

# Agency Sunset Review of the Fish and Wildlife Conservation Commission

---

*Report Number 2008-211*

February 2008

**Prepared for**

The Florida Senate

*Prepared by*

Committee on Environmental Preservation and Conservation



<b>SUMMARY.....</b>	<b>5</b>
<b>BACKGROUND.....</b>	<b>7</b>
<b>EVALUATION METHOD.....</b>	<b>8</b>
<b>AGENCY REVIEW .....</b>	<b>10</b>
<i>Agency Overview .....</i>	<i>11</i>
<i>Agency Mission .....</i>	<i>11</i>
<i>Agency Funding.....</i>	<i>11</i>
<i>Agency Objectives .....</i>	<i>12</i>
<i>Federal Intervention or Loss of Federal Funding.....</i>	<i>13</i>
<i>Potential Impacts to Public Health, Safety, and Welfare .....</i>	<i>13</i>
<i>Duplication of Programs .....</i>	<i>14</i>
<i>Agency Efficiency .....</i>	<i>14</i>
<i>Agency Performance.....</i>	<i>15</i>
<b>Program Reviews.....</b>	<b>17</b>
<i>Program: Executive Direction and Administrative Services .....</i>	<i>18</i>
<i>Program: Law Enforcement .....</i>	<i>24</i>
<i>Program: Wildlife: Hunting and Game Management.....</i>	<i>32</i>
<i>Program: Habitat and Species Conservation .....</i>	<i>36</i>
<i>Program: Freshwater Fisheries Management .....</i>	<i>42</i>
<i>Program: Marine Fisheries Management .....</i>	<i>46</i>
<i>Program: Research – Fish and Wildlife Research Institute.....</i>	<i>51</i>
<b>ADVISORY COUNCILS AND COMMITTEES REVIEW.....</b>	<b>58</b>
<i>Advisory Committees Established in Statute.....</i>	<i>59</i>
<i>Advisory Committees Established by Managerial Initiative .....</i>	<i>63</i>
<b>Conclusions and Summary of Recommendations .....</b>	<b>69</b>
<b>Appendix A – Florida Government Accountability Act .....</b>	<b>73</b>
<b>Appendix B - FWC Organizational Chart .....</b>	<b>83</b>
<b>Appendix C: OPPAGA FWC Sunset Review .....</b>	<b>85</b>
<b>Appendix D: Statutory Objectives for Programs and Activities.....</b>	<b>90</b>
<i>Executive Direction and Administrative Support Services.....</i>	<i>91</i>
<i>Habitat and Species Conservation .....</i>	<i>105</i>
<i>Hunting and Game Management .....</i>	<i>114</i>
<i>Freshwater Fisheries Management .....</i>	<i>117</i>
<i>Marine Fisheries Management .....</i>	<i>119</i>
<i>Fish and Wildlife Research Institute .....</i>	<i>124</i>
<i>Law Enforcement .....</i>	<i>132</i>
<b>Appendix E: Failure in Meeting Approved Standards .....</b>	<b>142</b>
<b>Appendix F: Trust Funds .....</b>	<b>153</b>
<i>ADMINISTRATIVE TRUST FUND (ATF).....</i>	<i>154</i>
<i>CONSERVATION AND RECREATIONAL LANDS PROGRAM TRUST FUND (CARLTF).....</i>	<i>154</i>
<i>DEDICATED LICENSE TRUST FUND (DLTF).....</i>	<i>154</i>
<i>FEDERAL GRANTS TRUST FUND (FGTF) .....</i>	<i>154</i>
<i>FLORIDA FOREVER PROGRAM TRUST FUND (FFTF) .....</i>	<i>155</i>
<i>FLORIDA PANTHER RESEARCH &amp; MANAGEMENT TRUST FUND (FPRMTF).....</i>	<i>155</i>
<i>GRANTS AND DONATIONS TRUST FUND (GDTF) .....</i>	<i>155</i>
<i>LAND ACQUISITION TRUST FUND (LATF) .....</i>	<i>156</i>
<i>LIFETIME FISH AND WILDLIFE TRUST FUND (LFWTF) .....</i>	<i>156</i>

<i>MARINE RESOURCES CONSERVATION TRUST FUND (MRCTF)</i> .....	156
<i>NONGAME WILDLIFE TRUST FUND (NGTF)</i> .....	157
<i>SAVE THE MANATEE TRUST FUND (STMTF)</i> .....	157
<i>STATE GAME TRUST FUND (SGTF)</i> .....	157

## ***SUMMARY***

In 1999, legislation implementing Constitutional Amendment Five, which was approved by voters in 1998, created the Florida Fish and Wildlife Conservation Commission (FWC or commission). The commission is a combination of the former Game and Fresh Water Fish Commission, Marine Fisheries Commission, and elements of the Florida Department of Environmental Protection, including the former Florida Marine Patrol. Under Article IV, Section 9, Florida Constitution, the commission is granted authority to exercise the regulatory and executive powers of the state with respect to wild animal life, fresh water aquatic life, and marine life. The Legislature may enact laws that aid the commission in its exercise of regulatory functions and executive powers in the areas of planning, budgeting, personnel management, and purchasing. The Legislature may also appropriate revenues derived from the sale of licenses to the commission for the purpose of management, protection, and conservation of wild animal life, fresh water aquatic life, and marine life.

The purpose of this review is not directed at the commission's constitutional authority but rather how well the agency's programs are meeting statutory objectives. As part of the review, the agency was asked to provide detailed information and responses to the following questions:

- What is the mission of the agency and each program budget entity;
- Provide detailed funding and budget information for the previous three fiscal years for the agency and each program budget entity;
- Provide a list of each funding source;
- What are the agency objectives and give a stated response as to how it is meeting those objectives;
- What is the potential for federal intervention or a loss of federal funding if the agency, program, or activities were abolished;
- What are the potential impacts to public health, safety, and welfare if the agency, program, or activity were abolished;
- Is there potential for duplication of efforts, either internally or externally, of any program or activity;
- What efforts is the agency making to promote efficiency or cost-saving measures within the agency, program, or activity; and
- What performance measures is the agency using that effectively or ineffectively measure agency, program, or activities.

In 2004, the commission was substantially restructured under SB 2820<sup>1</sup> which reorganized and reprioritized the agency's functions into seven program areas<sup>2</sup>. Each of the commission's seven programs provided responses to the questions listed above.

Since the creation of the Commission on 1999, its reliance on general revenue has steadily increased to 24 percent of the overall agency budget in fiscal year 2006 – 2007. In order for

---

<sup>1</sup> Chapter 20.331, Florida Statutes.

<sup>2</sup> The seven FWC programs identified as budget entities are the Office of Executive Direction and Administrative Services, the Division of Law Enforcement, the Division of Wildlife, the Division of Habitat and Species Conservation, the Division of Freshwater Fisheries, the Division of Marine Fisheries, and the Fish and Wildlife Research Institute.

the agency to become less reliant on this state subsidy, adjustments need to be made in how revenues are generated in trust funds and through the sales of permits and license fees.

Although the majority of findings indicate the agency is meeting statutory goals established for each program or activity, the potential exists for greater efficiency through outsourcing of select activities. There is also an indication that several of the advisory boards, created to assist agency staff with management and policy recommendations to the commission, are outdated and no longer serve their stated purpose.

***Recommendation #1: The Legislature should continue the statutory programs that support the FWC's Constitutional duties.***

***Recommendation #2: The Legislature should consider evaluating and increasing fees directed to the FWC to lessen the agencies reliance on general revenue.***

***Recommendation #3: The Legislature should consider establishing a consumer pricing index on hunting and fishing licenses that allow them to adjust for inflation over time.***

***Recommendation #4: The Legislature should consider directing OPPAGA to review and compare FWC's public relations and outreach staffing levels in its Executive Direction and Administrative Services program to an agency of similar makeup and size (e.g., The Public Service Commission) to determine whether any efficiencies can be achieved through restructuring or downsizing.***

***Recommendation #5: The Legislature should consider directing the commission to complete its 5-year "Air Station" conceptual plan aimed at improving aircraft operations, submit the plan to the Legislature for the 2008 session, and include specific efficiencies that would result in the implementation of the plan.***

***Recommendation #6: The Legislature should consider directing the FWC to report to the Legislature, for the 2008 Session, its recommendations for additional outsourcing of land management activities that are estimated to be cost effective.***

***Recommendation #7: The Legislature should consider reviewing the State's land management policies to identify any potential cost benefit or efficiency gain from redirecting land management activities to one agency currently tasked with such activities, or creating a new entity tasked with the acquisition, restoration, and management of state owned lands.***

***Recommendation #8: The Legislature should consider directing OPPAGA to review the outreach and education activities of the Freshwater Fisheries and Marine Management programs to determine if there is any duplication of effort with other state agencies, or if any efficiencies can be achieved through restructuring or combining programs.***

***Recommendation #9: The Legislature should consider directing the commission to conduct a cost benefit analysis of outsourcing certain Fish and Wildlife Research Institute activities, such as GIS technical support, and report to the Legislature for the 2008 Session.***

***Recommendation #10: Abolish the Nongame Wildlife Advisory Council.***

***Recommendation #11: Abolish the Florida Panther Technical Advisory Council.***

***Recommendation #12: Retain the Land Management Advisory Groups.***

***Recommendation #13: Retain the Boating Advisory Council.***

***Recommendation #14: Abolish the Waterfowl Advisory Council.***

***Recommendation #15: Establish guidelines for the creation of Advisory Boards under managerial initiative.***

## **BACKGROUND**

Sections 11.901-920, F.S., are known as the Florida Government Accountability Act. Under this act, most state agencies and their respective advisory committees are subject to a "sunset" review process to determine whether the agency should be retained, modified or abolished.

Reviews are accomplished in three steps. First, an agency under review must produce a report providing specific information, as enumerated in s. 11.906, F.S., related to:

- Agency performance measures;
- The agency complaint process;
- Public participation in making agency rules and decisions;
- Compliance with state purchasing goals and programs for specified businesses;
- Compliance with statutory objectives for each program and activity;
- Program overlap or duplication with other agencies;
- Less restrictive or alternative methods of service delivery;
- Agency actions to correct deficiencies and implement recommendations of legislative and federal audit entities;
- Potential conflicts of interest of its employees;<sup>3</sup>
- Compliance with public records and public meetings requirements;
- Alternative program delivery options, such as privatization, outsourcing, or insourcing;
- Agency recommendations to improve program operations, reduce costs, or reduce duplication;
- The effect of federal intervention or loss of federal funds if the agency, program, or activity is abolished;
- Agency advisory committees;
- Agency programs or functions that are performed without specific statutory authority; and
- Other information requested by the Legislature.

---

<sup>3</sup> This provision was deleted by s. 1 of ch. 2007-161, L.O.F., and replaced with a requirement that the agency identify "the process by which an agency actively measures quality and efficiency of services it provides to the public."

Upon receipt of the agency information, the Joint Legislative Sunset Committee and the House and Senate committees assigned to act as sunset review committees<sup>4</sup> must review the information submitted and may request studies by the Office of Program Policy Analysis and Government Accountability (OPPAGA).

Based on the agency submissions, the OPPAGA studies and public input, the Joint Legislative Sunset Committee and the legislative sunset review committees will:

- Make recommendations on the abolition, continuation, or reorganization of each state agency and its advisory committees and on the need for the performance of the functions of the agency and its advisory committees; and
- Make recommendations on the consolidation, transfer, or reorganization of programs within state agencies not under review when the programs duplicate functions performed in agencies under review.

In addition, the House and Senate sunset review committees must propose legislation necessary to carry out the committees' recommendations.

An agency subject to review is scheduled to be abolished on June 30 following the date of review as specified in s. 11.905, F.S., provided the Legislature finds that all state laws the agency had responsibility to implement or enforce have been repealed, revised, or reassigned to another remaining agency and that adequate provision has been made to transfer certain duties and obligations to a successor agency. If an agency is not abolished, continued, or reorganized, the agency shall continue to be subject to annual sunset review by the Legislature.

