure endangered, threatened resources, incorporate public use, and practice forest management. The State of Florida relies on the protection program to maintain and prevent the deterioration the states forest system. Without the protection program, the public would not be able to take advantage of recreation activities available on over 90% of state forest lands.

45. Are there any areas where performance is not meeting expectations for this service? Describe material deficiencies in detail by activity (if performance information was available by activity).

The only area not meeting standards is the percentage of forest lands with approved management plans. However, this measure has been discontinued.

46. Based on the information provided, should each activity within this service continue to be performed by the state and, if continued, should funding be modified per questions 3.1 through 3.6?

Activities (Business Processes	FY 01-02 Est. Exp.	YES	NO	Modify
1. State Forest Resource Management	$11,413,551	X		
2. Provide Technical Assists to Non-Industrial Forest Landowners	$3,716,806	X		
3. Visitor Services/Recreation	$3,655,774	X		
4. Executive Direction	$520,732	X		
5. Supervise Workcamp Inmates	$815,352			X
6. Capital Improvements	$8,537,571	X		
7. Provide Land Management Assistance to Other Agencies	$2,840,639	X		
Total Service	$31,500,425	X		

3.1 Provide detailed reasons for activities NOT being recommended for continuation.

We do not recommend the elimination of any activities.

46.2 Are there any areas where the agency could improve performance by re-engineering any activity?

The Department reviews activities on a regular basis. Generally, these activities are not conducive to formal reengineering techniques.

46.3 For each activity recommended for continuation, is the current level of efficiency and effectiveness meeting legislative expectations? Describe those deficiencies. Can the deficiency be addressed using current resources?

The Department is not meeting its goal related to the number of acres managed with approved management plans. However, this measure has been discontinued.

3.4 For each activity, identify potential and recommended reductions as follows:

a. Can any General Revenue be shifted to trust funds?

We do not recommend any shifting of funds. OPPAGA has recommended discontinuing some services to private landowners and allowing private consultants to take up the slack. In addition, OPPAGA has recommended eliminating 21 county forestry jobs. We believe this plan is contradictory to OPPAGA's stated goal of increasing the use of approved land management plans since these plans are often developed and inspected by county foresters.

b. List and describe all reductions listed in the 5% LRPP reduction list and the LBR Schedule 8B reduction list (if different). Explain in detail why any of these reductions should or should not be recommended.

The first of two reductions is the decrease in General Revenue spending with a fund shift of 12 FTE and $462,760 recurring from Salary and Benefits of the Incidental Trust Fund. Increasing nursery fees will pay for the FTE located at Andrews Nursery in Chiefland, Levy County. Plant A Tree Farm is the second reduction, which will save $200,000 non-recurring in Contracts and Grants, Special Category; the reduction is due to a lack of donations from the past several years. Both of the reductions will have no long or short-term effects, no policies or processes will be affected or changed, and no legislative changes will be necessary.

Given the nature of these recommendations, we recommend that they be implemented.

c. List the activities, or components thereof, which are least relevant to or least effective in accomplishing the agency's missions and goals (if not previously listed in "b" above.) Should any funding for these activities be redirected to a higher priority activity within this agency or eliminated entirely?

We believe that supervision of inmates is the least relevant activity and that resources should be shifted from this activity management of recreational services.

d. For any LRPP reduction above that you recommend against adopting, develop alternative reduction options to achieve the 5% savings.

Not applicable.

3.5 Are there any funding enhancements which would significantly enhance the efficiency or effectiveness of the activities within this service?

No funding enhancements are recommended at this time.

3.19 For each recommendation relating to an activity's funding level (whether to eliminate or modify) what are the consequences to the customers of each recommendations?

We recommend shifting some personnel from workcamp duty to recreational services. This recommendation is made in conjunction with OPPAGA's recommendation to allow localized management of recreational activities.

47. Based on a review of statutory authorities for activities and the analysis of customer needs and quality of services provided, are any changes to statutes or other expressions of legislative intent recommended?

No statutory changes are recommended.

48. Were there any areas in this service which consistently lack adequate information necessary to perform the zero based budget analysis? If so please explain.

All information was available.

6. Is there any evidence that quality could be improved or costs reduced through outsourcing or privatizing all or part of the activities within this service? Describe each privatization or outsourcing effort in detail, including potential and known benefits. Indicate if all or some of an activities tasks are recommended for privatization or outsourcing.

We do not believe this function should be outsourced.

38. Should all or some of the tasks or functions within this activity be transferred to a more appropriate service or budget entity where a similar activity exists or to an entity that has a more compatible mission?

Philosophically, we believe the inmate monitoring function should be transferred back to the Department of Corrections. However, the arrangement has worked out well for both parties and makes sense from an economic standpoint. Therefore, we are not recommending that this activity be transferred.

39. Are any changes indicated to the mission statements and goals of the LRPP based on your review of statutory authorities and legislative intent for this service and its activities?

We recommend that if the Department is going to continue overseeing inmates that this activity be more explicitly outlined in the LRPP.

9. Are there other recommendations at either the Service or Activity-Level not addressed in the recommendations above?

No other recommendations.

Zero Based Budget Review Recommendations
By Service & Activity – 2001

Agency: Agriculture & Consumer Affairs
Program: Forestry
Service: Wildfire Prevention & Management

1. Should the state continue to perform this Service? ____X___ YES _____ NO

To discontinue this service would be irresponsible to public safety and unnecessarily endanger both public and private property. Fire prevention and suppression protects human, plant, and animal life. Additionally, the protection of forests helps the State economically by ensuring the health of the State's timber production, an enterprise that enriches the State $5-6 billion annually. Additional gains come from the enjoyment of forests and other nature areas. This service provides a public good and should continue to be provided by the State.

49. Are there any areas where performance is not meeting expectations for this service? Describe material deficiencies in detail by activity (if performance information was available by activity).

Activity #1: Protect Acres of Forest Land from Wildfire – Performance of this activity has not been meeting the expected benchmark. The performance percentage for fiscal year 1999-2000 (99.3%) did indicate an improvement in this area as it was only slightly below the benchmark (99.4%).

No benchmarks have been set for Activity #2 Executive Direction.

50. Based on the information provided, should each activity within this service continue to be performed by the state and, if continued, should funding be modified per questions 3.1 through 3.6?

Activities (Business Processes)	FY 01-02 Est. Exp.	YES	NO	Modify
1. Protect Acres of Forest Land from Wildfires	$71,073,215	X		X
2. Executive Direction	$969,713	X		
3. Manage Forestry Youth Academy	$1,743,045	X		X
Total Service	$73,785,973			

3.1 Provide detailed reasons for activities NOT being recommended for continuation.

Not Applicable

3.2 Are there any areas where the agency could improve performance by re-engineering any activity?

The Department has conducted a recent study of fire prevention and suppression activities and has implemented a number of reengineered procedures. Further reengineering is not recommended at this time.

3.3 For each activity recommended for continuation, is the current level of efficiency and effectiveness meeting legislative expectations? Describe those deficiencies. Can the deficiency be addressed using current resources?

Activity #1: Protect Acres of Forest Land from Wildfire – The current level of efficiency and effectiveness is not meeting the expected benchmark level of 99.4%. Due to population increases and continued drought conditions in the State of Florida, the number of fires has spiked in recent years.

3.4 For each activity, identify potential and recommended reductions as follows:

a. Can any General Revenue be shifted to trust funds?

No general revenue should be shifted to trust funds.

b. List and describe all reductions listed in the 5% LRPP reduction list and the LBR Schedule 8B reduction list (if different). Explain in detail why any of these reductions should or should not be recommended.

No reductions were submitted.

c. List the activities, or components thereof, which are least relevant to or least effective in accomplishing the agency's missions and goals (if not previously listed in "b" above.) Should any funding for these activities be redirected to a higher priority activity within this agency or eliminated entirely?

Of the three activities, Managing the Forestry Youth Academy is least relevant in accomplishing the agency's missions and goals. This activity should not be redirected or eliminated.

d. For any LRPP reduction above that you recommend against adopting, develop alternative reduction options to achieve the 5% savings.

Not Applicable

3.5 There any funding enhancements which would significantly enhance the efficiency or effectiveness of the activities within this service?

There are no funding enhancements that would *significantly* enhance the efficiency or effectiveness of the activities within this service.

3.6 For each recommendation relating to an activity's funding level (whether to eliminate or modify) what are the consequences to the customers of each recommendations?

Not applicable.

4. Based on a review of statutory authorities for activities and the analysis of customer needs and quality of services provided, are any changes to statutes or other expressions of legislative intent recommended?

No changes to statues or other expressions of legislative intent recommended.

5. Were there any areas in this service which consistently lack adequate information necessary to perform the zero based budget analysis? If so please explain.

No areas in this service consistently lack adequate information necessary to perform the zero based budget analysis.

6. Is there any evidence that quality could be improved or costs reduced through outsourcing or privatizing all or part of the activities within this service? Describe each privatization or outsourcing effort in detail, including potential and known benefits. Indicate if all or some of an activities tasks are recommended for privatization or outsourcing.

Sampling of cost comparisons for helicopter operations shows privatization to be cost prohibitive.

40. Should all or some of the tasks or functions within this activity be transferred to a more appropriate service or budget entity where a similar activity exists or to an entity that has a more compatible mission?

No transfer of tasks is recommended, but from a functional standpoint, this activity is better suited for the Department of Juvenile Justice.

8. Are any changes indicated to the mission statements and goals of the LRPP based on your review of statutory authorities and legislative intent for this service and its activities?

We believe that if the Department is to continue with this function, then it needs to be more clearly addressed in the LRPP.

9. Are there other recommendations at either the Service or Activity-Level not addressed in the recommendations above?

No further recommendations.

ZERO-BASED BUDGET
GENERAL GOVERNMENT SUBCOMMITTEE
Fiscal Year 2001-02

AGENCIES UNDER REVIEW
Agriculture & Consumer Services
Citrus
Management Services
Military Affairs
Transportation

DATE: **Tuesday, December 4, 2001**
TIME: **5:15 – 8:15 p.m.**
PLACE: **Room 117, Knott Building**

Members: **Senator Charlie Clary, Chair**
Senator Jim King
Senator Jack Latvala
Representative Paula Dockery
Representative Ron Greenstein
Representative Randy Johnson

Follow-up Information

TAB 1: Department of Agriculture and Consumer Services' Response to OPPAGA's Recommendations

TAB 2: State Farmer's Markets

TAB 3: South Florida Rail Corridor

TAB 4: Tri-Rail Ridership and Funding

TAB 5: Rail Activity Staffing

TAB 6: DOT County Transportation Programs – Project Listing

TAB 1

OPPAGA RECOMMENDATIONS	DEPARTMENT OF AGRICULTURE & CONSUMER SERVICES RESPONSE
FOREST PROTECTION PROGRAM	
Discontinue general revenue funded land management planning activities that relate to assisting with timber production and improving hunting for private landowners. Utilize federally funded land management planning services currently available free of charge.	Opposed
Increase county fire suppression fee from 3 cents to 10 cents per acre for forestlands that are not operating under a certified forest stewardship program. Assessment has not been changed since its creation in 1935 and accounted for less than 1% of the program's cost.	Opposed
Reduce the amount of structural firefighting training provided to the program's firefighters from 160 hours to 80 hours. Currently, firefighters are not equipped or authoried to enter buring structures.	Opposed
FOOD SAFETY AND QUALITY PROGRAM	
Increase food establishment permit fees to levels needed to cover program costs.	Opposed
Authorize the department to establish new dairy product inspection fee.	Opposed
CONSUMER PROTECTION PROGRAM	
Privatize fair ride inspection functions.	Opposed
Implement a risk-based fair rides inspections system.	Opposed
Consolidate administration of the Lemon Law within the Department of Legal Affairs.	Opposed
Authorize the department to establish a new weighing and measuring device registration fee.	Opposed
AGRICULTURAL ECONOMIC DEVELOPMENT PROGRAM	
Florida State Fair authority should become fully responsible for operating the Florida State Fair. The authority should evaluate viable options regarding the state-owned fairgrounds and report to the Legislature on the costs and benefits of each.	Opposed
Reduce the diversion of manpower from agricultural inspection stations to perform other assignments.	Opposed

OPPAGA RECOMMENDATIONS	DEPARTMENT OF AGRICULTURE & CONSUMER SERVICES' RESPONSE
FOREST PROTECTION PROGRAM	
Increase recreational fee earnings by implementing a program similar to the federal demonstration fee program.	Work-in-progress. It is the policy of the department to rmphasize resource-based recreation activities that are dispersed, have low-impact on resources, and require few or no developed facilities.
FOOD SAFETY AND QUALITY PROGRAM	
Discontinue certification and inspection of the Spanish yogurt farm.	Work-in-process. The Department will work with all interested parties and negotiate a termination date for these inspections should a commitment to locate in the state of Florida not be forthcoming in the near future.
CONSUMER PROTECTION PROGRAM	
Increase pesticide regulation fees.	Work-in-process. The Department has proposed rule and statutory changes that will increase revenue from pesticide dealer and applicator license fees. These anticipated fee increases allowed the Department to shift $200,000 from G/R to GITF as part of the recent budget reduction exercise. In order for the program to be totally self-supporting, statutory revisions to increase pesticide registration fees would be necessary.
Increase motor vehicle repair shop registrations.	The Department is currently collecting the maximum fees allowed by law for this program. Should the legislature decide to raise the statutory fee cap, the Department recommends a split between fees and other revenue sources for this program.
Conduct a pilot to evaluate the feasibility of having LP Gas, pesticide, petroleum, fair ride, and weights and measures inspectors work a four-day workweek.	Work-in-progress. Subject to Department of Management Services approval, the Department will implement a pilot project within the LP gas inspector program only.
Contract out for consumer services telephone call center.	Work-in-progress. The Department is studying the feasibility of this recommendation.
AGRICULTURAL ECONOMIC DEVELOPMENT PROGRAM	
Close and/or combine farmers' markets for efficiencies.	Work-in-progress. The Department generally concurs with the recommendation and we are currently developing business practices and management strategies to achieve the objective.