→ *Committee specific insert:*

The Senate Committee on Environmental Preservation and Conservation is the primary sunset review committee for reviews of the Florida Fish and Wildlife Conservation Commission. The Senate General Government Appropriations Committee is assisting in this review.

## ***EVALUATION METHOD***

Based upon statutory directives and a review of previous sunset reports, staff of the Senate has developed the following guidelines to be used in reviewing the agencies, their programs, and their advisory committees. Guidelines for agency and program review include:

- What is the mission of the agency?
- Why is the agency performing this mission?
- How are the programs of the agency funded?
- What would be the impact to public health, safety and welfare should the programs be eliminated or modified?

---

<sup>4</sup> Senate Committees include: Agriculture, Commerce, Environmental Preservation and Conservation, and Transportation, together with their respective Appropriations Committee.



- What duplication of programs exists within the agency or by other agencies or governments?
- Can these agency programs be provided more efficiently?
- Are there management tools in place to appropriately measure program performance?

Guidelines for review of Agency Advisory Councils and Committees include:

- Was the agency advisory committee created to resolve a problem or provide a service? If so, has the problem been solved or the service provided?
- Would there be an adverse effect on the agency or the public if the advisory body were abolished?
- Is the advisory body representative of the public and stakeholders impacted by its actions?

In order to properly evaluate the questions detailed above and support the findings and recommendations, staff would evaluate numerous sources including:

- Agency submissions to the Legislature, as specified in s. 11.906, F.S.;
- OPPAGA reviews;
- Independent reviews;
- Public hearings;
- Joint Committee reports;
- Appropriations data; and
- Other sources as deemed relevant.

## ***AGENCY REVIEW***

## Agency Overview

### Agency Mission

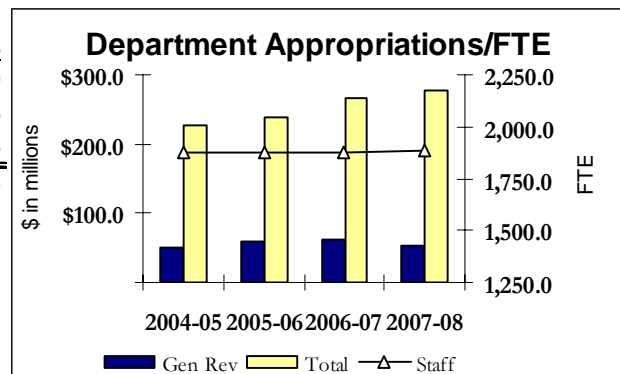
*“The primary mission of the Florida Fish and Wildlife Conservation Commission is to manage fish and wildlife resources for their long-term well-being and for the benefit of the people. The overarching goal of the agency is to provide for healthy resources and satisfied customers.”<sup>5</sup>*

The Fish and Wildlife Conservation Commission (FWC or Commission) is responsible for regulating, managing, and protecting the state’s fish and wildlife resources. The commission is governed by a board of seven members who are appointed by the Governor and confirmed by the Florida Senate to five-year terms.

In 1999, legislation implementing Constitutional Amendment Five, which was approved by voters in 1998, created the commission<sup>6</sup>. The commission is a combination of the former Game and Fresh Water Fish Commission, Marine Fisheries Commission, and elements of the Florida Department of Environmental Protection, including the former Florida Marine Patrol.

### Agency Funding

	\$ in millions			
	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08
Gen Rev	\$51.3	\$58.1	\$63.0	\$51.9
Fed TF's	\$27.4	\$34.7	\$46.0	\$50.3
Other TF's	\$147.1	\$146.0	\$157.2	\$174.3
<b>Total</b>	<b>\$225.8</b>	<b>\$238.9</b>	<b>\$266.2</b>	<b>\$276.5</b>
 <b>Staff</b>	 1,871.5	 1,872.5	 1,875.5	 1,883.5



In fiscal year 2006 – 2007, approximately 24 percent of the entire agency budget was derived from general revenue. The remainder of the budget (76 percent) was derived from a combination of state and federal trust fund disbursements. Of the 76 percent, 13 percent of the funds came from the sale of commercial and recreational hunting and fishing licenses. The Legislature took a step, during the 2007 session, to relieve some of the Commission’s reliance on general revenue by passing legislation that raised certain hunting and fishing license fees, many of which had not been raised since 1929<sup>7</sup>. Although revenue data from the increase in fees is not yet available, the Commission anticipates an approximate 5% decline in overall agency reliance on general revenue in fiscal year 2007 – 2008.

Of the agency’s \$51.9 million dollars that are provided by general revenue, 97 percent (\$50.4 million) is dispersed in two programs, Law Enforcement and Research. Law Enforcement

<sup>5</sup> Agency mission and goal provided by the FWC in the 2006 – 2007 Sunset Review Questionnaire.

<sup>6</sup> Chapter 99-245, Laws of Florida.

<sup>7</sup> HB 7173 passed amending Section 372.57, Florida Statutes.

receives a majority of the funds (\$40.7 million), which makes up about 42 percent of that programs entire budget. Research, which receives approximately \$9.7 million (19 percent of total program budget) from general revenue, is heavily reliant on trust funds, and federal and private grants and donations. Federal grants provide approximately \$11.9 million, and trust funds provide approximately \$29.4 million that together provide approximately 81 percent of the funding for Research.

## Agency Objectives

### **Objective 1: To provide for an increasing or stable fish and wildlife population.**

Outcome 1A: Percent of critical habitat protected through land acquisition, lease or management contract.

<b>Fiscal Year 1999 – 2000</b>	<b>Fiscal Year 2006 – 2007</b>	<b>Fiscal Year 2007 – 2008</b>
<b>Baseline Data</b>	<b>Actual Data</b>	<b>Target</b>
<b>38%</b>	<b>44.7%</b>	<b>44%</b>

Outcome 1B: Percent of wildlife species that are increasing or stable.

<b>Fiscal Year 1999 – 2000</b>	<b>Fiscal Year 2006 – 2007</b>	<b>Fiscal Year 2007 – 2008</b>
<b>Baseline Data</b>	<b>Actual Data</b>	<b>Target</b>
<b>48.7%</b>	<b>48.7%</b>	<b>48.7%</b>

Outcome 1C: Percent of marine fishery stocks that are increasing or stable.

<b>Fiscal Year 1999 – 2000</b>	<b>Fiscal Year 2006 – 2007</b>	<b>Fiscal Year 2007 – 2008</b>
<b>Baseline Data</b>	<b>Actual Data</b>	<b>Target</b>
<b>80%</b>	<b>73%</b>	<b>80%</b>

The agency has re-examined how they calculate the percentage of increasing and stable species or species groups. This has resulted in a lower than expected percentage of stable species. The agency indicates that the target value of 80% may be too high and is considering a more appropriate value of 75%<sup>8</sup>.

Outcome 1D: Number of public contacts by law enforcement.

<b>Fiscal Year 1999 – 2000</b>	<b>Fiscal Year 2006 – 2007</b>	<b>Fiscal Year 2007 – 2008</b>
<b>Baseline Data</b>	<b>Actual Data</b>	<b>Target</b>
<b>973,920</b>	<b>1,168,782</b>	<b>1,223,457</b>

The 2006 – 2007 actual data was 4% below the 1,223,457 target value for that fiscal year. The agency indicates this was due to vacancies in sworn officer positions during the reporting period.

Outcome 1E: Percent of research projects that provide management recommendations or support management actions.

<b>Fiscal Year 1999 – 2000</b>	<b>Fiscal Year 2006 – 2007</b>	<b>Fiscal Year 2007 – 2008</b>
<b>Baseline Data</b>	<b>Actual Data</b>	<b>Target</b>
<b>100%</b>	<b>100%</b>	<b>100%</b>

---

<sup>8</sup> Percentage reevaluation data obtained from the Fish and Wildlife Research Institute Status and Trends Report.

**Objective 2A: To increase the number of customers and continue to provide customer satisfaction.**

Outcome 2A: Percent change in licenses and permits issued.

<b>Fiscal Year 1999 – 2000</b>	<b>Fiscal Year 2006 – 2007</b>	<b>Fiscal Year 2007 – 2008</b>
<b>Baseline Data</b>	<b>Actual Data</b>	<b>Target</b>
<b>1.23%</b>	<b>-0.02%</b>	<b>-1.92%</b>

The agency indicates that the downward trend in license and permit issuance was due largely to the reduction in commercial saltwater trap tags. The commercial reduction can be attributed to the agencies spiny lobster<sup>9</sup> and stone crab<sup>10</sup> trap reduction programs but may also be impacted by weather and economic conditions. Additional reduction targets for fiscal year 2007 – 2008 were based on similar reduction estimates evaluated by the commission in fiscal year 2004 – 2005. The agency anticipates, however, there may be an increase in licenses sold in 2007 – 2008 due to the establishment of the blue crab program<sup>11</sup> in 2007.

Outcome 2B: Percent change in the number of written information and education materials provided to citizens.

<b>Fiscal Year 1999 – 2000</b>	<b>Fiscal Year 2006 – 2007</b>	<b>Fiscal Year 2007 – 2008</b>
<b>Baseline Data</b>	<b>Actual Data</b>	<b>Target</b>
<b>0%</b>	<b>2%</b>	<b>2%</b>

### **Federal Intervention or Loss of Federal Funding**

The loss of federal funding or the need for federal intervention is predicated on the assumption that the abolition of the agency would also include the abolition of all its programs and activities. As such, federal intervention would vary on a program-by-program or activity-by-activity basis. Program specific intervention will be discussed in each of the program areas.

The agency, however, received approximately \$35 million of federal grant funding for FY 2006-07 to conduct a variety of activities related to the agency's mission and responsibilities. Most of the funding is annually available. To the extent federally funded activities were discontinued, the state would expect to lose at least some of the federal funding, on a program-by-program basis, currently made available for specified activities. In those cases where federal funds can be redirected to other qualifying programs, such redirection would be possible only to the extent that other qualifying programs remain elsewhere in state government.

### **Potential Impacts to Public Health, Safety, and Welfare**

The multi-billion dollar hunting, fishing, wildlife viewing and boating industries would potentially suffer economic losses if the agency was abolished. Through its research and management activities, the agency assures Florida's fish and wildlife resources remain diverse and capable of sustaining public recreational and commercial pressure. Without this oversight, wildlife and fishery populations could

---

<sup>9</sup> s. 370.13, Florida Statutes.

<sup>10</sup> s.370.14, Florida Statutes.

<sup>11</sup> Established in 2007 pursuant to s.370.135, Florida Statutes.

decline or fail, leading in turn to failure of the industries that rely upon them. Some rulemaking authority, presumably at the federal or local level, would have to assume responsibility for current FWC rules and their enforcement. Another land management agency would have to assume responsibility for state lands for which FWC is currently the lead agency.

With regard to migratory bird hunting, federal law requires that the state fish and wildlife agency must codify federal regulatory frameworks for season structure and bag limits. If the agency were abolished, there would be no state entity to codify and enforce these federal regulations which would effectively eliminate the opportunity for citizens to participate in migratory bird hunting. This would have a significant impact on local governments, the private sector, and citizens who depend upon or participate in migratory bird hunting, including popular hunting activities like waterfowl and dove hunting.

Impacts resulting from the abolishment of individual programs or activities are discussed under the affected program.

### **Duplication of Programs**

By design, the FWC is structured organizationally to avoid overlapping responsibilities among its divisions and offices. The 2004 Restructure of FWC established divisions and offices based on functions such that each has unique, complementary and non-overlapping roles and responsibilities<sup>12</sup>. Identification of any duplication of programs, whether internally to or externally of the agency, will be discussed under the affected program.

### **Agency Efficiency**

As a result of the 2004 Restructure of the agency and subsequent Agency Strategic Plan<sup>13</sup>, the FWC has undertaken a fundamental new direction in which it will articulate the desire to be less restrictive while providing alternative and more cost effective services. These include:

- Seeking first to influence others rather than regulating them.
  - This principle moves FWC from a role of regulating people's actions as a means to conserve fish and wildlife to a mode of dialogue about the ends and seeking to have people voluntarily pursue conservation actions. The agency believes people act better when motivated of their own volition rather than by threat of punitive action by the state. The FWC will first seek to influence others to act in a conservation mode, while still retaining the ability to use regulation when needed.
  - Part of FWC's responsibility is to promulgate and enforce rules relating to the state's fish and wildlife resources. As a part of the agency rule-making process, agency staff is required to consider alternatives to rule making. Options that may be pursued include:

---

<sup>12</sup> In 2004, the Legislature passed SB 2820, Chapter 20.331, Florida Statutes, reorganizing the agency in an effort to align and integrate similar functions within the agency, flatten the agency's organizational structure, and improve agency efficiency.

<sup>13</sup> *Florida Fish and Wildlife Conservation Commission Strategic Plan*, January 2007, available at [http://myfwc.com/about/strategic\\_plan/Finalstrategicplan.pdf](http://myfwc.com/about/strategic_plan/Finalstrategicplan.pdf)

education, increased or enhanced enforcement of existing rules, changes in guidelines or policies, management changes, conflict resolution with stakeholders, partnerships, incentives, and influencing other agencies.

- Initiating partnerships as a means of addressing large resource issues.
  - This leads to leveraging agency resources with those of others to accomplish shared goals. Many public and private sector organizations also pursue conservation, and the agency believes that by pooling efforts and resources they can achieve greater results.
- Seeking continual improvement.
  - In general, the FWC is driven to pursue systematic review and improvement of agency processes. By using process improvement teams, trained staff, and contracted vendors, the agency focuses on improving core processes, efficiency and professionalism<sup>14</sup>. The process improvement effort within the agency crosses all divisions and offices. In some cases, where process analysis can identify and eliminate non-value-added activities, program managers will be able to reassign budgetary priorities when cost savings are realized.

As a result, the FWC has implemented specific alternative ways of doing business that have reduced costs and/or improved services and efficiencies. Some of the specific alternatives will be discussed within the affected program.

## Agency Performance

Agency performance measures, as defined in Chapter 216.011, Florida Statutes, means a quantitative or qualitative indicator used to assess state agency performance. When professional staff asked about the effectiveness of performance measures on the agency or within specific divisions, the agency responded:

*“The FWC believes in and is supportive of efforts to measure agency performance and maintain public accountability. Current FWC performance measures are a mixture of outcomes and outputs, and were developed over the last 10-15 years of legislatively-initiated efforts starting with Performance-Based Program Budgeting (PB<sup>2</sup>).*

*The question of the adequacy of these measures is one we have struggled with over the years. It depends upon what they are intended to convey and how they are used. Output measures are useful to track what a program produces with the funding it receives and can be an indicator of efficiency over time. Outcome measures indicate how well a program meets its mission or purpose. FWC feels outcome measures are the best indicator of program success and prefers them for program management and evaluation. FWC seeks to improve management by using measures that are outcome-oriented, span across program lines, and address all aspects of FWC’s work. To this end we are developing a performance scorecard that will contain key outcome indicators for each primary area of FWC endeavor.*

---

<sup>14</sup> The FWC is currently developing a “scorecard” that will translate the Agency Strategic Plan into performance measures and track progress in achieving such measures.

*In general FWC program leaders feel that current measures are appropriate to describe program outputs, with some program specific exceptions. They were designed within the requirements of the Long Range Program Plan (LRPP) specified by Florida Statute<sup>15</sup>. They adequately provide a basis for accountability for expending the state's resources as provided through appropriations. However, FWC feels they are not sufficient to measure success in meeting each program's mission. We welcome any opportunity to work with the Legislature as we develop our scorecard outcome measures and offer them for consideration to include in our official measures as we get them completed."*

The performance measures utilized to assess program and activity effectiveness within the FWC are listed in tabular format within each affected program. If a program failed to meet established performance measures, specific data along with the agency response to not meeting the measures are detailed in Appendix E.

---

<sup>15</sup> Section 216.013 (1) (i) F.S. ... Performance standards must include standards for each affected activity and be expressed in terms of the associated unit of activity.



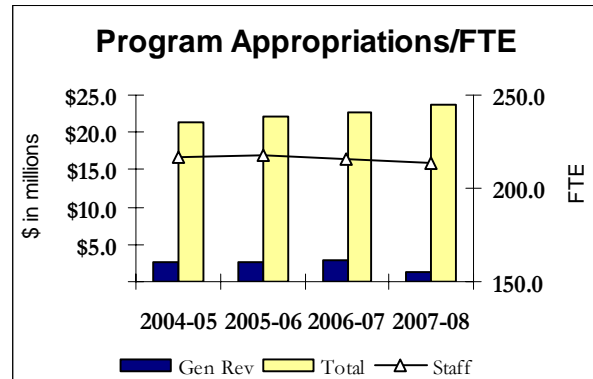
## ***Program Reviews***

***Program: Executive Direction and Administrative Services***

**Funding:**

This program is funded through the following Trust Funds: GR, ATF, FGTF, GDTF, MRCTF, NGTF, STMTF, SGTF, and CARLTF.

	\$ in millions			
	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08
Gen Rev	\$2.6	\$2.7	\$2.8	\$1.2
Fed TF's	\$1.7	\$1.7	\$4.1	\$3.1
Other TF's	\$17.1	\$17.6	\$15.7	\$19.3
<b>Total</b>	<b>\$21.5</b>	<b>\$22.0</b>	<b>\$22.6</b>	<b>\$23.6</b>
 <b>Staff</b>	 216.5	 217.5	 215.5	 213.5



**Program Purpose:**

The purpose of this program is to provide direction and administrative support services to the programs within the commission.

**Description:**

This program provides executive leadership and administrative services to all programs within the agency. Through this program, the agency provides support to the seven-member governing body (or Commission), as well as, fish and wildlife management and management of financial resources. The Office of the Executive Director and Administrative Services oversees several activities that include media relations, Florida Wildlife Magazine, public awareness and economic development, general counsel and legal, legislative affairs, inspector general, finance and accounting, human resources, property management, information technology, and commercial and recreational licenses and permits.

**Findings:**

- Effects of federal intervention or loss of federal funds if the program was abolished:
  - **Licensing and Permitting:** Annual apportionment and distribution of federal aid funding to states for fish and wildlife restoration under the Pittman-Robertson (PR)<sup>16</sup>, Dingell-Johnson (DJ)<sup>17</sup> and Wallop-Breaux (WB)<sup>18</sup>

<sup>16</sup> The Pittman-Robertson Wildlife Restoration Act of 1939. Information may be found at <http://wsfrprograms.fws.gov/Subpages/ToolkitFiles/wract.pdf>

<sup>17</sup> The Dingell-Johnson Sportfish Restoration Act of 1950. Information may be found at [http://wsfrprograms.fws.gov/Subpages/GrantPrograms/SFR/SFR\\_Act.htm](http://wsfrprograms.fws.gov/Subpages/GrantPrograms/SFR/SFR_Act.htm)

<sup>18</sup> The 1984 Wallop-Breaux Amendment to the Sportfish Restoration Act created the Aquatic Resources Trust Fund. Information may be found at [http://wsfrprograms.fws.gov/Subpages/GrantPrograms/SFR/SFR\\_Act\\_Amend.htm](http://wsfrprograms.fws.gov/Subpages/GrantPrograms/SFR/SFR_Act_Amend.htm)

programs of the U.S. Fish and Wildlife Service are based on a formula which includes the number of recreational hunting and fishing licenses certified each year. Abolishment of the Licensing and Permitting activity and the consequential termination of recreational hunting and fishing license sales would result in the loss of all federal PR, DJ and WB funds currently allocated to Florida. Federal Aid funding in those programs for the federal fiscal year 2006 is \$15,677,033. This funding is used in various research and management activities within FWC (as noted above) through Sport Fish Restoration and Wildlife Restoration federal aid grants.

- Recreation Services: The recreation services activity is in the process of developing the Great Florida Birding Trail (trail), a collection of 445 sites throughout Florida selected for their excellent bird-watching or bird education opportunities. This 2000-mile, self-guided highway trail is designed to conserve and enhance Florida's bird habitat by promoting bird-watching activities, conservation education and economic opportunity. It includes a system of signs and field guides designed to direct motorists to high quality bird-watching sites in the state. The trail was developed through a series of grants from the Federal Highway Administration Transportation Enhancement Act funds which have generally ranged from \$400,000-\$500,000 annually. Annual grants are expected to continue at that level through FY 2009-2010, at which time grants are expected to be reduced to approximately \$100,000 annually as the trail transitions from a developmental to an operational phase. If this activity were abolished, it is likely that access to the federal funds would be terminated.
- Effects on local governments, the private sector, and/or citizens if the program was abolished:
  - Licensing and Permitting: There may be a marked reduction (as much as 75 percent) in the fish and wildlife research and management (including recreational hunting and fishing) programs that this funding supports, and a significant (but not readily quantifiable) loss of associated recreational opportunities by Floridians. Local businesses which are dependent upon recreational hunting and fishing (marinas, sporting goods vendors, lodging providers, etc.) would also suffer substantial (but not readily quantifiable) losses of revenue. Local tax collectors would lose approximately \$735,000 statewide in annual fees charged for the issuance of licenses. In addition, local businesses that serve as license sales agents would lose about \$722,000 in annual issuance fees.
  - Recreation Services: Abolishment of the Great Florida Birding Trail (trail) program would result in either the abandonment of the trail, or a requirement that local governments or non-governmental organizations assume responsibility for all or some portion of its operation and maintenance. Impacts to the citizens of the state would come in the form of lost or diminished opportunities to enjoy the recreational and educational opportunities that the trail provides. Some economic effect in the form of lost business opportunities would accrue to businesses which provide services to the users of the trail (i.e., tour guides, lodging facilities, retail outlets, etc.). While it is not possible to quantify the economic impact of the trail, the "total economic effect" of non-residential (greater than 1 mile from home)

watchable wildlife recreation in Florida (including the trail) was \$782.1 million<sup>19</sup>.

- Duplication of program within the agency, by other agencies, or by other governmental entities.
  - Executive direction and administrative service programs were not required to provide information under this subject.
- Program efficiency.
  - In an effort to more effectively operate the program, the Office of Executive Direction and Administrative Services initiated several activities that promote efficiency and correct deficiencies. Professional staff researched several Auditor General Reports that detailed deficiencies for several activities within the division. In each case, professional staff found that the agency responded quickly and thoroughly in addressing each noted deficiency<sup>20</sup>. Some of the deficiencies that were corrected include:
    - FWC management ensured that staff has familiarized itself with federal and state budgeting issues surrounding grants and contracts, financial reporting criteria, and state purchasing card requirements; and
    - Corrected issues with certain web formats and e-Gov services to ensure that services can be provided to persons with disabilities.
  - In addition to Auditor General Reports, in 2003, the Office of Program Policy Analysis and Government Accountability (OPPAGA) issued a report entitled *“Commission Improves Performance Data, But Continues to Face Trust Fund Deficits”* that offered a recommendation for improving efficiency in systems that compile citation information. In response, the FWC developed a new database to merge all citation information from both the marine and inland citations databases.
  - In 2003, the U.S. Department of the Interior issued Report No. 0020 – 2003 entitled *“Federal Assistance Grants”* in which it noted several deficiencies in FWC federal grant applications. In response, the FWC undertook measures that addressed each deficiency bringing the agency into compliance with federal grant standards.
  - In addition to correcting deficiencies, the Office of Executive Direction and Administrative Services implemented several steps to promoting efficiency within the agency. Those include:
    - Consolidation of the Community Relations Office reducing the total number of full time employees that handle public outreach and media relations from 38 to 13.5. The 22.5 positions have been redistributed within the agency to better meet critical needs within core program areas.
    - Implementation of a Web Content-Management System (WCMS) to publish information to FWC’s Internet Web site. This has enabled non-technical staff to maintain their content on the Web site and allows for consistency of style, and appearance. It also promotes the easy elimination of dated, duplicative information. Finally, it frees

---

<sup>19</sup>2001 National Survey of Hunting, Fishing and Wildlife-Associated Recreation, U.S. Fish and Wildlife Service.

<sup>20</sup> Information gathered from Auditor General Report Numbers 2004-168, 2005-090, and 2006-087.

technical staff to address other issues and improves delivery of service and information to the public.