OPPAGA RECOMMENDATIONS	DEPARTMENT OF AGRICULTURE & CONSUMER SERVICES RESPONSE
FOREST PROTECTION PROGRAM	
Change four performance measures.	Support
CONSUMER PROTECTION PROGRAM	
Change performance measure.	Support
Amend Rule 5-F-8.012, Florida Administrative Code, to modify fair ride inspection fees	Support
Implement a weights and measures risk-based inspection system combined with random sampling.	Support
Monitor whether regulation of small industries continues to provide a public benefit.	Support
AGRICULTURAL ECONOMIC DEVELOPMENT PROGRAM	
Adopt a new performance measure to show the percentage of economic development costs funded by the agricultural industry.	Support
Develop a comprehensive marketing plan each year that provides for an evaluation of the success of each major campaign.	Support

OPPAGA RECOMMENDATIONS	DEPARTMENT OF AGRICULTURE & CONSUMER SERVICES' RESPONSE
CONSUMER PROTECTION PROGRAM	
Establish a rider misbehavior law.	Neutral; industry issue.

Department of Agriculture and Consumer Services	Contact: David McInnes, Legislative Affairs Director, 488-3022
Opposed Issues	
OPPAGA RECOMMENDATIONS:	**Department Response:**
FOREST PROTECTION PROGRAM:	
The program should limit services to private landowners to promoting sound forest stewardship. Other program services, which only benefit private forestland owners and cost approximately $1,006,000 annually, should be eliminated. This reduction would allow the program to eliminate 21 County Forester positions. To assist landowners in attaining and maintaining certification and reduce program costs, the Legislature should provide incentives to promote certification in approved forest stewardship land management plans. The Legislature should revise Section 125.27, F. S., so that the county fire suppression fee is increased to 10 cents per acre for forestlands that are not operating under the guidelines of the federal Forest Stewardship Program.	County Foresters provide a number of valuable services to landowners to encourage landowners to keep their forest lands and manage them with a professionally developed plan. The fact is that many of our private non-industrial landowners could not afford the services of a private consultant and often times the size of the forestry parcel is not sufficient to attract the economic interest of a consultant. County Foresters primarily work with landowners with parcels of 160 acres or smaller. They play an active role in forest health by monitoring disease and insects such as the current epidemic of Southern Pine Beetle. They work with landowners, both urban and rural, in identifying these pests and recommending strategies for elimination and promoting overall good forest health and water quality. County Foresters, because of their objectivity, serve as a stabilizer in the professional community by providing benchmarks for appropriate practices and costs. They are instrumental in expanding the number of stewardship land management plans for landowners who don't have access to or cannot afford consultants.
To save $175,000 annually, the Legislature should revise Section 590.02(e), F.S., to eliminate the requirement that program staff complete a structural firefighting course.	The required structural firefighting course ensures that Department firefighters have the training to assist urban firefighters when fighting fires within the wildland urban interface areas. Furthermore, this training allows the Department firefighters to be qualified volunteer firefighters in rural communities. The training will also allow the firefighters to assist as needed during state disasters.
FOOD SAFETY AND QUALITY PROGRAM	
The department should revise rule 5K-4.020, Florida Administrative Code, to assess food establishment permit fees at levels needed to cover program costs and to levy the reinspection fee as authorized by law. If fees were established at levels to cover direct and indirect costs, the program would generate an estimated $3.7 million in additional revenues and be self-supporting. In implementing fee increases for food establishments, the department should establish a sliding permit fee system that bases permits on the size and nature of the business being regulated, which would better reflect the program's workload and help avoid creating burdensome fee levels for small businesses. A sliding scale that fully takes workload differences into account may require the Legislature to raise statutory fee maximums.	The Department is opposed to the across the board flat fee example presented in the report. Rule 5K-4.020, FAC, was revised October 30, 2001, establishing $500 as the annual fee for the most complex types of food establishments. This is the maximum cap authorized by the 2001 Legislature and a sliding scale has been applied for smaller firms within this maximum. In order to implement a sliding scale structure that fully covers the cost of the program, the statutory maximum for an annual permit must be raised. The 2001 Legislature established $500 as the maximum amount for an annual permit. Working within the $500 statutory maximum, the Department has established a schedule of annual food permit fees that reflects the program's workload and avoids an unwarranted burden on small business. Establishing a reinspection fee is currently in the rule development process.
The Legislature should amend statutes to authorize the department to assess a dairy product inspection fee levied at the bulk delivery point and to charge a reinspection fee. If fees were established at levels needed to cover direct and indirect costs, the program would generate an estimated $1.7 million in additional revenues and no longer need general revenue for this function.	The Department does not support this recommendation as the dairy program is a long term established public health program with no ability for the limited number of dairy farms and processing plants to absorb large fees such as the suggested seven cents per hundred weight for milk in Florida.
CONSUMER PROTECTION PROGRAM	
Inspectors are available in the private market to conduct fair ride inspections, as proposed in the Department's long-range program plan. However, the Legislature and the Department should carefully consider whether to privatize this function.	The Department has proposed amending Rule 5-F-8.012, Florida Administrative Code, to modify fair ride inspection fees. This program is projected to be self-sufficient in FY 02-03. The Department does not support privatization of the fair ride inspection program. Privatization of this program could lead to an increase in the number of fair ride accidents.
To make more efficient use of fair ride inspection resources, the Legislature should revise s. 616.242, Florida Statutes, to eliminate the requirement that the department conduct inspections of temporary amusement devices at each set-up and inspections of permanent amusement devices semi-annually, and instead authorize the department to conduct these inspections using a risk-based system.	The Department does not support a risk-based fair ride inspection system. Temporary rides experience conditions which affect the rides structurally and mechanically each time they are set up. During FY 00-01, 56% of the ride inspections conducted revealed a deficiency that we required to be fixed prior to operation.
To reduce duplicate administration of the Lemon Law, the Legislature should consolidate administration within the Department of Legal Affairs.	The Department of Legal Affairs does not currently have a Call Center in place to handle and maintain a Lemon Law Hotline; thus, the small amount of savings could be offset by additional expenses to purchase telephone equipment, train staff, and maintain a back-up support system.
Amend Ch. 531, Florida Statutes, to authorize the department to establish weighing and measuring device registration fee.	The Department is opposed to the suggested $30 registration fee for devices. When considering the total impact on an individual business, it must be noted that many business utilize one or two devices in their operations, while the average supermarket will have 20-25 devices and the new "superstores" have as many as 45 devices per store. Some large taxi companies in metropolitan areas have several hundred taximeters, and a state agency (DOT) has over 700 wheel load weighers and highway scales used for highway weight enforcement.

Opposed Issues (Continued)	
OPPAGA RECOMMENDATIONS:	**Department Response:**
AGRICULTURAL ECONOMIC DEVELOPMENT PROGRAM	
To reduce state costs, the Florida State Fair authority should become fully responsible for operating the Florida State Fair, and the department should cease providing special assistance services. -- To assist the Legislature in its decision as to what should be done with the state-owned fairgrounds, the authority should evaluate viable options and report to the Legislature on the costs and benefits of each.	The Department cost associated with continued oversight compared with the benefits of that administrative oversight is insignificant. The Department has reduced the $134,000 Department expenditures by $80,000 as part of the current budget reduction exercise. The Fair Authority currently holds title to approximately 293 acres and the recommendation would require the Florida Legislature to enact legislation to remove title from the Authority. It is anticipated to cost 50-60 million dollars to replace the current facilities. Therefore, the options to sell, lease, or share facilities are not viable. Finally, the Florida State Fair contributes an estimated $131.63 million in economic production to the State of Florida. Sundown Reviews by the Legislature in 1980 and 1982, found the Florida State Fair Authority was created to provide a "fair for the entire State," to promote agriculture, and preserve traditions, customs and scenes relative to rural society in Florida.
To ensure the best use of resources, we recommend that the program reduce the diversion of manpower from agricultural inspection stations to perform other assignments.	The authority of the Office of Agricultural Law Enforcement and law enforcement activities relating to animals, animal products, poultry, aquaculture, citrus and plant materials are provided for in Section 570.073, F.S. Regardless of any emergency mandate or exigent assignment, the staffing level at the inspection stations is below an adequate level for operations.

Department of Agriculture and Consumer Services	Contact: David McInnes, Legislative Affairs Director, 488-3022
Issues for Discussion	
OPPAGA RECOMMENDATIONS:	**Department Response:**
FOREST PROTECTION PROGRAM:	
The program could double recreational fee earnings to $1.5 million annually by providing state forest managers more discretion over the selection, management, and fees of their recreation activities. This would be accomplished by implementing a program similar to the federal demonstration fee program.	The Department is in the process of raising fees in the areas of motorized activities, camping, wood supply, and equestrian stalls. These recommended fee increases were based on time since last fee increase, comparison with state parks, and demand for the activity. We are also implementing more honor fee stations. It is the policy of the Department to emphasize resource-based recreation activities that are dispersed, have low-impact on resources, and require few or no developed facilities. Planning, implementation, operation and maintenance of recreation on State Forests can be accomplished most efficiently and effectively through centralized policies that consider statewide priorities.
FOOD SAFETY AND QUALITY PROGRAM	
To reduce program costs for unnecessary regulatory activities, the department should discontinue certification and inspection of the Spanish yogurt farm and take action to remove the product from grocery store shelves. To achieve this end, the department should first consult with its legal counsel and the Food and Drug Administration regarding any potential legal liability and available options for discontinuing state certification.	The Department will work with all interested parties and negotiate a termination date for these inspections should a commitment to locate in the state of Florida not be forthcoming in the near future.
CONSUMER PROTECTION PROGRAM	
Amend ss. 487.041, 487.045, 487.048, Florida Statutes, to modify pesticide regulation fees	The Department has discussed a possible $25 increase, from $225 to $250 in the pesticide registration program. This would require a statute change. The Department has proposed rule changes that will increase revenue from pesticide dealer and applicator license fees, although the percentage increase varies by type of application license, the average overall increase is 36%. These anticipated fee increases allowed the Department to shift $200,000 from G/R to GITF as part of the recent budget reduction exercise.
Amend s. 559.904, Florida Statutes, to modify motor vehicle repair shop registrations	The Department is currently collecting the maximum fees allowed by law in this program. Should the legislature decide to raise the statutory fee cap, the Department recommends a split between fees and other revenue sources for this program.
To potentially reduce program travel costs for inspections by an estimated $74,422 annually, the Department should run a pilot test to evaluate the feasibility of having LP Gas, pesticide, petroleum, fair ride, and weights and measures inspectors work a four-day workweek. If results are favorable, the Department should implement this alternative statewide by July 1, 2002.	Subject to Department of Management Services approval, the Department will implement a pilot project in the Bureau of LP Gas to determine the impact of a change to the proposed four-day workweek. Costs savings in travel and overtime and the impact on productivity will be evaluated.
To reduce program costs for operating the consumer services telephone call center, the Department should contract out for call center services.	The Department is studying the feasibility of this recommendation.
AGRICULTURAL ECONOMIC DEVELOPMENT PROGRAM	
To help the state farmer's market system improve its effectiveness and achieve self-sufficiency, we recommend that several farmers' markets be closed and/or combined with others and that planned efficiency improvements be implemented.	The Department generally concurs with the recommendation and we are currently developing business practices and management strategies to achieve the objective. The Division has already undertaken numerous steps to improve the efficiency of the farmer's market system. We will work with OPPAGA staff and the Legislature to continue to implement improvements in the system while continuing to serve and provide the facilities necessary to move farm products from the farm to the consumer via a distributor, and to assure the consumer a better quality product at a reasonable price and a fair return to the producer.