- Creation of a pilot call center, in March 2005, in the Northwest Region utilizing 2.5 contract positions. Public calls were redirected to the call center from seven different field offices in the region that did not have adequate or trained staff dedicated to handle public inquiries. Redirecting the calls to the call center enabled the FWC to provide information to the public in an understandable, easy to find, and economical manner while eliminating the need for professional staff (scientific and law enforcement) to answer standard and/or routine questions. The number of transferred calls was reduced by 27% and the number of customers who felt FWC staff was courteous and professional increased by 18%. The number of customers who rated their experience with their most recent call to FWC as “very satisfied” increased by 15%. The FWC reported that 62% of their staff indicated a reduction in the amount of phone handling duties. This translated into an estimated savings of 22 hours per week of support staff and 30 hours per week of professional staff time answering phone calls.

➤ Program performance measures.

Approved Performance Measure for FY 2006 - 2007	Activities Contributing to Performance Measure	FY 2004 - 2005	FY 2005 - 2006	FY 2006 - 2007 Projected
Compliance with recreational and commercial licensing rules and law	N/A	88%	88%	88%
Percent change in licensed anglers	N/A	6.28%	3.12%	-11.63%
Percent change in the number of licensed hunters	N/A	-7.88%	3.89%	-5.13%
Number of recreational licenses and permit issued	Recreational Licenses and Permits	2,212,954	2,332,172	2,300,000
Number of wildlife and freshwater fishing commercial licenses and permits issued	Commercial Licenses and Permits	99,233	102,617	61,290
Number of commercial and other marine fishing license processed	Commercial Licenses and Permits	1,896,011	1,959,882	1,849,000
Number of rural counties counseled regarding use of nature-based recreation as an economic development tool	Public Awareness & Economic Development	33	28	28
Number of people reached with information materials	Media Relation: Inform & Educate about Fish and Wildlife Messages	3,677,342	4,733,476	4,327,601
Economic impact of fishing, hunting and wildlife viewing(dollars/jobs)	N/A	\$10.1 Billion / 105,636	\$10.9 Billion / 105,636	\$10.1 Billion / 105,636
Number of written conservation education materials provided to citizens	Conservation Education: Educate Citizens about Fish and Wildlife Conservation	2,600,652	2,669,848	3,188,500
Administrative costs as a percent of total agency costs	N/A	6.49%	7.21%	6.39%
Administrative positions as a percent of total agency positions	N/A	9.77%	9.15%	8.58%
Administrative costs per division	N/A	1.2 Million	1,238,344	1,238,089
Administrative positions per division	N/A	15.0 FTE	14.5 FTE	14.5 FTE

- ✓ The projected FY 2006 – 2007 reduction to the percentage of licensed anglers and hunters, referenced in the table above, may be attributed to a change to the license fee structure in 2007. The agency anticipated a short-term decline in the overall issuance of hunting and fishing licenses as a response to the increased fees.
- Program assessment: Since the 2004 restructure, the division has undertaken several steps to reduce duplicity and create greater efficiencies in its activities. Those include:
  - A reduction of the number of FTE handling public relations for the agency;
  - Implementation of a web-content management system; and
  - Creation of a regional call center that handles information requests from the public.

Since the agency is based largely on customer service related activities, these changes have greatly increased customer satisfaction. Although it is difficult to quantify cost

savings benefits for these actions, the agency indicates the changes have provided significant increases in overall efficiency.

The uniqueness of the commission may require more than the usual public relations or outreach staff. As identified in Article IV, Section 9 of the Florida Constitution, the FWC is made up of seven members, shall not be a unit of any other agency, and shall have its own staff. Through rules established by the commission, quarterly meetings are held to address management issues that assist the FWC in meeting its constitutional duties. Agency staff estimates that it takes one full time employee approximately one full day of staff time to prepare each commissioner for the quarterly meetings. Each meeting is attended by upwards of 500 interested persons, depending on the subject matter, requiring additional noticing, preparation, recording, and dissemination of each meeting. That effort requires a tremendous amount of additional staff time not seen in other state agencies.

The Great Florida Birding Trail receives a significant portion of its funding from federal grants and donations. These grants and donations are anticipated to continue through at least 2009 – 2010 at which time the trail would be complete. At that time, federal grants and donations are anticipated to decrease from approximately \$450,000 annually to \$100,000 annually. At the same time, state funding for the program is anticipated to continue at approximately \$235,000 annually. Once complete, the combined federal and state contributions, approximately \$335,000, would be for operational expenses. However, current federal funding for the printing and distribution of Great Florida Birding Trail pamphlets will cease once the trail is complete. To offset the increase in cost, the agency is currently working to consolidate all the brochure information into one booklet it could then distribute for a fee. The fee for the booklet should be at a level that would pay for the printing and distribution costs, otherwise, the state would need to provide for those expenses.

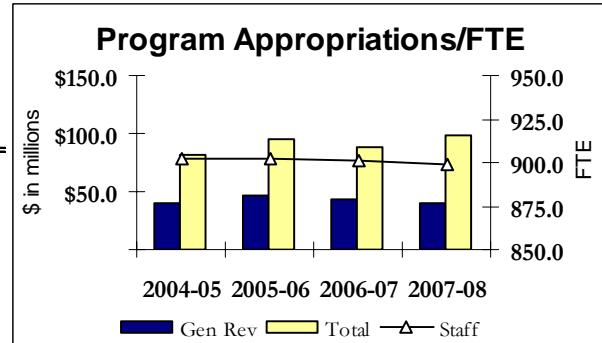
- Program recommendation: The Legislature should consider statutorily continuing the program. The Legislature should consider directing OPPAGA to review and compare FWC's public relations and outreach staffing levels to an agency of similar makeup and size (e.g., The Public Service Commission) to determine whether any efficiencies can be achieved through restructuring or downsizing.

***Program: Law Enforcement***

**Funding:**

This program is funded through the following trust funds: GR, FGTF, MRCTF, NGTF, SGTF, and CARLTF.

	\$ in millions			
	FY	FY	FY	FY
	2004-05	2005-06	2006-07	2007-08
Gen Rev	\$40.1	\$46.8	\$43.5	\$40.7
Fed TF's	\$1.9	\$7.1	\$10.3	\$14.0
Other TF's	\$40.0	\$40.6	\$35.2	\$43.3
<b>Total</b>	<b>\$82.0</b>	<b>\$94.5</b>	<b>\$89.0</b>	<b>\$97.9</b>
<b>Staff</b>	<b>902.5</b>	<b>902.5</b>	<b>901.5</b>	<b>898.5</b>



Under the MRCTF, the Division of Law Enforcement receives funds derived from a tax of the sale of fuel at marinas. Pursuant to s. 206.606, Florida Statutes, funds collected from a tax of the sale of motor and diesel fuel at marinas are transferred from the Fuel Tax Collection Trust Fund to the MRCTF as follows:

- \$2.5 million in fiscal year 2003 -2004;
- \$5 million in fiscal year 2004 – 2005;
- \$8.5 million in fiscal year 2005 – 2006;
- \$10.9 million in fiscal year 2006 – 2007; and
- \$13.4 million in fiscal year 2007 – 2008 and each year thereafter.

Actual disbursement of funds was as follows:

- \$2.5 million in fiscal year 2003 – 2004;
- \$5,428,918 in fiscal year 2004 – 2005;
- \$8,511,743 in fiscal year 2005 – 2006;
- \$10,849,321 in fiscal year 2006 – 2007; and
- \$13,389,028 in fiscal year 2007 – 2008.

Pursuant to s. 370.0603, Florida Statutes, the funds referenced above shall be used for the following purposes:

- To provide for additional water-related law enforcement positions primarily for the purpose of enforcing laws designed to protect manatee populations. Such positions shall be assigned to counties having the highest incidence of manatee deaths and injuries;
- For the placement of uniform waterway markers on state waters;
- To provide funding for construction and maintenance of publicly owned boat ramps, piers, and docks, directly and through grants to counties and municipalities;
- To implement and administer programs related to boating safety and education, manatee technical avoidance technology, and economic development initiatives to promote boating in the state, including competitive grants programs; and
- For other activities of the Boating and Waterways Section such as coordinating the submission of state comments on boating-related events.



**Program Purpose:**

To protect Florida's natural resources and people through proactive and responsive law enforcement programs. Motto: "Patrol, Protect, Preserve."

**Description:**

The Division of Law Enforcement is the enforcement arm of the agency and strives to achieve compliance from users of the resources with state law and agency rules. There are no other entities that provide complete service response and protection services to the fish and wildlife resources and to the public utilizing such resources in Florida. Services are provided on:

- 34,647,040 acres of land;
- 10,550 miles of freshwater rivers and streams;
- 4,442 square miles of lakes and ponds;
- 8,426 miles of tidal coastline;
- 2,400 square miles of saltwater bays, sounds and estuaries; and
- 13,200 square miles of off-shore waters.

Examples of enforcement activities include: compliance with fishing and hunting regulations; endangered and threatened species protection; legal and illegal commercial trade of wildlife and products obtained from wildlife; protection of fish and wildlife habitat and ecosystems through the enforcement of laws governing littering, illegal dredge/fill activities, and exotic species introduction; and the enforcement of boating safety laws and regulations. The Division also assists federal natural disaster response and domestic/homeland security defense, performs search and rescue operations, and provides information and law enforcement assistance to the citizens and visitors of the State.

**Findings:**

- Effects of federal intervention or loss of federal funds if the program was abolished:
  - Manatee Protection The FWC Division of Law Enforcement, in conjunction with the U.S. Fish and Wildlife Service (USFWS), has initiated a number of programs and tasks to better enhance the safety of manatees and help ensure their survival. These programs and tasks include manatee speed zone and refuge patrol goals, and improved manatee protection zone posting to allow for better understanding by boaters of where zones are located. In addition to routine patrols, the Division is called upon to respond to injured manatees, carcass removal, and coordinates several statewide initiatives. It is the belief of law enforcement that the consistent presence of law enforcement patrols, combined with an effective education component, which includes easily understood signage, results in increased compliance with manatee speed zones and therefore affords the manatee greater protection. If this activity were eliminated, protection for the manatee in Florida would be severely reduced and it is very possible that the USFWS would be forced to impose a federal moratorium on new coastal development permits. Current collaboration between the state and the USFWS in enforcement and speed zones has given the USFWS the ability to allow such activities to continue when just a few short years ago moratoriums were common due to lawsuit settlements at the federal level.
  - Uniform Patrol: The U.S. Coast Guard provides \$6.3 million in annual federal grant funding to Florida to assume the primary share of boating safety

education, assistance, and enforcement activities. These federal funds are provided to assist the state in carrying out a State Recreational Boating Safety Program and encourage greater state participation and uniformity in boating safety. If this activity were abolished, these funds would no longer be available to Florida for any other purpose.