Department of Agriculture and Consumer Services	Contact: David McInnes, Legislative Affairs Director, 488-3022
Supported Issues	
OPPAGA RECOMMENDATIONS:	**Department Response:**
FOREST PROTECTION PROGRAM:	
The Legislature should change four performance measures.	The Department will work with OPPAGA, OPB, and Legislative staff on this issue. We are always working to improve the Department performance measures.
CONSUMER PROTECTION PROGRAM	
The Legislature should reword the program's outcome measure *percent of regulated entities found operating in compliance with the consumer protection laws* to more accurately reflect the division's activities and the information the division can collect, such as *percent of complaints received for which investigation resulted in identification of a business operating in compliance with consumer protection laws.*	The Department will work with OPPAGA, OPB, and Legislative staff on this issue. We are always working to improve the Department performance measures.
Amend Rule 5-F-8.012, Florida Administrative Code, to modify fair ride inspection fees	In process.
To make more efficient use of weights and measures resources, the department should implement a risk-based inspection system combined with random sampling.	The Bureau of Weights and Measures is currently addressing risk-based inspections as a means to more effectively utilize resources.
The Department should monitor whether its regulation of small industries continues to provide a public benefit.	The Department will review the small industry regulatory services it provides to assure its activities are needed to protect the general public.
AGRICULTURAL ECONOMIC DEVELOPMENT PROGRAM	
The program develop and the Legislature adopt a new performance measure to show the percentage of economic development costs funded by the agricultural industry.	The Department will work with OPPAGA, OPB, and Legislative staff on this issue. We are always working to improve the Department performance measures.
To improve the performance of its economic development activities, we recommend that the program develop a comprehensive marketing plan each year that provides for an evaluation of the success of each major campaign.	While the Division of Marketing and Development prepares annual plans in a variety of financial formats for it's various clients, a comprehensive *narrative plan* will henceforth be prepared to clearly communicate and evaluate overall annual objectives. This annual plan will provide the needed flexibility to contend with shifting climatic conditions, wide-ranging crop yields and spontaneous events in the global marketplace. The Division of Marketing and Development concurs with OPPAGA's recommendation to evaluate the direct impact of product sales; however, this will require obtaining competitive intelligence from individual private businesses and legislative action to ensure confidentiality of such information.

Department of Agriculture and Consumer Services	Contact: David McInnes, Legislative Affairs Director, 488-3022
No Position	
OPPAGA RECOMMENDATIONS:	**Department Response:**
CONSUMER PROTECTION PROGRAM	
The Legislature should revise statutes to establish a rider misbehavior law.	This is an industry issue.

TAB 2

Jane

Florida Department of Agriculture and Consumer Services
CHARLES H. BRONSON, Commissioner
The Capitol • Tallahassee, FL 32399-0800

Please Respond to:
Plaza Level 10, The Capitol
Tallahassee, Florida 32399-0810
850.488.3022

MEMORANDUM

TO: Jane Hayes
FROM: David McInnes
DATE: November 27, 2001
RE: Information concerning State Farmer's Markets

At the last Zero Based Budget Committee meeting, a request was made to provide information concerning the State Farmer's Markets. Attached to this memorandum, please find the following information.

1. A listing of the 14 markets, their location and the ownership of the property. Please note that in a few instances, the property is owned by both the Department of Agriculture and Consumer Services and the Board of Trustees.

2. The Statement of Revenues and Expenditures for the markets as a whole and the same statements on a market by market basis. Please note that FCO project expenditures are not included in the GR amounts.

3. Four years of information concerning FCO projects on a market by market basis.

Per the Chairman's instruction, this information is being submitted to you. Please let me know if individual packages need to be delivered to the committee members.

Please feel free to contact me if further information is needed.

STATE FARMERS' MARKETS

Market	Address	BOT[1] Acres	DACS[2] Acres	Total Acres
1. Bonifay State Farmers' Market	Post Office Box 716, Highway 90 Bonifay, FL 32425	0.0	3.79	3.79
2. Florida City State Farmers' Market	300 North Krome Avenue Florida City, FL 33034	0.0	20.15	20.15
3. Fort Myers State Farmers' Market	2744 Edison Avenue Fort Myers, FL 33916	0.0	14.5	14.5
4. Fort Pierce State Farmers' Market	3479 South Federal Highway Fort Pierce, FL 34982	0.0	43.0	43.0
5. Gadsden State Farmers' Market	18212 Blue Star Highway Quincy, FL 32351	0.0	16.0	16.0
6. Immokalee State Farmers' Market	424 New Market Road Immokalee, FL 34142	0.0	25.0	25.0
7. Palatka State Farmers' Market	225 Highway 17 South East Palatka, FL 32131	4.0	10.0	14.0
8. Plant City State Farmers' Market	1305 West Martin Luther King Jr., Boulevard, Suite #5 Plant City, Florida 33566-5025	0.0	13.5	13.5
9. Pompano State Farmers' Market	1255 West Atlantic Boulevard Pompano, FL 33069	1.0	22.0	23.0
10. Sanford State Farmers' Market	1300-1A South French Avenue Sanford, FL 32771	0.0	20.0	20.0
11. Starke State Farmers' Market	2222 North Temple Highway Starke, FL 32091	0.0	9.2	9.2
12. Suwannee Valley/White Springs State Farmers' Market	2758 County Road 136 White Springs, FL 32096	125.0	0.0	125.0
13. Trenton State Farmers' Market	830 N.E. SR 47 Trenton, FL 32693	0.0	5.0	5.0
14. Wauchula State Farmers' Market	661 South Sixth Avenue Wauchula, FL 33873	0.9	8.1	9.0

[1] Board of Trustees of Internal Improvement Trust Fund
[2] Department of Agriculture and Consumer Services deeded properties

Department of Agriculture and Consumer Services
Division of Marketing
Jay Livestock Market
All Funds

Statement of Revenues and Expenditures

For the Fiscal Year Ended June 30, 2001

	General Revenue	Contracts & Grants Trust Fund	General Inspection Trust Fund	Market Improvement Working Capital Trust
Revenues:				
Federal Grants				
Ag Ventures Equip. Use Fee				
Ag Ventures Sale of Publications				
Fair Permit				
Fees • Farmers' Mkt				
Rent • Farmers' Mkt				
Leases • Gas & Oil				$28,100.28
Interest Earned				
Administrative Fines				
Misc. Refunds				
Misc. Other				
Prior Year Warrant Cancellation				
Penalties • Svc Fee				
Sales Tax				
Total Revenues			$0.00	$28,100.28
Expenditures:				
Direct:				
Salaries and Benefits				
OPS				
Expenses				
oco				
Data Process				
Fl. Ag Promo Campaign				
Grants & Aid • Promo Awards				
Refunds				
Sales Tax				
Special Expenses				
General Rev Service Charge				
Total Direct Expenditures	$0.00	$0.00	$0.00	so.00
Excess Revenue over/(under) Direct Expenditures	$0.00	$0.00	$0.00	$28,100.28
Allocated:				
Division Directors Office	$0.00		$0.00	so.00
Administrative Overhead				so.00
Total Allocated Expenditures	$0.00	$0.00	so.00	so.00
Total all Expenditures	$0.00	so.00	$0.00	so.00
Excess Revenues over/(under) Total Expenditures	so.00	$0.00	$0.00	$28,100.28

16-Nov-2001

Department of Agriculture and Consumer Services
Division of Marketing
Arcadia Livestock Market
All Funds
Statement of Revenues and Expenditures
For the Fiscal Year Ended June 30, 2001

	General Revenue	Contracts & Grants Trust Fund	General Inspection Trust Fund	Market Improvement Working Capital Trust
Revenues:				
Federal Grants				
Ag Ventures Equip. Use Fee				
Ag Ventures Sale of Publications				
Fair Permit				
Fees • Farmers' Mkt				S57.17
Rent • Farmers' Mkt				$102,777.05
Leases • Gas & Oil				
Interest Earned				
Administrative Fines				
Misc. Refunds				
Misc. Other				$168.94
Prior Year Warrant Cancellation				
Penalties • Svc Fee				
Sales Tax				
Total Revenues			**$0.00**	$103,003.16
Expenditures:				
Direct:				
Salaries and Benefits				
OPS				
Expenses				$6,500.00
o c o				
Data **Process**				
Fl. Ag Promo Campaign				
Grants & Aid • Promo Awards				
Refunds				
Sales Tax				
Special Expenses				
General Rev Service Charge				
Total Direct Expenditures	$0.00	$0.00	$0.00	$6,500.00
Excess Revenue over/(under) Direct Expenditures	SO.00	so.00	$0.00	$96503.16
Allocated:				
Division Directors Office	$831.80		**$66.50**	$2,805.94
Administrative Overhead			**$0.00**	$1,081.58
Total Allocated Expenditures	**$831.80**	**50.00**	**$66.50**	$3,887.52
Total all Expenditures	**$831.80**	**so.00**	**$66.50**	**$10387.52**
Excess **Revenues over/(under) Total Expenditures**	($831.80)	so.00	($66.50)	$92,615.64

16-Nov-2001

Department of Agriculture and Consumer Services
Division of Marketing
Bureau of State Farmers' Markets
All Funds
Statement of Revenues and Expenditures
For the Fiscal Year Ended June 30, 2001

	General Revenue	Contracts & Grants Trust Fund	General Inspection Trust Fund	Market Improvement Working Capital Trust
Revenues:				
Federal Grants				
Ag Ventures Equip. Use Fee			$1,900.00	
Ag Ventures Sale of Publications			$400.00	
Fair Permit			$12,925.00	
Fees - Farmers' Mkt				$275,687.34
Rent - Farmers' Mkt				$2,752,064.48
Leases - Gas & Oil				$28,100.28
Interest Earned				$36,122.35
Administrative Fines				$782.84
Misc. Refunds				$484.31
Misc. Other				$15,187.05
Prior Year Warrant Cancellation				$332.91
Penalties - Svc Fee				$113.46
Sales Tax				$28,318.35
Total Revenues			$15,225.00	$3,137,193.37
Expenditures:				
Direct:				
Salaries and Benefits				$1,846,661.94
OPS				$11,520.70
Expenses			$7,719.94	$662,710.19
OCO				$72,763.44
Data Process	$59,226.00			
Fl. Ag Promo Campaign				
Grants & Aid - Promo Awards			$295,677.00	
Refunds		$7,500.00		($2,722.98)
Sales Tax				$35,345.80
Special Expenses				$13,181.00
General Rev Service Charge			$1,111.42	
Total Direct Expenditures	$59,226.00	$7,500.00	$304,508.36	$2,639,460.09
Excess Revenue over/(under) Direct Expenditures	($59,226.00)	($7,500.00)	($289,283.36)	$497,733.28
Allocated:				
Division Directors Office	$179,229.50		$19,064.37	$0.00
Administrative Overhead			$0.00	$310,060.71
Total Allocated Expenditures	$179,229.50	$0.00	$19,064.37	$310,060.71
Total all Expenditures	$238,455.50	$7,500.00	$323,572.73	$2,949,520.80
Excess Revenues over/(under) Total Expenditures	($238,455.50)	($7,500.00)	($308,347.73)	$187,672.57

FCO Project Expenditures of 3,510,335.46 not included in GR.

16-Nov-2001

Department of Agriculture and Consumer Services
Division of Marketing
Bonifay State Farmers' Markets
All Funds
Statement of Revenues and Expenditures
For the Fiscal Year Ended June 30, 2001

	General Revenue	Contracts & Grants Trust Fund	General Inspection Trust Fund	Market Improvement Working Capital Trust
Revenues:				
Federal Grants				
Ag Ventures Equip. Use Fee				
Ag Ventures Sale of Publications				
Fair Permit				
Fees - Farmers' Mkt				$728.00
Rent - Farmers' Mkt				$22,645.52
Leases - Gas & Oil				
Interest Earned				
Administrative Fines				
Misc. Refunds				
Misc. Other				$39.64
Prior Year Warrant Cancellation				
Penalties - Svc Fee				
Sales Tax				
Total Revenues			$0.00	$23,413.16
Expenditures:				
Direct:				
Salaries and Benefits				$28,669.10
OPS				$50.22
Expenses				$7,944.29
OCO				
Data Process				
Fl. Ag Promo Campaign				
Grants & Aid - Promo Awards				
Refunds				
Sales Tax				
Special Expenses				
General Rev Service Charge				
Total Direct Expenditures	$0.00	$0.00	$0.00	$36,663.61
Excess Revenue over/(under) Direct Expenditures	$0.00	$0.00	$0.00	($13,250.45)
Allocated:				
Division Directors Office	$4,691.80		$375.11	$15,827.06
Administrative Overhead			$0.00	$6,100.69
Total Allocated Expenditures	$4,691.80	$0.00	$375.11	$21,927.75
Total all Expenditures	$4,691.80	$0.00	$375.11	$58,591.36
Excess Revenues over/(under) Total Expenditures	($4,691.80)	$0.00	($375.11)	($35,178.20)

FCO Project Expenditures of 23,300 not included in GR.