- Boating and Waterways: The USFWS provides approximately \$2.5 million in annual federal grant funding to Florida for boating access and infrastructure projects including planning, coordination, construction, and maintenance of public boat ramps. Florida is required to spend 15% of its Sport Fish Restoration federal funding on boating access (approximately \$1.3 million). If this activity were abolished, these funds would be lost to Florida and, potentially, much of the remaining Sport Fish Restoration funding could be jeopardized. In addition, approximately \$1.2 million provided for boating access and infrastructure projects from another Federal source (the Boating Improvement Grant Program-BIGP) would be lost.
- Effects on local governments, the private sector, and/or citizens if the program was abolished:
  - Florida presently has more than 500 endangered, threatened, and species of special concern. Thirteen percent of all species listed as endangered and threatened by the federal government occur in Florida. Without the protection afforded by FWC uniform patrol and investigations, these species could vanish from Florida forever. The economic impact of hunting, freshwater fishing, saltwater fishing, wildlife viewing, commercial fishing, seafood processing, and the boating industry in Florida is over \$30 billion and over 339,000 jobs. The Division of Law Enforcement's activities and services, which protect the resources of Florida and the safety of those persons utilizing the resources of the state, significantly enhances the ability of these industries and resources to exist and thrive.
  - In accordance with the State Mutual Aid Agreement, the Division provides search, rescue, and disaster response capabilities statewide; coordinates with local, state, and federal entities on enforcement issues and the development of regulations; and provides domestic security services to Florida's infrastructure and ports. The presence of Division officers in the remote areas of the state, along with their unique training and equipment, makes them the first responders for Florida's water and rural areas.
  - Federal entities have limited resources to enforce federal wildlife and fisheries laws in Florida. Additionally, federal resources are not adequate to provide coverage for domestic/homeland security initiatives. Division officers are cross-deputized to enforce federal fisheries and wildlife laws through cooperative agreements with the National Marine Fisheries Service and the U.S. Fish and Wildlife Service. These agreements provide critical support to enforce compliance with federal laws. The Division is also a key component in federal domestic/homeland security efforts.
  - Specifically, there may be effects on local governments, the private sector, and/or citizens if the following particular activities were abolished:
    - Uniform Patrol and Investigations: FWC uniform patrol officers are highly trained, versatile law enforcement officers providing patrol services for: the protection and enforcement of laws relating to all wild animal and aquatic resources; boating safety enforcement; the

protection of the public in rural, semi-wilderness, wilderness, and offshore areas where no other law enforcement agencies routinely patrol; natural disaster and civil disturbance response; search and rescue missions; mutual aid requests; and domestic/homeland security initiatives. There are no other entities that provide complete service response and protection services to the fish and wildlife resources and to the public utilizing such resources in Florida. If this activity was abolished, the citizens of Florida would no longer have the benefit of these services.

- Aviation: The Aviation activity provides operational support to the Uniform Patrol and Investigations activity described above. Abolishment of the Aviation activity would diminish the effectiveness of Uniform Patrol and Investigations, reduction in a partial loss by the people of Florida of the benefits described in the previous paragraph.
  - Inspections: Commercial wildlife activities continue to grow each year. The importation of exotic species and the potential threat that many of these species pose to resident populations of fish, wildlife, and humans, should they be released or escape into the wild is catastrophic. The health and safety of captive animals, the safety of the public, and the protection of native species would not be monitored and could not be maintained if this activity was abolished. The absence of the law enforcement services provided by the Division would open the door for the private and commercial exploitation, abuse, and degradation of our fish and wildlife resources with attendant adverse impacts on certain industries and the citizens of the state.
  - Boating and Waterways: Boating in Florida is enjoyed throughout the year by approximately four million residents and visitors. Florida's marine industry represents a total economic output of over \$18.4 billion each year, employing over 220,000 people. In 2005, Florida had 1,010,370 boat registrations making the recreational boating industry economic impact greater than the citrus and cruise ship industries combined. Florida has long been considered the nation's recreational boating capital and the Division of Law Enforcement is the primary provider of law enforcement services to all waters of the state to protect lives and property. The Boating and Waterways activity is responsible for boating education, boating access programs, waterway signage, waterway management, and derelict vessel removal. These services would be virtually nonexistent if the activity was abolished.
- Duplication of program within the agency, by other agencies, or by other governmental entities.
- The mission of the FWC Division of Law Enforcement is unique. The Agency is constitutionally charged with the responsibility of managing and protecting all fish and wildlife resources. The Division's primary missions include: achieving compliance from resource users with state law and agency rules (hunting, freshwater fishing, marine fisheries, commercialization of wildlife, protected species, and commercial industries); providing boating safety enforcement and education to the boating public and related industry;

providing public safety for citizens on the lands and waters of the state; providing search, rescue and disaster response capabilities; coordinating with local, state and federal entities on enforcement issues and development of regulations; and providing domestic security services to Florida's infrastructure and ports, in accordance with the State Mutual Aid Agreement. The Division has a cooperative agreement with the National Marine Fisheries Service to enforce national marine fisheries regulations and ensure the long-term viability of the fishery resources for recreational and commercial interests in Florida. This agreement extends the Division's enforcement jurisdiction into federal waters. Additionally, the Division has a cooperative agreement with the U.S. Fish and Wildlife Service to enforce federal laws that provide enhanced and more consistent protection to a number of species.

- Although FWC officers have the same police powers and jurisdiction as other state, local and county officers and may, when needed, exercise these powers, the core mission of fish and wildlife law enforcement is different. No other state law enforcement unit has a specific mandate to enforce state fish and wildlife rules and regulations. While focusing on enforcing fish and wildlife regulations, the Division also provides integrated public protection services to individuals utilizing these resources in Florida. FWC officers are often the sole law enforcement presence in many of the most remote parts of the state. This presence in many cases is not duplicated. Persons in these areas rely on the services provided by the Division to protect life and property. FWC officers are often the *de facto* first responders in rural areas, providing both their specialized training and equipment.

➤ Program efficiency.

- In an effort to more effectively operate the program, the Division of Law Enforcement has undertaken several activities that promote efficiency and correct deficiencies. These include:
  - Working with the Florida Auditor General to identify specific issues and make recommendations to correct deficiencies in<sup>21</sup>:
    - The Commission's administration of various agreements to provide law enforcement and security services, including cost accounting, funding, rates charged and the billing procedures.
    - The evaluation of the division's aviation operations through the establishment of operational benchmarks;
    - The execution of interagency agreements, with other states, on the terms of agreements with those state agencies that participate in Regional Communications Centers.
  - The Division of Law Enforcement, Boating and Waterways Section procured a contractor to manage certain waterway projects in an effort to provide the necessary services to residents and visitors of the State of Florida. Projects included, Management of State-Owned Waterway Markers, Maintenance of Boat Access Facilities, and Management of Studies Relating to Waterway Traffic Patterns. The agency found that projects were completed in a timelier manner and more efficient management of waterway projects were identified due to the

---

<sup>21</sup> Florida Auditor General Report Number 2005-125.

numerous resources of the contractor. Prior to this initiative, three full time employees were charged with the oversight of state waterway management projects.

- Program performance measures.

Approved Performance Measure for FY 2006 - 2007	Activities Contributing to Performance Measure	FY 2004 - 2005	FY 2005 - 2006	FY 2006 - 2007 Projected
Compliance with specified commission rules and state law	Uniform Patrol and Investigations, Inspections, Aviation, Law Enforcement Administration	not required to report	86%	81%
Response time to emergency phone calls	Uniform Patrol and Investigations, Inspections, Aviation, Law Enforcement Administration	not required to report	53 minutes	43 minutes
Number of recreation boating injuries	Uniform Patrol and Investigations, Inspections, Aviation, Law Enforcement Administration	not required to report	366	450
Number of warnings, arrests, and convictions	Uniform Patrol and Investigations, Inspections, Aviation, Law Enforcement Administration	not required to report	138,030	127,692
Number of vessels checked	Uniform Patrol and Investigations, Inspections, Aviation, Law Enforcement Administration	not required to report	285,373	320,345
Aircraft down time	Aviation, Law Enforcement Administration	not required to report	<1.4 day/month/aircraft	<5.1 day/month/aircraft
Communications equipment down time	Field Services, Law Enforcement Administration	not required to report	<2.5 day/year/radio	<2.5 day/year/radio
Total number of hours spent in preventive patrol and investigations	Uniform Patrol and Investigations, Inspections, Aviation, Law Enforcement Administration	not required to report	1,064,082	930,391
Number of vessel safety inspections	Uniform Patrol and Investigations, Inspections, Law Enforcement Administration	not required to report	285,373	320,345
Total number of boating accidents investigated	Uniform Patrol and Investigations, Inspections Aviation, Law Enforcement Administration	not required to report	666	1,292
Number of patrol hours	Uniform Patrol and Investigations, Inspections, Aviation, Law Enforcement Administration	861,026	897,929	861,026
Number of investigative hours	Unifor Patrol and Investigations	69,365	166,153	69,365
Number of officers and recruits trained	Training, Law Enforcement Administration	737	724	737
Number of enforcement flight hours	Aviation, Law Enforcement Administration	3,077	3,019	4,821
Number of boats repaired	Field Services, Law Enforcement Administration	351	667	351
Number of equipment repairs	Uniform Patrol and Investigations, Inspections, Law Enforcement	3,282	6,584	3,282
Number of data-related information requests fulfilled	Field Services, Law Enforcement Administration	156	145	156
Number of regulatory zones properly permitted	Boating and Waterways, Law Enforcement Administration	50	54	50
Number of boating safety education cards issued	Boating and Waterways, Law Enforcement Administration	18,810	21,325	20,000

- Program assessment: The division's aviation section consists of 13 operational aircraft located in 9 strategic areas of the state. The aviation section provides vital support to the agencies on-the-ground officers in many remote locations of the state including over state waters. The division has identified an "Air Station" conceptual plan that, over a 5-year period, will reduce the number of locations aircraft are stored as well as reclassifying two Pilot Supervisor positions to pilot positions<sup>22</sup>. The conceptual plan will:
  - Allow for increased manpower flexibility to address day and night operations and additional pilot availability to cover for annual and sick leave alleviating the agencies need to hire additional pilots;
  - Increasing mechanic efficiency in servicing aircraft through a more centrally located base of operations; and
  - Reduce the number of leased aircraft hanger space from 9 to 4.

The division's law enforcement officers are sworn officers of the state and have the same police powers as any other sworn officer of the state. However, FWC officers have the unique responsibility, under the constitution, of protecting fish and wildlife. To aid the commission in the exercise of its constitutional duties, the Legislature has granted FWC law enforcement full power to investigate and arrest for any violation of the laws of the state and the rules of the commission under their jurisdiction. Also, general laws applicable to arrest by other peace officers are also applicable to FWC officers<sup>23</sup>.

- Program recommendation: The Legislature should consider statutorily continuing the program. Additionally, concerning aircraft operations, the Legislature should consider directing the commission to complete its 5-year "Air Station" conceptual plan, submit the plan to the Legislature for the 2008 session, and include specific efficiencies that would result in the implementation of the plan.

---

<sup>22</sup> Air Station conceptual plan designed following recommendations made by the International Association of Chiefs of Police (IACP) Staffing Study completed for the commission in June 2006.

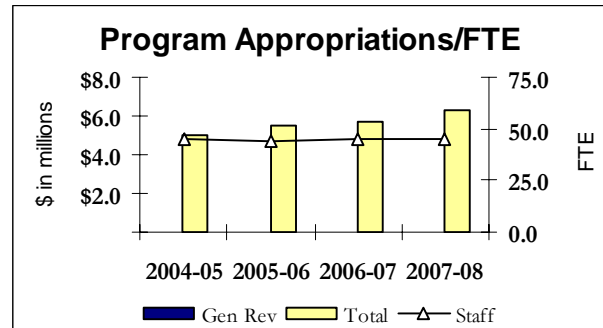
<sup>23</sup> s.370.021 (8), Florida Statutes.

### ***Program: Wildlife: Hunting and Game Management***

#### **Funding:**

This program is funded through the following trust funds: GR, FGTF, GDTF, SGTF, and CARLTF.

	\$ in millions			
	FY	FY	FY	FY
	2004-05	2005-06	2006-07	2007-08
Gen Rev				\$ .1
Fed TF's	\$1.0	\$1.3	\$1.2	\$1.2
Other TF's	\$4.0	\$4.2	\$4.5	\$5.0
<b>Total</b>	<b>\$5.0</b>	<b>\$5.5</b>	<b>\$5.7</b>	<b>\$6.3</b>
<b>Staff</b>	<b>45.0</b>	<b>44.0</b>	<b>45.0</b>	<b>45.0</b>



#### **Program Purpose:**

The purpose of the agency's Wildlife Hunting and Game Management Program is to facilitate the responsible and sustained use of Florida's wildlife. The program's activities include: coordinating the development and management of public hunting opportunities; delivering hunter safety training and certification; and providing scientific and management expertise to other public and private landowners to assist them with wildlife population and habitat management.

#### **Description:**

The mission of the Division of Hunting and Game Management is to facilitate safe and responsible use of game wildlife resources for the long-term benefit of Florida's hunters and other interests. To achieve this outcome, the Division provides scientific expertise on game wildlife species, including alligators, deer, small game, waterfowl and wild turkeys; develops management recommendations based upon scientific information; with the assistance of volunteer instructors, delivers hunter safety training and certification per statutory requirements including public shooting ranges; and coordinates and develops rules, regulations, and publications pertaining to Wildlife Management Areas, Wildlife and Environmental Areas, and other public hunting areas throughout the state. Specific activities with the division include hunter safety and shooting ranges, hunting opportunities through game management, and hunting and game management oversight.