16-Nov-2001

Department of Agriculture and Consumer Services
Division of Marketing
Florida City State Farmers' Markets
All Funds
Statement of Revenues and Expenditures
For the Fiscal Year Ended June 30, 2001

	General Revenue	Contracts & Grants Trust Fund	General Inspection Trust Fund	Market Improvement Working Capital Trust
Revenues:				
Federal Grants				
Ag Ventures Equip. Use Fee				
Ag Ventures Sale of Publications				
Fair Permit				
Fees - Farmers' Mkt				$64,126.47
Rent - Farmers' Mkt				$443,178.08
Leases - Gas & Oil				
Interest Earned				
Administrative Fines				
Misc. Refunds				
Misc. Other				$5,244.36
Prior Year Warrant Cancellation				
Penalties - Svc Fee				$47.21
Sales Tax				
Total Revenues			$0.00	$512,596.12
Expenditures:				
Direct:				
Salaries and Benefits				$131,689.30
OPS				
Expenses				$31,369.67
OCO				
Data Process				
Fl. Ag Promo Campaign				
Grants & Aid - Promo Awards				
Refunds				
Sales Tax				
Special Expenses				
General Rev Service Charge				
Total Direct Expenditures	$0.00	$0.00	$0.00	$163,058.97
Excess Revenue over/(under) Direct Expenditures	$0.00	$0.00	$0.00	$349,537.15
Allocated:				
Division Directors Office	$24,490.35		$1,957.99	$82,614.33
Administrative Overhead			$0.00	$31,844.49
Total Allocated Expenditures	$24,490.35	$0.00	$1,957.99	$114,458.82
Total all Expenditures	$24,490.35	$0.00	$1,957.99	$277,517.79
Excess Revenues over/(under) Total Expenditures	($24,490.35)	$0.00	($1,957.99)	$235,078.33

FCO Project Expenditures of 1,500,266.77 not included in GR.

16-Nov-2001

Department of Agriculture and Consumer Services
Division of Marketing
Fort Myers State Farmers' Markets
All Funds
Statement of Revenues and Expenditures
For the Fiscal Year Ended June 30, 2001

	General Revenue	Contracts & Grants Trust Fund	General Inspection Trust Fund	Market Improvement Working Capital Trust
Revenues:				
Federal Grants				
Ag Ventures Equip. Use Fee				
Ag Ventures Sale of Publications				
Fair Permit				
Fees - Farmers' Mkt				$27,662.89
Rent - Farmers' Mkt				$210,827.32
Leases - Gas & Oil				
Interest Earned				
Administrative Fines				
Misc. Refunds				
Misc. Other				$255.23
Prior Year Warrant Cancellation				
Penalties - Svc Fee				
Sales Tax				$11,849.60
Total Revenues			$0.00	$250,595.04
Expenditures:				
Direct:				
Salaries and Benefits				$139,821.94
OPS				
Expenses				$57,416.06
OCO				
Data Process				
Fl. Ag Promo Campaign				
Grants & Aid - Promo Awards				
Refunds				
Sales Tax				$10,236.40
Special Expenses				
General Rev Service Charge				
Total Direct Expenditures	$0.00	$0.00	$0.00	$207,474.40
Excess Revenue over/(under) Direct Expenditures	$0.00	$0.00	$0.00	$43,120.64
Allocated:				
Division Directors Office	$26,550.27		$2,122.68	$89,563.16
Administrative Overhead			$0.00	$34,522.99
Total Allocated Expenditures	$26,550.27	$0.00	$2,122.68	$124,086.15
Total all Expenditures	$26,550.27	$0.00	$2,122.68	$331,560.55
Excess Revenues over/(under) Total Expenditures	($26,550.27)	$0.00	($2,122.68)	($80,965.51)

FCO Project Expenditures of 15,401.25 not included in GR.

16-Nov-2001

Department of Agriculture and Consumer Services
Division of Marketing
Fort Pierce State Farmers' Markets
All Funds
Statement of Revenues and Expenditures
For the Fiscal Year Ended June 30, 2001

	General Revenue	Contracts & Grants Trust Fund	General Inspection Trust Fund	Market Improvement Working Capital Trust
Revenues:				
Federal Grants				
Ag Ventures Equip. Use Fee				
Ag Ventures Sale of Publications				
Fair Permit				
Fees - Farmers' Mkt				$47,916.12
Rent - Farmers' Mkt				$210,715.46
Leases - Gas & Oil				
Interest Earned				
Administrative Fines				
Misc. Refunds				
Misc. Other				$345.65
Prior Year Warrant Cancellation				
Penalties - Svc Fee				
Sales Tax				$16,468.75
Total Revenues			$0.00	$275,445.98
Expenditures:				
Direct:				
Salaries and Benefits				$147,429.58
OPS				
Expenses				$31,424.68
OCO				$79.76
Data Process				
Fl. Ag Promo Campaign				
Grants & Aid - Promo Awards				
Refunds				
Sales Tax				$18,081.95
Special Expenses				
General Rev Service Charge				
Total Direct Expenditures	$0.00	$0.00	$0.00	$197,015.97
Excess Revenue over/(under) Direct Expenditures	$0.00	$0.00	$0.00	$78,430.01
Allocated:				
Division Directors Office	$25,211.92		$2,015.68	$85,048.44
Administrative Overhead			$0.00	$32,782.74
Total Allocated Expenditures	$25,211.92	$0.00	$2,015.68	$117,831.18
Total all Expenditures	$25,211.92	$0.00	$2,015.68	$314,847.15
Excess Revenues over/(under) Total Expenditures	($25,211.92)	$0.00	($2,015.68)	($39,401.17)

FCO Project Expenditures of 78,904.54 not included in GR.

16-Nov-2001

Department of Agriculture and Consumer Services
Division of Marketing
Gadsden State Farmers' Markets
All Funds
Statement of Revenues and Expenditures
For the Fiscal Year Ended June 30, 2001

	General Revenue	Contracts & Grants Trust Fund	General Inspection Trust Fund	Market Improvement Working Capital Trust
Revenues:				
Federal Grants				
Ag Ventures Equip. Use Fee				
Ag Ventures Sale of Publications				
Fair Permit				
Fees - Farmers' Mkt				
Rent - Farmers' Mkt				$169,167.99
Leases - Gas & Oil				
Interest Earned				
Administrative Fines				
Misc. Refunds				
Misc. Other				$74.99
Prior Year Warrant Cancellation				
Penalties - Svc Fee				
Sales Tax				
Total Revenues			$0.00	$169,242.98
Expenditures:				
Direct:				
Salaries and Benefits				$23,246.31
OPS				$100.00
Expenses				$19,295.83
OCO				
Data Process				
Fl. Ag Promo Campaign				
Grants & Aid - Promo Awards				
Refunds				
Sales Tax				
Special Expenses				
General Rev Service Charge				
Total Direct Expenditures	$0.00	$0.00	$0.00	$42,642.14
Excess Revenue over/(under) Direct Expenditures	$0.00	$0.00	$0.00	$126,600.84
Allocated:				
Division Directors Office	$5,456.87		$436.27	$18,407.89
Administrative Overhead			$0.00	$7,095.50
Total Allocated Expenditures	$5,456.87	$0.00	$436.27	$25,503.38
Total all Expenditures	$5,456.87	$0.00	$436.27	$68,145.52
Excess Revenues over/(under) Total Expenditures	($5,456.87)	$0.00	($436.27)	$101,097.46

FCO Project Expenditures of 9,777.58 not included in GR.

16-Nov-2001

Department of Agriculture and Consumer Services
Division of Marketing
Immokalee State Farmers' Markets
All Funds
Statement of Revenues and Expenditures
For the Fiscal Year Ended June 30, 2001

	General Revenue	Contracts & Grants Trust Fund	General Inspection Trust Fund	Market Improvement Working Capital Trust
Revenues:				
Federal Grants				
Ag Ventures Equip. Use Fee				
Ag Ventures Sale of Publications				
Fair Permit				
Fees - Farmers' Mkt				$68,902.73
Rent - Farmers' Mkt				$269,745.09
Leases - Gas & Oil				
Interest Earned				
Administrative Fines				
Misc. Refunds				
Misc. Other				$2,455.27
Prior Year Warrant Cancellation				
Penalties - Svc Fee				
Sales Tax				
Total Revenues			$0.00	$341,103.09
Expenditures:				
Direct:				
Salaries and Benefits				$140,130.84
OPS				$2,320.93
Expenses				$23,438.37
OCO				$15,771.00
Data Process				
Fl. Ag Promo Campaign				
Grants & Aid - Promo Awards				
Refunds				
Sales Tax				
Special Expenses				
General Rev Service Charge				
Total Direct Expenditures	$0.00	$0.00	$0.00	$181,661.14
Excess Revenue over/(under) Direct Expenditures	$0.00	$0.00	$0.00	$159,441.95
Allocated:				
Division Directors Office	$23,246.98		$1,858.58	$78,420.02
Administrative Overhead				$30,227.75
Total Allocated Expenditures	$23,246.98	$0.00	$1,858.58	$108,647.77
Total all Expenditures	$23,246.98	$0.00	$1,858.58	$290,308.91
Excess Revenues over/(under) Total Expenditures	($23,246.98)	$0.00	($1,858.58)	$50,794.18

FCO Project Expenditures of 251,951.04 not included in GR.

16-Nov-2001

Department of Agriculture and Consumer Services
Division of Marketing
Palatka State Farmers' Markets
All Funds
Statement of Revenues and Expenditures
For the Fiscal Year Ended June 30, 2001

	General Revenue	Contracts & Grants Trust Fund	General Inspection Trust Fund	Market Improvement Working Capital Trust
Revenues:				
Federal Grants				
Ag Ventures Equip. Use Fee				
Ag Ventures Sale of Publications				
Fair Permit				
Fees - Farmers' Mkt				$16,304.66
Rent - Farmers' Mkt				$34,468.18
Leases - Gas & Oil				
Interest Earned				
Administrative Fines				
Misc. Refunds				$376.70
Misc. Other				$57.10
Prior Year Warrant Cancellation				$332.91
Penalties - Svc Fee				$66.25
Sales Tax				
Total Revenues			$0.00	$51,605.80
Expenditures:				
Direct:				
Salaries and Benefits				$54,841.13
OPS				$3,080.11
Expenses				$20,145.64
OCO				
Data Process				
Fl. Ag Promo Campaign				
Grants & Aid - Promo Awards				
Refunds				
Sales Tax				
Special Expenses				
General Rev Service Charge				
Total Direct Expenditures	$0.00	$0.00	$0.00	$78,066.88
Excess Revenue over/(under) Direct Expenditures	$0.00	$0.00	$0.00	($26,461.08)
Allocated:				
Division Directors Office	$9,990.13		$798.70	$33,700.14
Administrative Overhead			$0.00	$12,990.05
Total Allocated Expenditures	$9,990.13	$0.00	$798.70	$46,690.19
Total all Expenditures	$9,990.13	$0.00	$798.70	$124,757.07
Excess Revenues over/(under) Total Expenditures	($9,990.13)	$0.00	($798.70)	($73,151.27)

FCO Project Expenditures of 273,783.36 not included in GR.

16-Nov-2001

Department of Agriculture and Consumer Services
Division of Marketing
Plant City State Farmers' Markets
All Funds
Statement of Revenues and Expenditures
For the Fiscal Year Ended June 30, 2001

	General Revenue	Contracts & Grants Trust Fund	General Inspection Trust Fund	Market Improvement Working Capital Trust
Revenues:				
Federal Grants				
Ag Ventures Equip. Use Fee				
Ag Ventures Sale of Publications				
Fair Permit				
Fees - Farmers' Mkt				$1,171.11
Rent - Farmers' Mkt				$442,732.81
Leases - Gas & Oil				
Interest Earned				
Administrative Fines				$782.84
Misc. Refunds				
Misc. Other				$467.61
Prior Year Warrant Cancellation				
Penalties - Svc Fee				
Sales Tax				
Total Revenues			$0.00	$445,154.37
Expenditures:				
Direct:				
Salaries and Benefits				$159,935.11
OPS				
Expenses				$42,865.28
OCO				$15,771.00
Data Process				
Fl. Ag Promo Campaign				
Grants & Aid - Promo Awards				
Refunds				
Sales Tax				
Special Expenses				
General Rev Service Charge				
Total Direct Expenditures	$0.00	$0.00	$0.00	$218,571.39
Excess Revenue over/(under) Direct Expenditures	$0.00	$0.00	$0.00	$226,582.98
Allocated:				
Division Directors Office	$27,970.34		$2,236.21	$94,353.54
Administrative Overhead			$0.00	$36,369.48
Total Allocated Expenditures	$27,970.34	$0.00	$2,236.21	$130,723.03
Total all Expenditures	$27,970.34	$0.00	$2,236.21	$349,294.42
Excess Revenues over/(under Total Expenditures	($27,970.34)	$0.00	($2,236.21)	$95,859.95

FCO Project Expenditures of 41,258.53 not included in GR.