#### **Findings:**

- Effects of federal intervention or loss of federal funds if the program was abolished:
  - The agency has established specific management and monitoring activities for migratory game birds in partnership with the federal government under this program. In some cases, these management and monitoring programs provide the foundation to support sustainable hunting of migratory bird species. The federal government relies on these management and monitoring activities to justify and support sustainability and continuation of these popular hunting programs. If this program was abolished and these management and



monitoring programs discontinued, there is a high likelihood that the federal government would significantly reduce or eliminate migratory bird hunting opportunities in Florida by modifying federal frameworks for season structure and bag limits as they apply to Florida.

- Hunter Safety: The U.S. Fish and Wildlife Service provides approximately \$1.3 million annual federal grant funding to Florida to fund the hunter safety program. This program provides safe hunter certification for individuals to meet legal requirements to hunt in Florida<sup>24</sup> as well as other states. If this activity were abolished, some of the funds could potentially be redirected to wildlife restoration or related research activities within the agency.
- Effects on local governments, the private sector, and/or citizens if the program/activity was abolished:
  - Hunter Safety and Shooting Ranges: This activity provides hunter safety courses and workshops to ensure Florida hunters are well prepared to be safe, responsible, and conservation-minded when taking up the tradition of hunting. The hunter safety course required by Florida law, which also certifies hunters to purchase a Florida hunting license, is honored by all 49 other states. Additionally, this activity manages and maintains seven public shooting ranges. If this activity were abolished, citizens would have to travel to another state to take the hunter safety course required by Florida law as well as to be certified to purchase a license and hunt in other states. Additionally, the public shooting ranges operated under this program would no longer be available to Florida citizens.
  - Game Management – Hunting Opportunities: This activity provides the technical expertise required for science-based management of Florida's game wildlife species. Such management is focused on the conservation of game populations and hunting opportunities through development of harvest rules and regulations. Additionally, this activity develops partnerships, rules, regulations, and associated publications to provide public hunting opportunities which meet public needs and expectations on over 5.5 million acres of land in Florida. If this activity were abolished, it would likely lead to exploitation, abuse, and degradation of our game wildlife resources and result in over-crowding and user conflicts on public lands. Businesses providing services to the hunting community would likely suffer as hunter numbers would undoubtedly decline resulting in lower sales of hunting related items. The agency has established specific management and monitoring activities for migratory game birds in partnership with the federal government under the Wildlife Program. In some cases, these management and monitoring activities provide the foundation to support sustainable hunting of migratory bird species. The federal government relies on these management and monitoring activities to justify and support sustainability and continuation of these popular hunting programs. If the Wildlife Program was abolished and these management and monitoring programs discontinued, there is a high likelihood that the federal government would significantly reduce or eliminate migratory bird hunting opportunities in Florida. This would have a significant impact on local governments, the private sector, and citizens who depend

---

<sup>24</sup> Hunting safety requirements are defined in the Senator Joe Carlucci Hunter Safety Act under Chapter 372.5717, Florida Statutes.

- upon or participate in migratory bird hunting including popular hunting activities like waterfowl and dove hunting.
- Duplication of program within the agency, by other agencies, or by other governmental entities.
    - No other state agencies or FWC programs deal with hunting and game management issues.
  - Program efficiency.
    - Outsourcing: The cost of printing Florida's statewide hunting regulations handbook has been steadily reduced over the past several years by contracting with private sector vendors who utilize advertising to offset printing costs. It would cost about \$20,000 to produce this publication in-house without advertising. Costs were reduced to about \$9,000 in fiscal year 2006 - 2007 and in fiscal year 2007 – 2008 the agency contracted with a vendor who will produce the publication at zero cost. In addition, this vendor has agreed to produce a higher quality publication with higher quality paper and more color photography.
    - Process Improvement: During 2006, the Division of Hunting and Game Management discontinued using helicopter surveys as a basis for setting alligator nest collection quotas, and instead developed a methodology to expand the usefulness of ongoing alligator nightlight surveys for establishing nest collection quotas and monitoring the effects of egg harvests. This will save the agency nearly \$52,500 of direct expenditures (helicopter flight time) and an additional \$26,400 of egg fee reimbursements for flight time paid by the industry (collectively about \$78,900).
    - Grants: During 2004 and 2005, the Division of Hunting and Game Management secured a total of \$112,500 in donations from conservation organizations and private donors to implement and support youth programs. These donations offset state costs for the National Archery in the Schools Program, the Youth Hunting Program in Florida, and the Outdoor Adventure Camp at the Ocala Conservation Center. Contributors included the Archery Trade Association, the Florida State Chapter of the National Wild Turkey Federation, the National Rifle Association, the Shakir-Safari Club, and private individuals.
    - Staff Re-alignment: In 2004, the Division of Hunting and Game Management assumed full responsibility for coordinating Florida's nuisance alligator control program. At that time, the program was consolidated from a regional structure into one centralized, statewide call center. Under the regional structure there were about 87 FTEs and one OPS position involved with the administration of this program. Collectively, these 88 employees provided approximately 10 person-years of program effort totaling approximately \$295,000 in annual salary costs. The new centralized, statewide approach involves only 3 FTEs and 7 outsourced complaint handlers. This change was implemented during the spring of 2004 and has resulted in an indirect annual savings of approximately \$100,000. During 2004, one staff assistant position was moved from the Ocala Conservation Center (OCC) and the Hunter Safety Program into the Office of Licensing and Permitting to improve service and support movement toward more centralized (one stop) licensing and permitting. Staff at the OCC determined that they could accomplish their

work without this position through more sharing of duties among remaining staff.

- Program performance measures.

Approved Performance Measure for FY 2006 - 2007	Activities Contributing to Performance Measure	FY 2004 - 2005	FY 2005 - 2006	FY 2006 - 2007 Projected
Percent of satisfied hunters	N/A	86.4%	86.6%	80%
Number of students graduating from hunter education courses	Hunter Safety and Ranges	10,472	11,097	10,000
Number of recreational sites	Land Management-Visitor Services/Recreation	144	147	144
Number of hunting accidents	N/A	8	7	12

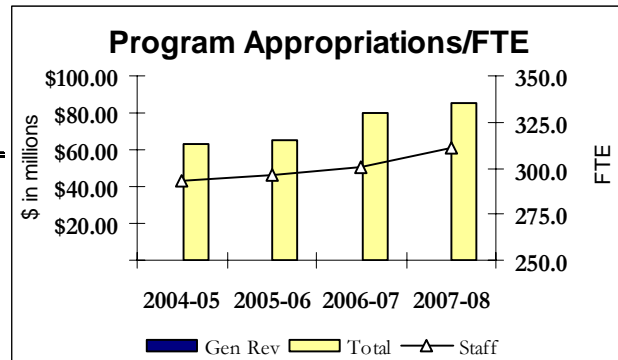
- Program assessment: The division provides core support and management for the agency's constitutionally defined wildlife conservation efforts. It has also undertaken broad steps to reduce the overall cost to and increase the efficiency of its hunting and game management activities.
- Program recommendation: The Legislature should consider statutorily continuing the program. Many of the activities of the division focus on promoting hunter safety and education which the agency claims furthers its conservation goals. The Legislature could consider limiting the division's ability to promote certain activities. This may lead to a loss of federal grants and private donations marked for such activities. It may also force the federal government to levy restrictions on Florida's hunters, reducing revenues generated from the sale of hunting licenses and equipment.

### ***Program: Habitat and Species Conservation***

#### **Funding:**

This program is funded through the following trust funds: GR, FFTF, FGTF, FPRMTF, GDTF, LATF, MRCTF, NGTF, STMTF, SGTF, and CARLTF.

	\$ in millions			
	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08
Gen Rev	\$0.04	\$0.04	\$0.04	\$0.07
Fed TF's	\$5.9	\$8.3	\$11.5	\$13.8
Other TF's	\$57.3	\$57.1	\$69.0	\$71.1
<b>Total</b>	<b>\$63.3</b>	<b>\$65.5</b>	<b>\$80.5</b>	<b>\$85.0</b>
<b>Staff</b>	<b>293.0</b>	<b>296.0</b>	<b>301.0</b>	<b>311.5</b>



#### **Program Purpose:**

The purpose of the Division of Habitat and Species Conservation is to maintain stable or increasing populations of fish and wildlife resources.

#### **Description:**

The mission of the Division of Habitat and Species Conservation integrates scientific data with applied habitat management for the purpose of maintaining stable or increasing populations of fish and wildlife. The integration efforts are focused at the ecosystem or landscape scale to provide the greatest benefits to the widest possible array of fish and wildlife species. The division provides: aquatic habitat management for marine, estuarine and freshwater systems; habitat management for terrestrial systems including public lands management and land acquisition; scientific support and assistance for habitat-related issues to private and public sector landowners, and local, state and federal governments; species management and recovery plan development; exotic species coordination focused on prevention and control programs; and manatee population recovery. This service requires extensive collaboration and partnering with local, state, and federal agencies to maintain diverse and healthy fish and wildlife populations for the benefit of Floridians and visitors.

#### **Findings:**

- Effects of federal intervention or loss of federal funds if the program was abolished:
  - Administration of the Manatee Protection Program: There are about 400 manatee regulatory zones comprising over 300,000 acres of state waters in which boat speed or access is regulated for manatee protection. These zones have been established and posted with signs over the past 25 years in an effort to reduce manatee death and injury caused by boats. Approximately 25% of manatee deaths statewide are attributed to watercraft injuries. There is a presumption on the part of the U.S. Fish and Wildlife Service (USFWS) that states will implement protections consistent with the Federal Endangered

Species Act (ESA). Eliminating FWC manatee protection and management activities would likely be perceived as hampering the state's effectiveness, and intervention on the part of the USFWS would be likely. The intervention would likely take the form of imposing more broadly encompassing federal manatee speed zones and increasing federal enforcement in Florida waters. In addition, a determination of "inadequate protection of manatees" on the part of the USFWS would likely result in an immediate federal moratorium on new coastal development permits.

- Manage and Restore Public Lands: The USFWS and National Resource Conservation Service provide approximately \$5.8 million annual federal grant funding to support Florida programs that benefit a broad spectrum of plant and wildlife populations through sound land management practices, and to support delivery of quality wildlife-oriented recreational use on public lands. If this activity were abolished, some of these funds could potentially be redirected to other wildlife management or research activities within the agency.
  - Plan and Coordinate Habitat and Land Use: The USFWS, National Resource Conservation Service and U.S Forest Service provide approximately \$963,000 annual federal grant funding to Florida to fund Landowner Assistance Programs. This activity coordinates wildlife habitat stewardship on Florida's private lands and provides a nexus between several federal and state funding agencies and local land owners, by furnishing necessary technical assistance to landowners as well as local level quality assurance to the funding agencies. If this activity were abolished, these funds would no longer be available to Florida.
  - Protect Manatees, Sea Turtles, Panthers and Black Bear: The USFWS provides approximately \$500,000 federal grant funding to Florida to develop a Habitat Conservation Plan (HCP) for 20 miles of Walton County beaches that are unique in that they are known to support six federally-listed endangered or threatened species and 10 State-listed species. If this activity were abolished, these funds would no longer be available to Florida.
  - Protect Nongame Fish and Wildlife: The USFWS provides approximately \$2.6 million annual federal grant funding to prepare and coordinate implementation of science-based management plans to benefit and conserve nongame fish and wildlife. If this activity were abolished, these funds would no longer be available to Florida.
- Effects on local governments, the private sector, and/or citizens if the program was abolished:
- Land Acquisition: The FWC administers and maintains two primary land acquisition programs including its portion of the Florida Forever acquisition Program as well as the Wildlife Habitat acquisition program (Mitigation Parks). Environmental land acquisition programs contribute in many ways to the quality of life of Florida's communities by conserving wildlife habitats. It also aids in protecting aquifer recharge, watershed, land use protection, growth management, and increasing recreation opportunities for our citizens. The existence of public conservation lands contributes to local economic opportunities. The Commission's Wildlife Habitat Mitigation Park Program provides developers with an opportunity to conduct wildlife habitat preservation through off-site mitigation. Elimination of these programs would

reduce landowners' opportunities to sell their properties without rezoning or conducting additional costly development planning. It would also negatively impact private sector companies that provide FWC with contractual appraisal, survey, title and environmental consulting work for land acquisition projects. Abolishing FWC's acquisition programs would additionally reduce the opportunity to conserve important wildlife habitat that is presently at risk in Florida, and deprive Florida's citizens of the benefits of maintaining additional conservation lands in perpetuity.