16-Nov-2001

Department of Agriculture and Consumer Services
Division of Marketing
Pompano State Farmers' Markets
All Funds
Statement of Revenues and Expenditures
For the Fiscal Year Ended June 30, 2001

	General Revenue	Contracts & Grants Trust Fund	General Inspection Trust Fund	Market Improvement Working Capital Trust
Revenues:				
Federal Grants				
Ag Ventures Equip. Use Fee				
Ag Ventures Sale of Publications				
Fair Permit				
Fees - Farmers' Mkt				$15,105.28
Rent - Farmers' Mkt				$427,772.72
Leases - Gas & Oil				
Interest Earned				
Administrative Fines				
Misc. Refunds				
Misc. Other				$188.46
Prior Year Warrant Cancellation				
Penalties - Svc Fee				
Sales Tax				
Total Revenues			$0.00	$443,066.46
Expenditures:				
Direct:				
Salaries and Benefits				$172,214.03
OPS				
Expenses				$137,837.59
OCO				$1,500.00
Data Process				
Fl. Ag Promo Campaign				
Grants & Aid - Promo Awards				
Refunds				$4,304.47
Sales Tax				
Special Expenses				
General Rev Service Charge				
Total Direct Expenditures	$0.00	$0.00	$0.00	$315,856.09
Excess Revenue over/(under) Direct Expenditures	$0.00	$0.00	$0.00	$127,210.37
Allocated:				
Division Directors Office	$40,419.76		$3,231.53	$136,349.69
Administrative Overhead			$0.00	$52,557.31
Total Allocated Expenditures	$40,419.76	$0.00	$3,231.53	$188,907.00
Total all Expenditures	$40,419.76	$0.00	$3,231.53	$504,763.09
Excess Revenues over/(under) Total Expenditures	($40,419.76)	$0.00	($3,231.53)	($61,696.63)

FCO Project Expenditures of 1,288,126.04 not included in GR.

16-Nov-2001

Department of Agriculture and Consumer Services
Division of Marketing
Sanford State Farmers' Markets
All Funds
Statement of Revenues and Expenditures
For the Fiscal Year Ended June 30, 2001

	General Revenue	Contracts & Grants Trust Fund	General Inspection Trust Fund	Market Improvement Working Capital Trust
Revenues:				
Federal Grants				
Ag Ventures Equip. Use Fee				
Ag Ventures Sale of Publications				
Fair Permit				
Fees - Farmers' Mkt				$5,637.90
Rent - Farmers' Mkt				$157,904.64
Leases - Gas & Oil				
Interest Earned				
Administrative Fines				
Misc. Refunds				
Misc. Other				$169.09
Prior Year Warrant Cancellation				
Penalties - Svc Fee				
Sales Tax				
Total Revenues			$0.00	$163,711.63
Expenditures:				
Direct:				
Salaries and Benefits				$90,242.34
OPS				
Expenses				$40,909.97
OCO				$40.00
Data Process				
Fl. Ag Promo Campaign				
Grants & Aid - Promo Awards				
Refunds				
Sales Tax				
Special Expenses				
General Rev Service Charge				
Total Direct Expenditures	$0.00	$0.00	$0.00	$131,192.31
Excess Revenue over/(under) Direct Expenditures	$0.00	$0.00	$0.00	$32,519.32
Allocated:				
Division Directors Office	$16,788.54		$1,342.23	$56,633.48
Administrative Overhead			$0.00	$21,829.92
Total Allocated Expenditures	$16,788.54	$0.00	$1,342.23	$78,463.41
Total all Expenditures	$16,788.54	$0.00	$1,342.23	$209,655.72
Excess Revenues over/(under) Total Expenditures	($16,788.54)	$0.00	($1,342.23)	($45,944.09)

FCO Project Expenditures of 3,408.21 not included in GR.

16-Nov-2001

Department of Agriculture and Consumer Services
Division of Marketing
Starke State Farmers' Markets
All Funds
Statement of Revenues and Expenditures
For the Fiscal Year Ended June 30, 2001

	General Revenue	Contracts & Grants Trust Fund	General Inspection Trust Fund	Market Improvement Working Capital Trust
Revenues:				
Federal Grants				
Ag Ventures Equip. Use Fee				
Ag Ventures Sale of Publications				
Fair Permit				
Fees - Farmers' Mkt				$145.52
Rent - Farmers' Mkt				$21,974.00
Leases - Gas & Oil				
Interest Earned				
Administrative Fines				
Misc. Refunds				
Misc. Other				$2.56
Prior Year Warrant Cancellation				
Penalties - Svc Fee				
Sales Tax				
Total Revenues			$0.00	$22,122.08
Expenditures:				
Direct:				
Salaries and Benefits				
OPS				
Expenses				$3,808.75
OCO				
Data Process				
Fl. Ag Promo Campaign				
Grants & Aid - Promo Awards				
Refunds				
Sales Tax				
Special Expenses				
General Rev Service Charge				
Total Direct Expenditures	$0.00	$0.00	$0.00	$3,808.75
Excess Revenue over/(under) Direct Expenditures	$0.00	$0.00	$0.00	$18,313.33
Allocated:				
Division Directors Office	$487.40		$38.97	$1,644.17
Administrative Overhead			$0.00	$633.76
Total Allocated Expenditures	$487.40	$0.00	$38.97	$2,277.93
Total all Expenditures	$487.40	$0.00	$38.97	$6,086.68
Excess Revenues over/(under) Total Expenditures	($487.40)	$0.00	($38.97)	$16,035.40

16-Nov-2001

Department of Agriculture and Consumer Services
Division of Marketing
Trenton State Farmers' Markets
All Funds
Statement of Revenues and Expenditures
For the Fiscal Year Ended June 30, 2001

	General Revenue	Contracts & Grants Trust Fund	General Inspection Trust Fund	Market Improvement Working Capital Trust
Revenues:				
Federal Grants				
Ag Ventures Equip. Use Fee				
Ag Ventures Sale of Publications				
Fair Permit				
Fees - Farmers' Mkt				$5,591.55
Rent - Farmers' Mkt				$20,154.03
Leases - Gas & Oil				
Interest Earned				
Administrative Fines				
Misc. Refunds				
Misc. Other				$35.27
Prior Year Warrant Cancellation				
Penalties - Svc Fee				
Sales Tax				
Total Revenues			$0.00	$25,780.85
Expenditures:				
Direct:				
Salaries and Benefits				
OPS				$1,731.03
Expenses				$5,063.33
OCO				
Data Process				
Fl. Ag Promo Campaign				
Grants & Aid - Promo Awards				
Refunds				
Sales Tax				
Special Expenses				
General Rev Service Charge				
Total Direct Expenditures	$0.00	$0.00	$0.00	$6,794.36
Excess Revenue over/(under) Direct Expenditures	$0.00	$0.00	$0.00	$18,986.49
Allocated:				
Division Directors Office	$869.47		$69.51	$2,933.01
Administrative Overhead			$0.00	$1,130.56
Total Allocated Expenditures	$869.47	$0.00	$69.51	$4,063.57
Total all Expenditures	$869.47	$0.00	$69.51	$10,857.93
Excess Revenues over/(under) Total Expenditures	($869.47)	$0.00	($69.51)	$14,922.92

16-Nov-2001

Department of Agriculture and Consumer Services
Division of Marketing
Wauchula State Farmers' Markets
All Funds
Statement of Revenues and Expenditures
For the Fiscal Year Ended June 30, 2001

	General Revenue	Contracts & Grants Trust Fund	General Inspection Trust Fund	Market Improvement Working Capital Trust
Revenues:				
Federal Grants				
Ag Ventures Equip. Use Fee				
Ag Ventures Sale of Publications				
Fair Permit				
Fees - Farmers' Mkt				$9,060.38
Rent - Farmers' Mkt				$96,753.52
Leases - Gas & Oil				
Interest Earned				
Administrative Fines				
Misc. Refunds				
Misc. Other				$169.32
Prior Year Warrant Cancellation				
Penalties - Svc Fee				
Sales Tax				
Total Revenues			$0.00	$105,983.22
Expenditures:				
Direct:				
Salaries and Benefits				$85,945.77
OPS				$716.95
Expenses				$21,385.54
OCO				$15,771.00
Data Process				
Fl. Ag Promo Campaign				
Grants & Aid - Promo Awards				
Refunds				
Sales Tax				
Special Expenses				
General Rev Service Charge				
Total Direct Expenditures	$0.00	$0.00	$0.00	$123,819.26
Excess Revenue over/(under) Direct Expenditures	$0.00	$0.00	$0.00	($17,836.04)
Allocated:				
Division Directors Office	$15,845.01		$1,266.80	$53,450.66
Administrative Overhead			$0.00	$20,603.07
Total Allocated Expenditures	$15,845.01	$0.00	$1,266.80	$74,053.74
Total all Expenditures	$15,845.01	$0.00	$1,266.80	$197,873.00
Excess Revenues over/(under) Total Expenditures	($15,845.01)	$0.00	($1,266.80)	($91,889.78)

FCO Project Expenditures of 11,986.00 not included in GR.

16-Nov-2001

Department of Agriculture and Consumer Services
Division of Marketing
Suwanee State Farmers' Markets
All Funds
Statement of Revenues and Expenditures
For the Fiscal Year Ended June 30, 2001

	General Revenue	Contracts & Grants Trust Fund	General Inspection Trust Fund	Market Improvement Working Capital Trust
Revenues:				
Federal Grants				
Ag Ventures Equip. Use Fee				
Ag Ventures Sale of Publications				
Fair Permit				
Fees - Farmers' Mkt				$3,277.56
Rent - Farmers' Mkt				$121,248.07
Leases - Gas & Oil				
Interest Earned				
Administrative Fines				
Misc. Refunds				
Misc. Other				$84.27
Prior Year Warrant Cancellation				
Penalties - Svc Fee				
Sales Tax				
Total Revenues			$0.00	$124,609.90
Expenditures:				
Direct:				
Salaries and Benefits				$93,868.22
OPS				$603.68
Expenses				$27,470.80
OCO				
Data Process				
Fl. Ag Promo Campaign				
Grants & Aid - Promo Awards				
Refunds				
Sales Tax				
Special Expenses				
General Rev Service Charge				
Total Direct Expenditures	$0.00	$0.00	$0.00	$121,942.70
Excess Revenue over/(under) Direct Expenditures	$0.00	$0.00	$0.00	$2,667.20
Allocated:				
Division Directors Office	$15,604.87		$1,247.60	$52,640.59
Administrative Overhead			$0.00	$20,290.82
Total Allocated Expenditures	$15,604.87	$0.00	$1,247.60	$72,931.41
Total all Expenditures	$15,604.87	$0.00	$1,247.60	$194,874.11
Excess Revenues over/(under) Total Expenditures	($15,604.87)	$0.00	($1,247.60)	($70,264.21)

FCO Project Expenditures of 12,172.14 not included in GR.