- Manage and Restore Public Lands: The wildlife management area system is comprised of many numerous tracts totaling over 5.6 million acres. The wildlife management areas have important implications for the states' economy. Expenditures by visitors to wildlife management areas generate local economic activity and provide a source of income and employment for businesses in the surrounding communities. The wildlife management area system also provides a great source of recreational opportunity for residents and visitors. Abolishment of the wildlife management system would reduce the opportunity to conserve and manage natural plant communities and associated wildlife populations. As plant communities become degraded and wildlife numbers decrease, visitors' satisfaction and use will diminish, negatively impacting the economic benefits generated in nearby communities.
- Plan and Coordinate Habitat and Land Use: Under a number of federal, state, and local laws, local governments and private landowners are required to account for and where possible mitigate for permanent impacts to wildlife and their habitats due to land and water development activities. FWC provides technical assistance to local governments, landowners, and partner agencies as these entities fulfill those obligations. Most of FWC's customer service support for wildlife planning under regulated land and water use activities, and a coordinating function for the delivery of this customer service are furnished under this activity. Abolishing this activity would not absolve customer entities from their legal obligations, but would likely severely impair their ability to assemble the information they need to satisfy those obligations. FWC also coordinates wildlife habitat stewardship on Florida's private lands. Public land stewardship alone will not achieve the habitat conservation needs of Florida's wildlife, and FWC has identified private land stewardship as absolutely critical in meeting those needs. Additionally, much of the funding for private land stewardship comes from federal sources that are awarded on a competitive basis. Through development of an integrated Landowner Assistance Programs function, FWC has enabled the state of Florida to become highly competitive in acquiring federal funds for local land stewardship. This activity serves a liaison function between several federal and state funding agencies and local land owners, furnishing necessary technical assistance to landowners as well as local level quality assurance to the funding agencies. Without this service, the State of Florida would be hampered in achieving its land conservation goals, and Florida citizens would be largely denied opportunities to benefit from funding assistance programs.
- Protect Manatees, Sea Turtles, Panthers and Black Bear: Abolishment of the manatee management and oversight activity would likely result in a significant reduction in state and federal permits authorizing developments on the coastal beaches, coastal waterfront, and forest habitat in Southwest

Florida. This could also result in a moratorium on federal permits pursuant to the requirements of the Endangered Species Act and would have significant economic impacts on local governments, the private sector, business community and many citizens. Reduction of bear and panther management would increase public concerns over bear and panther human interactions and could ultimately increase public safety risks. In addition, long-term cessation of this activity could lead to the eventual extirpation of these species from Florida, which is contrary to the public's expressed desire to conserve and maintain these species as part of our wildlife heritage.

- Manage and Restore Freshwater and Marine Habitats: Currently, resource value to citizens and local governments are enhanced by implementing science based techniques to manage and restore aquatic habitats. Citizen benefits include improved fish and wildlife resources for viewing, fishing, hunting, boating and other recreational activities. Restoration and enhancement work conducted under this activity is bid out and awarded to companies in the private sector. Local governments benefit from direct and indirect expenditures by people using aquatic resources with quality fish and wildlife populations and habitat, as well as from expenditures made by private contractors conducting project work. Abolishing this activity would eliminate future management and enhancement activities, allowing currently degraded aquatic resources to continue to degrade, and in some instances, allowing systems that are now well managed to become degraded.
  - Protect Nongame Fish and Wildlife: Maintaining the numbers and diversity of species in Florida is of great importance to the citizens of Florida. Jurisdiction of county and local governments does not usually encompass the entire range of Nongame species and therefore management plan development and coordination must occur on a broader (statewide) level. Local governments, the private sector, and citizens depend upon and expect guidance from the state in order to protect and conserve wildlife on the local level. Abolishment of this activity would reduce the state's role in nongame fish and wildlife protection and would adversely affect county and local governments, the private sector and Florida's citizens by eliminating the source of statewide oversight for such conservation programs.
  - Prevent introduction of and Eliminate Undesirable Exotic Species: FWC endeavors to regulate the possession of harmful nonnative species that could jeopardize local conservation efforts and increase operating costs for government and the private sector in terms of lost agricultural production, horticultural damage and impacts on listed species. The agency is developing control measures for released non-native species, such as the Gambian Pouched Rat, which could consume significant amounts of agricultural production and carry monkey pox, a disease that can be contracted by humans. In addition, the agency also conducts outreach and awareness campaigns to discourage release of non-native species that can cause harm to Florida's environment, economy or human health; without such knowledge illegal introductions are likely to increase. Abolition of this activity would place an additional burden on local governments to control non-native species without the appropriate technical knowledge or statewide perspective.
- Duplication of program within the agency, by other agencies, or by other governmental entities.

- With the exception of the land acquisition and management programs, there is no overlap and/or duplication with other state agencies.
  - The function and process of land buying is similar among agencies. A portion of the annual appropriation for land acquisition under the Florida Forever program is provided to several managing agencies, including FWC, to purchase land<sup>25</sup>. Division staff acquires parcels identified as priorities by wildlife management area managers based on a determination of their value to fish and wildlife conservation.
  - Program efficiency.
    - Land Management Outsourcing: FWC selected Snipe Island Unit (SIU) of the Big Bend Wildlife Management Area for a five-year privatization and outsourcing land management pilot project. The pilot project was initiated to assess whether privatization and outsourcing is an efficient and valued alternative to traditional land management performed by FWC employees. In 2003, the FWC developed a Request for Proposal (RFP) to solicit proposals for contracting the management of SIU as a “turn-key” operation. The Forestry Company (TFC) was awarded the contract and developed an Operational Management Plan that serves as the guiding document for the operational aspects of the contract. TFC is responsible for all aspects of the management, maintenance, and oversight of SIU. This includes, but is not limited to prescribed burning, timber management, plant and animal survey/monitoring, maintenance of roads and trails, capital improvements, and public use administration. During the course of the contract, FWC has identified that :
      - TFC can quickly sub-contract individual aspects of resource management and public-use administration to firms having specific expertise with various components of the area’s overall management.
      - TFC can quickly mobilize responses to management and restoration needs on SIU.
      - Outsourcing decreases the need for additional FTEs to engage in management activities.
- FWC is currently reviewing this contract, which is set to expire in July 2008, for the potential benefits of outsourcing land management activities. However, early results have yielded that:
- Some outsourced SIU activities included within the Scope of Work are cost efficient, such as prescribed burning, check station operation, and maintenance of wildlife openings that are planted with forage crops; and
  - Some outsourced SIU activities included within the Scope of Work are not cost efficient, such as maintenance of roads, parking areas, and trails, trash collection, maintenance of non-planted wildlife openings by roller-chopping and burning, forest inventory and management, plant community inventory; and boundary posting.
- Program performance measures.

---

<sup>25</sup> Under the Florida Forever Act, pursuant to Chapter 259.105, Florida Statutes, the FWC receives 1.5% of the annual Florida Forever appropriation to fund the acquisition of inholdings and additions to lands managed by the commission which are important to the conservation of fish and wildlife and for capital project expenditures.



Approved Performance Measure for FY 2006 - 2007	Activities Contributing to Performance Measure	FY 2004 - 2005	FY 2005 - 2006	FY 2006 - 2007 Projected
Percent of critical habitat (hot spots) protected through land acquisition, lease or management contract	N/A	44.0%	44.0%	44.0%
Percent of wildlife species whose biological status is stable or improving	N/A	48.7%	50.8%	48.7%
Number of acres managed for wildlife	Manage and Restore Public Lands	5,539,815	5,663,413	5,539,815
Number of written technical assits provided	Plan and Coordinate Habitat and Land Use	204	411	204
Number of survey and monitoring projects	Protect Nongame Fish and Wildlife	130	196	195
Acres of fish and wildlife habitat purchased	Land Acquisition	69.12	91.80	2,800
Number of recovery plan actions implemented	N/A	44	57	44
Number of water acres where habitat rehabilitation projects have been completed	Manage and Restore Freshwater & Marine Habitats	40,831	121,417	69,592

- Program assessment: The division's activities are vital to the agency's mission of maintaining habitat for the conservation of wildlife. In completing land management services, the division has identified that outsourcing can be a cost effective alternative to certain land management activities. The division is currently reviewing the potential for additional land management outsourcing opportunities.
- Program recommendations: The Legislature should consider statutorily continuing the program. Additionally, the Legislature should consider directing the FWC to report to the Legislature for the 2008 Session its recommendations for additional outsourcing of land management activities that are estimated to be cost effective.

The Legislature should consider reviewing the State's land management policies to identify any potential cost benefit or efficiency gain of:

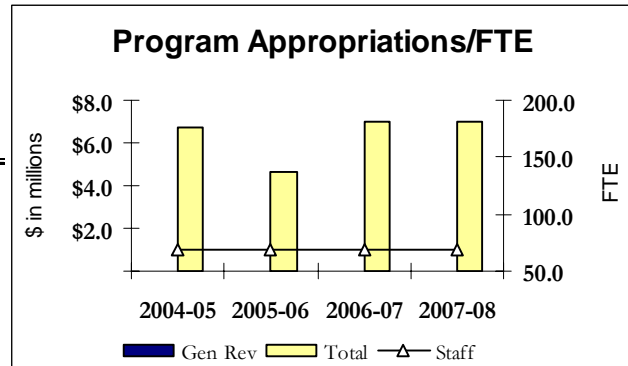
- Redirecting land management activities to one agency currently tasked with such activities; or
- Creating a new entity tasked with the acquisition, restoration, and management of state owned lands.

## ***Program: Freshwater Fisheries Management***

### **Funding:**

This program is funded through the following trust funds: GR, FGTF, SGTF, and CARLTF.

	\$ in millions			
	FY	FY	FY	FY
	2004-05	2005-06	2006-07	2007-08
Gen Rev	\$ .03	\$ .03	\$ .03	\$ .03
Fed TF's	\$3.1	\$2.4	\$3.5	\$3.5
Other TF's	\$3.6	\$2.3	\$3.5	\$3.5
<b>Total</b>	<b>\$6.7</b>	<b>\$4.7</b>	<b>\$7.0</b>	<b>\$7.0</b>
<b>Staff</b>	<b>69.5</b>	<b>69.5</b>	<b>69.5</b>	<b>69.5</b>



### **Program Purpose:**

To maintain, enhance, and provide for responsible use of Florida's freshwater fisheries.

### **Description:**

The mission of the Division of Freshwater Fisheries Management is to manage, enhance and preserve Florida's freshwater aquatic life for the benefit of the people of Florida. Activities include: managing natural and man-made freshwater aquatic systems based on scientific knowledge and principles for optimal use by the public; operating and maintaining freshwater fishing programs in urban communities for urban residents, including aquatic stewardship and outreach activities; producing and distributing certain freshwater fish, such as largemouth bass, catfish, striped bass and bream in public waters to restore or enhance fisheries or increase angling opportunities. As a measure of demand, Florida has 3 million acres of lakes and 10,550 miles of rivers and streams containing freshwater aquatic life, which should be managed, enhanced or preserved. Currently, the agency's management activities on Florida's lakes, rivers and streams satisfy approximately 53% of this demand.