16-Nov-2001

BUREAU OF STATE FAIRGROUNDS MARKET

FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR	UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
1998/99	Arcadia SLM	145325-99		$49,999.00	Livestock pen and auction shed and office maint
2000/01	Arcadia SLM	083960-01		$7,929.50	Livestock pen and auction shed and office maint
2000/01	Arcadia SLM	145550-01		$199,503.25	Constr new pole barn and general maint & repair
2000/01	Arcadia SLM		$106.00		Constr new pole barn A/E fees
2000/01	Arcadia SLM		$2,143.00		Constr new pole barn inspection fees
2000/01	Arcadia SLM		$6,000.00		Constr new pole barn A/E fees
		Total	$8,249.00	$199,503.25	
		Grand Total	$8,249.00	$257,431.75	

11/19/2001

BUREAU OF STATE FARMERS" MARKET

FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR	UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
1990/99	Bonifay SFM	083960-99		$1,982.65	Gen maint & repai replace doors unit #9
1999/00	Bonifay SFM	083701-00		$495.00	Corr Fire Marsh deficiency report items
2000/01	Bonifay SFM	083960-01		$23,300.00	Gen maint & repair repair roof gutters
		Grand Total	$0.00	$25,777.65	

11/19/2001

BUREAU OF STATE FARMERS" MARKET

FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR	UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
1998/99	Florida City SFM	083701-99		$5,793.65	Repair hurricane damage Hurricane Irene
1998/99	Florida City SFM	083960-99		$6,680.00	Termite treatment
1998/99	Florida City SFM			$3,770.00	Gen maint & repair roof repairs and termite treat
1998/99	Florida City SFM		$15,508.00		Repair hurricane dam
1998/99	Florida City SFM		$10.00		Repair hurricane dam
		Total	$15,518.00	$10,450.00	
1999/00	Florida City SFM	083960-00		$21,250.00	Repair Unit #12 roof
1999/00	Florida City SFM	086160-00	$1,800.00		Land appraisal
2000/01	Florida City SFM	083960-01		$12,444.00	Gen maint & repairs pavement and roof gutters
		Grand Total	$17,318.00	$49,937.65	

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BUREAU OF STATE FARMERS" MARKET

FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR	UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
1998/99	Fort Myers SFM	083960-99		$19,793.00	Gen maint & repair painting and door replacements
1999/00	Fort Myers SFM	083701-00		$3,868.75	Correct Fire Marshal reported deficiencies
1999/00	Fort Myers SFM	083960-00		$1,735.00	Gen maint & repair ramp and rest room additions
2000/01	Fort Myers SFM	083960-01		$80,673.50	Restroom and ramp additions and canopy removal
		Grand Total	$0.00	$106,070.25	

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BUREAU OF STATE FARMERS" MARKET

FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR	UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
	Fort Pierce SFM	083960-97		$8,115.00	Repair grease trap
1998/99	Fort Pierce SFM	083960-99		$39,907.00	Termite treatment
1998/99	Fort Pierce SFM	083985-99	$11,379.00		Replace market office DBC fees
1998/99	Fort Pierce SFM		$77,932.00		Replace market office construction costs
1998/99	Fort Pierce SFM		$109.00		Replace market office permit fees
1998/99	Fort Pierce SFM		$556.59		Replace market office inspection fees
1998/99	Fort Pierce SFM		$190.42		
1998/99	Fort Pierce SFM			$251,769.44	General maint & repair
1998/99	Fort Pierce SFM			$14,803.78	General maint & repair
		Total	$90,167.01	$266,573.22	
1999/00	Fort Pierce SFM	083960-00	$3,495.00		Replace market office construction costs
1999/00	Fort Pierce SFM			$1,797.64	Gen maint & repair paint and buildings repair
		Total	$3,495.00	$1,797.64	
1999/00	Fort Pierce SFM	086160-00	$3,900.00		Replace market office A/E fees
1999/00	Fort Pierce SFM		-$6,477.00		Replace market office construction costs
1999/00	Fort Pierce SFM		$84,162.00		Replace market office construction costs
1999/00	Fort Pierce SFM		$85,900.00		Replace market office construction costs
1999/00	Fort Pierce SFM		$363,373.00		Replace market office construction costs
1999/00	Fort Pierce SFM		$1,450.00		Replace market office fire marshal permit
1999/00	Fort Pierce SFM		$6,900.00		Replace market office construction costs
1999/00	Fort Pierce SFM		$147.16		Replace market office inspection fees
1999/00	Fort Pierce SFM		$42,400.00		Replace market office construction costs
1999/00	Fort Pierce SFM		$1,513.00		Replace market office permit fees
1999/00	Fort Pierce SFM		$56,750.00		Replace market office A/E fees
1999/00	Fort Pierce SFM			$939.50	Replace market office delegated work
1999/20	Fort Pierce SFM		$3,900.00		Replace market office A/E fees

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BUREAU OF STATE FARMERS" MARKET

FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR	UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
		086160-00			
		Total	$643,918.16	$939.50	
2000/01	Fort Pierce SFM	083701-01	$30,133.00		Replace market office construction costs
2000/01	Fort Pierce SFM		$742.00		Replace market office contingencies
2000/01	Fort Pierce SFM			$3,551.30	Corr Fire Marshal deficiency reported items
		Total	$30,875.00	$3,551.30	
2000/01	Fort Pierce SFM	083960-01		$5,295.71	General market repair and maintenance
2000/01	Fort Pierce SFM		$1,625.00		Replace market office A/E fees
2000/01	Fort Pierce SFM			$4,194.00	General market repair and maintenance
		Total	$1,625.00	$9,489.71	
		Grand Total	$770,080.17	$330,373.37	

BUREAU OF STATE FARMERS" MARKET

FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR		UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
1998/99	Gadsden SFM	083701-99			$2,487.33	Correct Fire Marshal reprted deficiencies
1998/99	Gadsden SFM	083960-99			$47,033.24	Market general maint and repairs
1999/00	Gadsden SFM	083701-00			$7,000.00	Correct Fire Marshal reprted deficiencies
1999/00	Gadsden SFM	083960-00			$771.00	Replace septic tank
1999/00	Gadsden SFM				$3,200.00	Market general maint and repairs
			Total	$0.00	$3,971.00	
1999/00	Gadsden SFM	086160-00		$14,968.00		Replace wood floors A/E fees
1999/00	Gadsden SFM			$10.00		Replace wood floors w/conc construction costs
1999/00	Gadsden SFM			$675.00		Replace wood floors w/conc inspection fees
1999/00	Gadsden SFM				$5,330.00	Market general maint and repairs
1999/00	Gadsden SFM			$266,645.28		Replace wood floors Construction costs
			Total	$282,298.28	$5,330.00	
1999/00	Gadsden SFM	083960-99			$5,325.00	Repair roof unit #4
2000/01	Gadsden SFM	083701-01			$1,985.00	Correct Fire Marshal reprted deficiencies
2000/01	Gadsden SFM	083960-01			$5,950.00	Market general maint and repairs
2000/01	Gadsden SFM				$10,605.00	Market general maint and repairs
			Total	$0.00	$16,555.00	

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BUREAU OF STATE FARMERS" MARKET

FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR	UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
		Grand Total	$282,298.28	$89,686.57	

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BUREAU OF STATE FARMERS" MARKET

FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR	UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
1998/99	Immokalee SFM	083701-99		$61,899.63	Demolish unit #1
1998/99	Immokalee SFM			$12,177.22	Demolish Unit #1
1998/99	Immokalee SFM			$6,985.00	Widen dock Unit #9
1998/99	Immokalee SFM			$9,000.00	Correct Fire Marshal rported deficiencies
		Total	$0.00	$90,061.85	
1998/99	Immokalee SFM	083960-99		$48,500.00	Market general maint and repairs
1998/99	Immokalee SFM			$20,644.00	Market general maint and repairs
		Total	$0.00	$69,144.00	
1998/99	Immokalee SFM	083977-99	$10.00		Repl roof and lofts construction costs
1998/99	Immokalee SFM		$499,425.00		Repl roof and lofts Construction
1998/99	Immokalee SFM		$37,286.00		Repl roof and lofts A/E fees
1998/99	Immokalee SFM		$18,250.00		DMS fees
1998/99	Immokalee SFM		$1,710.00		Repl roof and lofts A/E fees
1998/99	Immokalee SFM		$320.62		Repl roof and lofts construction costs
1998/99	Immokalee SFM		$5,954.00		Repl roof and lofts construction costs
1998/99	Immokalee SFM		$205.16		Repl roof and lofts permits
1998/99	Immokalee SFM		$1,349.00		Repl roof and lofts permit fees
1998/99	Immokalee SFM		$72,994.00		Repl roof and lofts construction costs
1998/99	Immokalee SFM		$597.14		Repl roof and lofts A/E fees
1998/99	Immokalee SFM		$1,460.00		Repl roof and lofts A/E fees
1998/99	Immokalee SFM		$2,079.00		Repl roof and lofts construction costs
1998/99	Immokalee SFM		-$5,000.00		Repl roof and lofts construction costs
		Total	$636,639.92	$0.00	
1999/00	Immokalee SFM	083960-00		$778.96	Market general maint and repairs
2000/01	Immokalee SFM	083960-01		$2,965.26	Market general maint and repairs

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BUREAU OF STATE FARMERS' MARKET

FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR	UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
		Grand Total	$636,639.92	$162,950.07	

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BUREAU OF STATE FARMERS" MARKET

FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR	UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
1998/99	Palatka SFM	083960-99		$2,080.00	Market general maint and repair
1998/99	Palatka SFM		$350.00		Replace packinghouse permit fees
1998/99	Palatka SFM		$4,350.00		Replace packinghouse A/E fees
1998/99	Palatka SFM		$1,999.50		Replace packinghouse construction costs
1998/99	Palatka SFM		$534.92		Replace packinghouse A/E fees
1998/99	Palatka SFM		$715.00		Replace packinghouse permit fees
1998/99	Palatka SFM		$2,000.00		Replace packinghouse A/E fees
1998/99	Palatka SFM		$550.00		Replace packinghouse A/E fees
		Total	$10,499.42	$2,080.00	
1998/99	Palatka SFM	083969-99		$140,328.76	Market general maint and repair
1998/99	Palatka SFM		$13,875.00		Replace packinghouse DBC fees
1998/99	Palatka SFM		$2,980.00		Replace packinghouse A/E fees
1998/99	Palatka SFM		$2,200.00		Replace packinghouse A/E fees
1998/99	Palatka SFM		$24,790.00		Replace packinghouse A/E fees
1998/99	Palatka SFM		$279,332.00		Replace packinghouse construction costs
1998/99	Palatka SFM		$2,497.00		Replace packinghouse A/E fees
1998/99	Palatka SFM		$234.81		Replace packinghouse A/E fees
1998/99	Palatka SFM		$5,100.00		Replace packinghouse A/E fees
1998/99	Palatka SFM		$550.00		Replace packinghouse A/E fees
1998/99	Palatka SFM		$1,590.00		Replace packinghouse A/E fees
1998/99	Palatka SFM		$10.00		Replace packinghouse construction costs
		Total	$333,158.81	$140,328.76	
1999/00	Palatka SFM	083701-00	$14,850.00		Replace packinghouse construction costs
1999/00	Palatka SFM		$3,650.00		Replace packinghouse A/E fees
		Total	$18,500.00	$0.00	
1999/00	Palatka SFM	083960-00	$3,946.00		Replace packinghouse construction costs
1999/00	Palatka SFM		$912.82		Replace packinghouse inspection fees

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BUREAU OF STATE FARMERS" MARKET

FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR	UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
1999/00	Palatka SFM	083960-00		$1,133.46	Market general maint and repair
		Total	$4,858.82	$1,133.46	
2000/01	Palatka SFM	083701-01	$20,000.00		Replace packinghouse construction costs
2000/01	Palatka SFM	083960-01	$4,144.60		Replace packinghouse construction costs
2000/01	Palatka SFM		$40,612.00		Replace packinghouse construction costs
		Total	$44,756.60	$0.00	
2001/02	Palatka SFM	Insurance	$7,770.00		Replace packinghouse DBC fees
2001/02	Palatka SFM		$366.85		Replace packinghouse Fire Marshal permit
2001/02	Palatka SFM		$16,471.00		Replace packinghouse A/E fees
2001/02	Palatka SFM		$123,417.00		Replace packinghouse construction costs
2001/02	Palatka SFM		$250.00		Replace packinghouse A/E fees
2001/02	Palatka SFM		$367.00		Encumbered for constr change order
2001/02	Palatka SFM		$720.00		Replace packinghouse inspection fees
		Total	$149,361.85	$0.00	
		Grand Total	$581,135.50	$143,542.22	

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BUREAU OF STATE FARMERS" MARKET

FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR	UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
1998/99	Plant City SFM	083960-99		$24,900.00	General market maint and repairs
1998/99	Plant City SFM			$36,264.00	General market maint and repairs
1998/99	Plant City SFM			$9,884.00	Packinghouse door replacements
		Total	$0.00	$71,048.00	
1999/00	Plant City SFM	083960-00		$4,375.00	General market Maint and repairs
1999/00	Plant City SFM	086160-00	$10.00		Cooler and pavement repairs inspection fees
1999/00	Plant City SFM		$270,343.29		Cooler and pavement repairs Construction costs
1999/00	Plant City SFM		$249.00		Cooler and pavement repairs permit fees
		Total	$270,602.29	$0.00	
2000/01	Plant City SFM	083701-01	$533.81		Market restuarant expansion inspections
2000/01	Plant City SFM	083960-01		$20,796.00	General market Maint and repairs
2000/01	Plant City SFM	083986-01	$24,450.65		Market restuarant expansion Fire A/E fees
2000/01	Plant City SFM		$875.00		Market restuarant expansion Fire Marshal permit
2000/01	Plant City SFM		$825.00		Market restuarant expansion Fire A/E fees
2000/01	Plant City SFM		$10.00		Market restuarant expansion construction costs
2000/01	Plant City SFM		$128,157.56		Market restuarant expansion construction costs
		Total	$154,318.21	$0.00	
		Grand Total	$425,454.31	$96,219.00	

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BUREAU OF STATE FARMERS' MARKET

FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR	UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
1998/99	Pompano SFM	083982-99	$19,402.00		Market admin bldg repl construction costs
1998/99	Pompano SFM		$18,598.00		Market admin bldg construction costs
1998/99	Pompano SFM		$2,000.00		Market admin bldg DBC fees
1998/99	Pompano SFM			$81,472.86	
		Total	$40,000.00	$81,472.86	
1998/99	Pompano SFM	083960-99		$33,435.00	Market general maint and repairs
1998/99	Pompano SFM			$2,253.00	Renovate dock electrical power supply
1998/99	Pompano SFM		$8,913.00		Old amin bldg fire repairs
		Total	$8,913.00	$35,688.00	
1998/99	Pompano SFM	083982-99	$7,870.00		Old admin bldg fire repairs
1998/99	Pompano SFM		$23,750.00		Market admin bldg repl DBC fees
1998/99	Pompano SFM		$10.00		Market admin bldg telephone sys additions constr
1998/99	Pompano SFM		$1,258.00		Market admin bldg A/E fees
1998/99	Pompano SFM		$395,778.00		Market admin bldg construction costs
1998/99	Pompano SFM		$313.00		Market admin bldg A/E fees
1998/99	Pompano SFM		$10.00		Platform and site improvements constr cots
1998/99	Pompano SFM		$2,481.00		Dock repairs A/E fees
1998/99	Pompano SFM		$1,500.00		Market admin bldg repl A/E fees
1998/99	Pompano SFM		$3,800.00		Market admin bldg repl A/E fees
1998/99	Pompano SFM			$20,080.55	General maint and repairs
1998/99	Pompano SFM		$441.64		Market lighting additions permitting
1998/99	Pompano SFM		$60,013.00		Market Master plan A/E fees
1998/99	Pompano SFM		$1,855.20		Market admin bldg A/E fees
1998/99	Pompano SFM		$1,752.00		Market admin bldg A/E fees
1998/99	Pompano SFM		$273,982.00		Market admin bldg construction costs
1998/99	Pompano SFM		$3,500.00		Market admin bldg A/E fees
1998/99	Pompano SFM		$2,126.00		Market Master plan A/E fees
		Total	$780,439.84	$20,080.55	

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BUREAU OF STATE FARMERS" MARKET

FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR	UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
1999/00	Pompano SFM	083160-00	$3,875.00		Market admin bldg repl Fire Marshal permit
1999/00	Pompano SFM	083960-00		$4,601.00	Market general Maint and repair
1999/00	Pompano SFM	086160-00	$3,875.00		Market admin bldg Fire Marshal permit fees
1999/00	Pompano SFM		$93.75		Market admin bldg inspection fees
1999/00	Pompano SFM		$5,400.00		Market admin bldg permit fees
1999/00	Pompano SFM		$57,500.00		Market admin bldg construction costs
1999/00	Pompano SFM		$2,019.72		Market admin bldg A/E fees
1999/00	Pompano SFM		$1,353.36		Market admin bldg inspection fees
1999/00	Pompano SFM		$320.00		Market admin bldg A/E fees
1999/00	Pompano SFM		$63,550.00		Market admin bldg DBC fees
1999/00	Pompano SFM		$10.00		Market admin bldg construction costs
1999/00	Pompano SFM		$2,281.26		Market admin bldg inspection fees
1999/00	Pompano SFM		$5,032.53		Market admin bldg inspection fees
1999/00	Pompano SFM		$160,645.00		Market admin bldg construction costs
1999/00	Pompano SFM		$16,248.00		Market admin bldg A/E fees
1999/00	Pompano SFM		$5,591.96		Market admin bldg A/E fees
1999/00	Pompano SFM		$16,219.18		Market admin bldg A/E fees
1999/00	Pompano SFM		$154,597.00		Market admin bldg construction costs
1999/00	Pompano SFM		$131,700.00		Market admin bldg construction costs
1999/00	Pompano SFM		$30,495.00		Market admin bldg construction costs
1999/00	Pompano SFM		$1,163.80		Market admin bldg A/E fees
1999/00	Pompano SFM		$8,000.00		Market admin bldg contingencies
1999/00	Pompano SFM		$6,190.98		Market admin bldg A/E fees
1999/00	Pompano SFM		$1,307.23		Market admin bldg A/E fees
1999/00	Pompano SFM		$359,562.08		Market admin bldg A/E fees
		Total	$1,033,155.85	$0.00	
2000/01	Pompano SFM	083960-01		$8,920.00	Market general maint and repair

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BUREAU OF STATE FARMERS" MARKET

FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR	UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
2000/01	Pompano SFM	083982-01		$38,845.39	Market admin bldg repl telephone sys costs
2000/01	Pompano SFM		$3,849.31		Market admin bldg repl A/E fees
2000/01	Pompano SFM		$1,767,521.04		Market admin bldg repl construction costs
2000/01	Pompano SFM		$52,000.00		Market admin bldg repl DBC fees
		Total	$1,823,370.35	$38,845.39	
		Grand Total	$3,689,754.04	$189,607.80	

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BUREAU OF STATE FARMERS' MARKET

FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR	UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
1999/00	Sanford SFM	083960-00		$2,805.50	Market general maint and repairs
		Grand Total	$0.00	$2,805.50	

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FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR	UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
1998/99	Starke SFM	083701-99		$4,811.00	Market electrical repairs
1998/99	Starke SFM			$2,763.00	Add ramp and stairs to packinghouse
		Total	$0.00	$7,574.00	
1998/99	Starke SFM	083960-99		$622.00	General market maint and repairs
1998/99	Starke SFM			$3,375.00	General market maint and repairs
		Total	$0.00	$3,997.00	
		Grand Total	$0.00	$11,571.00	

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BUREAU OF STATE FARMERS' MARKET

FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR	UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
1998/99	Suwannee Vly SFM	083701-99		$2,350.00	Repair packinghouse canopy
1998/99	Suwannee Vly SFM	083960-99		$17,000.00	Replace market water supply well sys
1998/99	Suwannee Vly SFM			$18,432.00	Renovate market cooler equipment
1998/99	Suwannee Vly SFM			$4,000.00	General market maint and repair
1998/99	Suwannee Vly SFM			$6,000.00	General market maint and repair
1998/99	Suwannee Vly SFM			$7,000.00	Paint 3 market buildings
		Total	$0.00	$52,432.00	
1999/00	Suwannee Vly SFM	083701-00		$2,350.00	Repair packinghouse canopy
1999/00	Suwannee Vly SFM			$7,500.00	Correct Fire Marshal reported deficiencies
		Total	$0.00	$9,850.00	
1999/00	Suwannee Vly SFM	083960-00		$5,000.00	General market maint and repair
2000/01	Suwannee Vly SFM	083701-01		$7,656.29	Correct Fire Marshal reported deficiencies
2000/01	Suwannee Vly SFM	083960-01		$24,507.53	General market maint and repair
		Grand Total	$0.00	$101,795.82	

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BUREAU OF STATE FARMERS" MARKET

FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR	UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
1998/99	Trenton SFM	083960-99		$4,000.00	Repair roof Unit #2
1999/00	Trenton SFM	083701-00		$11,700.00	Repair roof Unit #2
		Grand Total	$0.00	$15,700.00	

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BUREAU OF STATE FARMERS" MARKET

FOUR YEAR FCO (GR) SPENDING SUMMARY

FISCAL YEAR	MARKET NAME:	APPROPRIATION CATEGORY/YEAR	UNDELEG PROJECT EXPENDITURE AMOUNT	DELEGATED PROJECT EXPENDITURE AMOUNT	PROJECT DESCRIPTION
1998/99	Wauchula SFM	083960-99		$27,970.00	Replace packinghouse doors
1998/99	Wauchula SFM			$28,508.00	HVAC repairs Unit #16
		Total	$0.00	$56,478.00	
1998/99	Wauchula SFM	083970-99		$47,500.00	Market building repairs
1999/00	Wauchula SFM	083960-00		$7,645.29	Market general maint
2000/01	Wauchula SFM	083960-01		$10,950.00	Market general maint
2000/01	Wauchula SFM	083970-01		$2,486.00	Building repairs
2000/01	Wauchula SFM		$9,500.00		DBC fees
		Total	$9,500.00	$2,486.00	
		Grand Total	$9,500.00	$125,059.29	

11/19/2001

TAB 3

South Florida Rail Corridor

	1 Purchase	2 Improvement	3 Maintenance	4 Operating	Total Columns 2 thru 4	Total All Columns
1987/88	75,000.0	0.0	0.0	0.0	0.0	75,000.0
1988/89	25,000.0	0.0	0.0	0.0	0.0	25,000.0
1989/90	25,000.0	33.0	0.0	436.0	469.0	25,469.0
1990/91	25,000.0	1,997.0	0.0	43.0	2,040.0	27,040.0
1991/92	25,000.0	6,196.0	592.0	0.0	6,788.0	31,788.0
1992/93	40,000.0	423.0	1,248.0	24.0	1,695.0	41,695.0
1993/94	40,000.0	1,515.0	1,175.0	0.0	2,690.0	42,690.0
1994/95	106,352.6	44,978.0	4,190.0	13.0	49,181.0	155,533.6
1995/96	0.0	12,726.0	7,658.0	7.0	20,391.0	20,391.0
1996/97	0.0	8,961.0	8,286.0	2,557.0	19,804.0	19,804.0
1997/98	0.0	20,644.6	3,042.9	249.2	23,936.7	23,936.7
1998/99	0.0	3,167.0	2,373.0	1,350.0	6,890.0	6,890.0
1999/00	0.0	44,987.8	4,299.9	0.0	49,287.7	49,287.7
2000/01	0.0	100,910.3	5,357.6	10.0	106,277.9	106,277.9
Total	361,352.6	246,538.7	38,222.4	4,689.2	289,450.3	650,802.9

TAB 4

Tri Rail Ridership and Funding

	Ridership	Budget		
		Capital	Operating	Total
1989	723,996	3,221.0	15,733.0	18,954.0
1990	1,432,785	439.0	9,366.9	9,805.9
1991	2,123,917	3,621.0	12,719.8	16,340.8
1992	2,404,723	5,444.0	10,932.0	16,376.0
1993	2,896,353	9,750.0	8,657.0	18,407.0
1994	2,897,005	9,200.0	11,059.2	20,259.2
1995	2,469,789	9,621.0	6,260.0	15,881.0
1996	2,293,709	6,272.0	8,712.0	14,984.0
1997	2,374,515	2,250.0	8,916.0	11,166.0
1998	2,214,639	0.0	9,051.9	9,051.9
1999	2,176,688	0.0	10,404.4	10,404.4
2000	2,392,042	0.0	14,215.0	14,215.0
Total	26,400,161	49,818.0	126,027	175,845.2

NOTE: Dollars in thousands

TAB 5

Rail Activity Staffing

Central Rail Office	11
South Florida Rail Office	7
Statewide Rail Safety Inspectors	7
Rail Coordinators	7.85
Total Rail	32.85

NOTE: The ZBB submittal reported 36.6 positions for the Rail Office. This was due to having to prorate PT management and growth management postions across the rail, transit, aviation, intermodal, TOP and seaport activities. The above provides actual rail staffing only.

TAB 6

FDOT County Transportation Programs
Project Listing
Fiscal Year 2001/2002

Dist	Fund	Estimated	County	Description
1	CIGP	$3,125,000	Lee	US 41 Bus from Marianna Ave to Littleton Rd
1	CIGP	$1,850,000	Sarasota	SR 789 at St. Armands Circle
1	CIGP	$5,915,000	Collier	Livingston Rd from Pine Ridge Rd to Immokalee Rd
1	CIGP	$1,380,000	Polk	SR 539 (Kathleen Rd) at I-4
1	CIGP	$380,000	Sarasota	US 41 at Jacaranda Blvd
1	CIGP	$980,000	Sarasota	Cattleman Rd from south of Bahia Vista St to north of Colonial Oaks Blvd
1	SCOP	$1,198,875	Charlotte	CR 74 from SR 31 to Glades County Line
1	SCOP	$1,860,000	Okeechobee	Dark Hammock Rd from US 441 to SR 70
1	LF	$620,000	Okeechobee	Dark Hammock Rd from US 441 to SR 71
1	SCOP	$1,185,000	Hardee	CR 64A (West Main St from SR 64 to Oak Ave
1	LF	$395,000	Hardee	CR 64A (West Main St from SR 64 to Oak Ave

NOTE:CIGP is County Incentive Grant Program
SCOP is Small County Outreach Program
LF is local funds (match)

FDOT County Transportation Programs
Project Listing
Fiscal Year 2001/2002

Dist	Fund	Estimated	County	Description
2	CIGP	$1,330,000	Clay	CR 218 from Hibiscus Rd to SR 21
2	CIGP	$2,151,600	Duval	US 1/Main St from 1st St to 12th St
2	CIGP	$200,000	St. Johns	SR 16 from west of I-95 to SR 5/US 1
2	CIGP	$3,792,146	Alachua	SW 62ND BLVD
2	CIGP	$210,000	Duval	Collins Rd from Rampart Rd to SR 21
2	CIGP	$875,000	Duval	Collins Rd from Rampart Rd to SR 22
2	CIGP	$2,765,000	Duval	Collins Rd from Rampart Rd to SR 23
2	CIGP	$2,590,000	Suwannee	Power Line Rd from CR 795 to SR 51/US 129
2	CIGP	$410,000	Suwannee	Power Line Rd from CR 795 to SR 51/US 130
2	CIGP	$240,000	Duval	I-295 at St. Augustine Rd
2	CIGP	$264,000	Duval	I-295 at St. Augustine Rd
2	SCOP	$543,375	Columbia	CR 25A from SR 47 to SR 25
2	SCOP	$948,750	Dixi	Chavous Rd from US 19 to SR 349
2	SCOP	$1,811,250	Levy	CR 335 from Alt 27 to SR 121
2	CIGP	$217,525	Levy	CR 464 from SR 41 East to Marion County Line
2	SCOP	$737,438	Madison	CR 254 from SR 145 to CR 150
2	SCOP	$1,035,000	Putnam	Old Highway 17
2	SCOP	$1,897,500	Putnam	CR 20A from SR 20 to SR 20
2	SCOP	$414,000	Union	CR 241 from Alachua County Line to SR 238
2	SCOP	$491,625	Clay	CR 15A from SR 17 to County Line
2	SCOP	$948,750	Nassau	Griffin Rd from SR 200 to CR 121A
2	SCOP	$375,188	Nassau	14TH St from Lime St to Atlantic Ave
2	SCOP	$241,500	St. Johns	CR 210 from Palm Valley Bridge to Mickler Rd
2	SCOP	$5,433,750	Taylor	CR 361 from US 19/SR 55 to Steinhatchee
2	SCOP	$1,207,500	Taylor	CR 14 from US 19/SR 20 to US 221 in Shady Grove
2	CIGP	$3,570,686	Duval	Cecil Commerce at SR 228 and SR 134
2	CIGP	$350,000	Duval	Old Middleburg Rd from Brana Field Rd to SR 134
2	CIGP	$227,500	Duval	Old Middleburg Rd from Brana Field Rd to SR 135

NOTE:CIGP is County Incentive Grant Program
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FDOT County Transportation Programs
Project Listing
Fiscal Year 2001/2002

Dist	Fund	Estimated	County	Description
3	CIGP	$2,500,000	Leon	SR 61 from Rivers Rd to SR 363/Four Points
3	LF	$2,500,000	Leon	SR 61 from Rivers Rd to SR 363/Four Points
3	SCOP	$727,734	Gadsden	Realignment of CR 65 from CR 65 to C & E Farm Rd
3	SCOP	$1,217,275	Santa Rosa	CR 191/Munson Hwy from CR 87A to SR 4
3	SCOP	$634,783	Santa Rosa	CR 197/Chumuckla Hwy from CR 184/Quinette Hwy to CR 182/Allentown Rd
3	SCOP	$569,961	Walton	CR 2 from SR 83 to Holmes County Line
3	SCOP	$771,048	Walton	CR 2 from SR 187/US331 to SR 83
3	SCOP	$483,111	Washington	CR 279/Moss Hill Rd from SR 79 to Sylvania Rd
3	SCOP	$344,926	Washington	CR 276A/Clayton Rd from SR 77 to SR 277
3	CIGP	$528,799	Santa Rosa	SR 30 (US 98) and Shoreline/Daniel Dr Intersection Improvements
3	CIGP	$19,250	Escambia	Ruby Ave at SR 295 Fairfield Dr Intersection
3	CIGP	$24,500	Escambia	Tippen Ave at SR 289/Ninth Ave Intersection
3	CIGP	$560,000	Okaloosa	Hurlburt Field Rd from Lewis Turner Blvd to MLK Jr Blvd
3	CIGP	$945,000	Okaloosa	John King Rd Bypass
3	CIGP	$1,662,500	Okaloosa	Airport/Poverty Rd from SR 85 to CR 393
3	CIGP	$240,467	Walton	Church St at Churchill and Chat Holley Rds
3	CIGP	$259,973	Gulf	CR 5 from SR 22 to Stonemill Creek Rd
3	CIGP	$420,000	Okaloosa	Henderson Beach Rd from Two Trees Rd to Airport Rd
3	CIGP	$430,000	Leon	SR 61 (US 27) Monroe St Corridor Management Study
3	CIGP	$875,000	Okaloosa	CR 393 from SR 10/US 90 to SR 85 North
3	CIGP	$75,000	Okaloosa	SR 188 Racetrack Rd at Mooney Rd Intersection
4	CIGP	$4,550,000	Broward	Eller Dr/ICTF Overpass
4	CIGP	$1,982,750	Indian River	CR-512/Fellsmere Rd from I-95 to Roseland Rd
4	CIGP	$3,570,000	Palm Beach	SR-704/Okeechobee Blvd from SR 7/US 441 to Turnpike
4	CIGP	$3,885,000	Palm Beach	Burns Rd from Military Trail to Property Farms Rd
4	CIGP	$1,015,000	Palm Beach	SR 807/Congress Ave from Malaleuca Lane to Lake Worth Rd
4	CIGP	$4,700,000	Palm Beach	SR 804/Boynton Beach to SR 7/US 441 to Turnpike
4	CIGP	$192,500	Broward	Eller Dr Intermodal Staging Area
4	CIGP	$2,210,000	Broward	Wiles Rd from Lyons Rd to SR 845/Powerline Rd
4	CIGP	$1,489,250	Broward	Pine Island Rd from Stirling Rd to Sheridan St
4	CIGP	$3,337,600	Broward	Pine Island Rd from Oakland Park Blvd to Commercial Blvd
4	CIGP	$5,600,000	Broward	Hiatus Rd from Broward Blvd to Oakland Park Blvd
4	CIGP	$262,500	Broward	Port Everglades Dockside Transit Enhancement
4	SCOP	$83,263	Indian River	Oslo Rd/CR 609 from 20th Ave to Timber Ridge
4	SCOP	$590,813	Indian River	CR 512/Fellsmere Rd from SR 60 to Fellsmere Farms
4	SCOP	$194,477	Martin	Salerna Rd from SR 76 to US 1

NOTE:CIGP is County Incentive Grant Program
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FDOT County Transportation Programs
Project Listing
Fiscal Year 2001/2002

Dist	Fund	Estimated	County	Description
5	CIGP	$350,000	Lake	CR 470 from SR 91 to SR 25/US 27
5	CIGP	$4,165,000	Marion	SE 31st St Phase II from SW 27th Ave to SR 500/US 441
5	CIGP	$1,356,250	Marion	SE 31st St Phase 1-B from SR 500/US 441 to Lake Weir Ave
5	CIGP	$1,247,391	Osceola	Boggy Creek Realignment from SR 500/US 192 to SR 91/Turnpike
5	CIGP	$3,361,613	Orange	Old Winter Garden Rd from SR 50 to Apopka-Vineland Rd
5	CIGP	$2,306,500	Orange	All American Blvd from Edgewater Dr to Kennedy Blvd
5	CIGP	$1,330,000	Orange	Kennedy Blvd from Forest City Rd to Wymore Rd
5	CIGP	$675,000	Orange	SR 414 at SR 15/600 US 17/92 Off ramp Construction
5	CIGP	$1,685,446	Orange	Stoneybrook West Parkway from CR 545/Hartwoodmarsh to Winermere Rd
5	CIGP	$129,500	Orange	Edgewater Dr from Clarcona-Ocoee Rd to Begg Rd
5	CIGP	$5,950,000	Seminole	Silver Lake Dr from Airport Entrance to SR 46
5	CIGP	$617,750	Volusia	CR 92 from SR 15A to Existing 4-lane Section
5	CIGP	$757,750	Volusia	Veterans Memorial Parkway from Graves Ave to SR 472
5	CIGP	$213,500	Volusia	Saxon Blvd from SR 15/600 US 17/92 to Existing 4-lane Section
5	CIGP	$1,165,000	Volusia	SR 600 US 92 Pedestrian Overpass at Daytona International Speedway
5	SCOP	$2,028,600	Sumter	CR 468 from SR 35/US 301 to SR 44
6	CIGP	$3,000,000	Miami-Dade	Countywide Traffic Signal Upgrade
6	CIGP	$70,282	Miami-Dade	R.U.S.H.-Resourceful Use of Streets and Highways
6	CIGP	$2,968,000	Miami-Dade	S.W. 137th Ave from SW 8th St to NW 12th St
6	CIGP	$2,303,000	Miami-Dade	S.W. 137th Ave from SW 8th St to NW 12th St
6	CIGP	$37,000	Miami-Dade	SR 968/Flagler St from Miami River to US 1/Biscayne Blvd
6	CIGP	$370,000	Miami-Dade	SR 968/Flagler St from Miami River to US 1/Biscayne Blvd
6	CIGP	$1,000,000	Monroe	Florida Keys Overseas Heritage Trail
6	CIGP	$527,975	Monroe	Florida Keys Overseas Heritage Trail
6	CIGP	$1,295,000	Miami-Dade	NE Terminal Transit Hub
6	CIGP	$1,211,000	Miami-Dade	Flagler Marketplace Multimodal Facility
6	CIGP	$1,522,500	Miami-Dade	NW 74 St from NW 84 Ave to SR 826 and NW 79 St from NW 74 St to Okeechobee Rd
6	CIGP	$805,000	Miami-Dade	West 60th St from West 28th Ave to SR 826/Palmetto Expressway
6	CIGP	$1,260,000	Miami-Dade	SW 24 St/Coral Way from SW 87th Ave to SW 77th Ave
6	CIGP	$1,155,000	Miami-Dade	N.W. 87th Ave from NW 138th St to NW 154th St
6	CIGP	$1,155,000	Miami-Dade	S.W. 117th Ave from SW 184th St to SW 152nd St
6	CIGP	$1,000,000	Miami-Dade	MDTA/South Miamie-Dade Busway Bus Purchase
6	SCOP	$3,227,475	Monroe	CR 905 from SR 5/US 1 to Ocean Reef
6	SCOP	$1,467,113	Monroe	CR 905A/Card Sound Rd from CR 905 to Miami-Dade County Line
6	CIGP	$133,918	Monroe	Village of Islamorada Plantation Key and Upper Matecumbe Bikepaths
6	CIGP	$6,600,000	Miami-Dade	MDTA/South Miamie-Dade Busway Bus Purchase
6	CIGP	$125,000	Miami-Dade	SR 907/Alton Rd from 5th St to 16th St

NOTE:CIGP is County Incentive Grant Program
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LF is local funds (match)

FDOT County Transportation Programs
Project Listing
Fiscal Year 2001/2002

Dist	Fund	Estimated	County	Description
7	CIGP	$2,000,000	Hillsborough	CR 585A/40th St from S of Hillsborough Ave to Fowler Ave/SR 582
7	CIGP	$4,050,000	Hillsborough	I-4 (SR 400) Selmon Expressway Connector
7	CIGP	$4,000,000	Hillsborough	I-4 (SR 400) Selmon Expressway Connector
7	CIGP	$3,500,000	Pinellas	CR 1/Keene Rd from Druid St to Sunset Point
7	CIGP	$2,700,000	Pinellas	CR 501/Belcher Rd from Alderman Rd to Klosterman Rd
7	CIGP	$525,000	Pinellas	Nebraska Ave from Alt US 19 to US 19
7	CIGP	$290,000	Pinellas	McMullen Booth Rd at SR 590
7	CIGP	$2,655,235	Pasco	SR 54 from Magnolia Dr to Oakley Dr
7	CIGP	$1,400,000	Pinellas	Pinellas County Signal System Replacement
7	CIGP	$2,100,000	Pinellas	Pinellas County ITS Communication Line Signal System
7	CIGP	$283,290	Pasco	Livingston Ave at County Line Rd
7	CIGP	$71,500	Hillsborough	Causeway Blvd at Falkenburg Rd
7	CIGP	$301,717	Pasco	Little Rd from SR 52 to Fivay Rd
7	CIGP	$420,000	Hillsborough	CR 581/Bruce B Downs Blvd Northbound Lane Extension I-75 off ramp
7	CIGP	$329,065	Hillsborough	Intermodal Port Signing Countywide (Various)

NOTE:CIGP is County Incentive Grant Program
SCOP is Small County Outreach Program
LF is local funds (match)