### **Findings:**

- Effects of federal intervention or loss of federal funds if the program was abolished:
  - Lakes and Rivers Freshwater Fisheries Management: The U.S. Fish and Wildlife Service provides approximately \$3.5 million annual federal grant funding to Florida to fund the Freshwater Sport Fish Restoration program. The Lakes and Rivers Freshwater Fisheries Management activity uses all of these funds to manage Florida's freshwater fisheries resources. If this activity were abolished, these funds could potentially be re-directed to other activities such as freshwater fisheries aquatic habitat enhancement, stock enhancement, research or boating access that are eligible for freshwater sport fish restoration funding.
- Effects on local governments, the private sector, and/or citizens if the program was abolished:

- Lakes and Rivers Freshwater Fisheries Management: Since 1943 the state has managed freshwater fisheries to provide consistent, science-based conservation and enhancement in the 3 million acres of freshwater lakes and 10,550 miles of rivers and streams in the state<sup>26</sup>. Prior to that time individual counties had their own fishing licenses to fund fish stocking, and pay for enforcement of bag and size limits. If the state did not manage these resources, they would either be quickly depleted by over-fishing and lack of management, or the responsibility would fall on the 67 counties to manage their own waters and deal with contiguous watersheds. In addition, commercial fishing would be left to local regulation, and science based advocacy for conservation of aquatic resources, such as fish and invertebrates, would be diminished or eliminated.
- Freshwater Fish Stocking: Prior to 1943, the counties also used their own license fees to run hatcheries and provide supplemental stocking. The FWC typically produces 2-3 million freshwater fish for stocking annually to enhance recreational fishing or to offset failed year-classes, which can result from drought, fish kills, hurricanes or other phenomena. If the fish are not replaced, the quality of recreational fishing will decline and Florida could quickly lose its status as the “Fishing Capital of the World<sup>27</sup>”. For instance, Florida provides 6 million days of recreational fishing for non-residents, as compared to Wisconsin which ranks second with 3.7 million recreational user days. Direct expenditure for fishing equipment total \$2.5 billion in Florida, versus \$1.7 billion in Minnesota, which ranks second<sup>28</sup>.
- Duplication of program within the agency, by other agencies, or by other governmental entities.
  - The agency’s Freshwater Fisheries Management Program facilitates the responsible and sustained use of Florida’s freshwater aquatic life. The program’s services include: providing expertise on freshwater fish populations needed for recreation and commercial use management decisions; assessing the effects of decisions made by the agency or other entities on lakes, fish management areas, rivers and streams to ensure quality fisheries and fishing; operating and maintaining freshwater fishing programs in urban communities for their residents, including aquatic education; and producing, distributing and stocking selected freshwater species of fish in public water bodies to improve fisheries or increase angling opportunities.
  - In reviewing the activities of the Division, professional staff noted the potential for duplication of efforts through aquatic education with the Department Environmental Protection’s Coastal Aquatic Managed Areas (CAMA) and Environmental Education programs. When asked about the potential for duplication with the DEP programs, the Division stated:

*“Educational programs conducted by the Florida Fish and Wildlife Conservation Commission’s Division of Freshwater Fisheries Management*

<sup>26</sup>The FWC indicates that Freshwater Fisheries resources provide recreational enjoyment to over 1.3 million anglers annually and generate an economic impact of more than \$2 billion.

<sup>27</sup> The title of “Fishing Capital of the World” was given as a result of national surveys which document Florida’s number one position for sport fishing among the states.

<sup>28</sup> Figures are from the “2001 National Survey of Fishing, Hunting and Wildlife-Associated Recreation”, conducted by the census bureau for the U.S. Fish and Wildlife Service.

*(DFFM) were targeted to reach a broad cross-section of Floridians with information on freshwater fisheries resource stewardship. DFFM programs utilize the fun of fishing to convey a positive stewardship message while enjoying family recreation opportunities and developing basic angling skills through fishing clinics, kids/family fishing events, fishing camps, outdoor expos, presentations to schools, scouts, other stakeholder events and training of volunteers to teach stewardship via fishing. Division staff participated in 436 events/programs that reached over 71,000 citizens.*

*Numerous derbies and clinics are held throughout the state in community ponds utilizing partnerships with local governments, civic organizations and local businesses to enhance opportunities to convey fresh water fisheries resource stewardship. Living and static displays at outdoor events such as the Florida State Fair, Frank Sargeant Outdoor Expo, and Florida Sportsman shows provide opportunities to expose large numbers of Floridians to provide the FWC freshwater fisheries conservation message.*

*The unique programs offered at Joe Budd Aquatic Education Center (JBAEC) included fish identification, fish biology and management, fish dissection, and freshwater fisheries habitat identification including aquatic plants, wetlands, and pond life (macroscopic and microscopic),. The JBAEC also offered week long summer camps that taught fish identification, fishing regulations, boating safety, boat-fishing techniques, tackle identification, tackle use, fish biology and management, and fish cleaning/preparation for cooking to a limited number of focused future anglers. In addition to topics covered during the regular camp, JBAEC's Advanced Fish Camp emphasized spin casting techniques, outboard motor use, trolling motor techniques, and compass and GPS navigation techniques.*

*DFFM also provides a program focused on training adult volunteer instructors who are interested in teaching fresh water sportfishing skills to others. Instructors learn and practice principles of how to teach angling skills through the Florida Freshwater Fishing Clinic Program (Florida Fish and Wildlife Conservation Commission), Hooked on Fishing – Not on Drugs® (HOFNOD)<sup>29</sup>, 4H Sportfishing, and Aquatic Supplement to Project WILD (APW)<sup>30</sup>. ”*

When comparing information received in the response with that received from CAMA, professional staff found no duplication of programs as FWC concentrates its efforts on providing and promoting fishing opportunities in the state whereas CAMA concentrates its efforts on protection and restoration of submerged lands and the water resources.

- Program efficiency.
  - The FWC has not provided any data that support efforts for alternative methods of providing services, which reduce costs or improve performance, within the Division of Freshwater Fisheries Management.

---

<sup>29</sup> Glick et al. 2002

<sup>30</sup> Shaw and Stuever 1992

- Program performance measures.

Approved Performance Measure for FY 2006 - 2007	Activities Contributing to Performance Measure	FY 2004 - 2005	FY 2005 - 2006	FY 2006 - 2007 Projected
Number of Water Bodies acres managed to improve fishing	Lakes and Rivers Freshwater Fisheries Management, Freshwater Fisheries Administration	1,181,395	1,043,522	904,781
Number of Fish Stocked	Freshwater Fish Stocking	2,626,778	412,460	850,000
Percent angler satisfaction	Lakes and Rivers Freshwater Fisheries Management,	75%	75%	75%
Percent of Index Lakes where Fish Population are stable or Increasing	N/A	N/A	N/A	70%

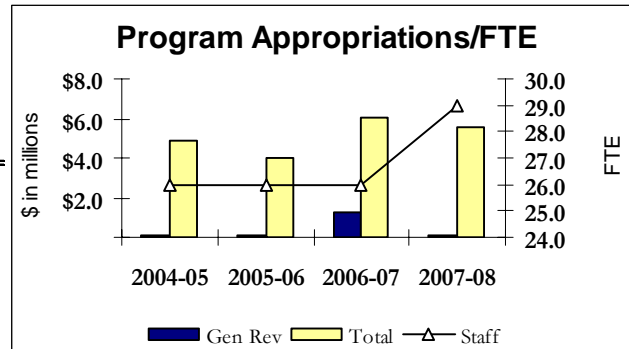
- Program assessment: The division serves a vital role in the agency's conservation of freshwater aquatic habitat and species. Without such conservation, freshwater habitat and species could decline jeopardizing a \$2 billion industry and effecting more than 1.3 million anglers. Outreach and education can be considered an important aspect to conservation; there may be an opportunity to combine such efforts within the agency or with DEP's Coastal and Aquatic Managed Areas (CAMA) programs.
- Program recommendation: The Legislature should consider statutorily continuing the program. Additionally, the Legislature should consider directing OPPAGA to review the outreach and education activity in this program as well as the DEP's CAMA program to determine if there is any duplication of effort, and if any efficiencies can be achieved through restructuring or combining programs.

### ***Program: Marine Fisheries Management***

#### **Funding:**

This program is funded through the following trust funds: GR, FGTF, and MRCTF.

	\$ in millions			
	FY	FY	FY	FY
	2004-05	2005-06	2006-07	2007-08
Gen Rev	\$ .1	\$ .1	\$1.3	\$ .1
Fed TF's	\$2.3	\$1.3	\$1.8	\$2.8
Other TF's	\$2.5	\$2.6	\$2.9	\$2.7
<b>Total</b>	<b>\$4.9</b>	<b>\$4.0</b>	<b>\$6.0</b>	<b>\$5.6</b>
<b>Staff</b>	<b>26.0</b>	<b>26.0</b>	<b>26.0</b>	<b>29.0</b>



#### **Program Purpose:**

To preserve, enhance, and restore Florida's saltwater fisheries and essential marine and estuarine fisheries habitats.

#### **Description:**

The Division of Marine Fisheries Management services recreational and commercial fisheries, seafood packing houses, marine products and fishing gear manufacturers, bait and tackle shops, marinas, divers, dive shops and diving gear manufacturers, charter and head boat operators, fishing guides, environmentalists and nature watchers, boat builders, seafood restaurants and markets, fishing camps and resorts, and others who directly or indirectly rely on saltwater fishing activities for recreation and commerce. The Division brings together the public, fisheries interest groups, research institutions, governmental agencies and others to consider ways to effectively manage Florida's marine fisheries. Scientific staff evaluates fisheries stock assessments and other relevant information to provide the members of the Commission with management advice to ensure the long-term well-being of marine fisheries resources. The goal of the Division is to maintain maximum practicable fisheries populations while allowing reasonable levels of annual harvests by various user groups. Florida's economy largely depends upon healthy and abundant marine fisheries resources, and many groups depend upon effective management to ensure the resources are maintained. Numerous fisheries management plans, currently in place, have curbed over-fishing of many important commercial and recreational marine species. The division constantly monitors and fine-tunes the management plans, as needed; however, a lack of adequate scientific data still exists for many fisheries.

#### **Findings:**

- Effects of federal intervention or loss of federal funds if the program was abolished:
  - Marine Fisheries Management: Abolishment of the marine fisheries management activity would essentially result in the elimination of state's control over the state waters' harvest of federally regulated species (king and Spanish mackerel, groupers, snappers, cobia, dolphin, billfishes, and sharks).

Because this lack of control would be expected to compromise the effectiveness of the existing federal management plan, the National Marine Fisheries Service (NMFS) would likely impose its own regulations in Florida state waters utilizing authority granted in the federal Magnuson-Stevens Fishery Conservation and Management Act<sup>31</sup>. Similarly, failure on the part of the state to implement action called for in an Interstate Fishery Management Plan<sup>32</sup> would be expected to result in a request from the Atlantic States Marine Fisheries Commission<sup>33</sup>, under authority granted in the federal Atlantic States Marine Fisheries Management Act, for suspension of harvest of affected species by the U.S. Secretary of Commerce.

- Artificial Reef Management: The U.S. Fish and Wildlife Service (USFWS) provides approximately \$5 million annual federal grant funding to Florida to fund the Marine Sport Fish Restoration program<sup>34</sup>. The Artificial Reef Management activity uses \$450,000 of these funds to provide financial and technical assistance to coastal local governments, nonprofit corporations, and state universities to develop artificial reefs and to monitor and evaluate these reefs. If this activity were abolished, these funds could potentially be redirected to other marine fisheries activities engaged in sport fish restoration.
  - Marine Fisheries Education and Outreach: The Marine Fisheries Education and Outreach activity uses \$472,500 of funds from the Marine Sport Fish Restoration program to conduct angler outreach and marine education programs and projects statewide. Florida is required to spend a portion of its Sport Fish Restoration federal funding on marine fisheries education. If this activity were abolished, these funds would no longer be available to Florida.
  - Marine Fisheries Management: The Gulf of Mexico and South Atlantic Fishery Management Councils provide \$65,000 of federal funding to support agency participation in council meetings and federal-state fisheries coordination. If this activity was abolished and council participation terminated, these funds would no longer be available to Florida.
- Effects on local governments, the private sector, and/or citizens if the program was abolished:
- Marine Fisheries Management: Abolishing the marine fisheries management program would almost certainly lead to over-fishing as human population, fishing pressure and rates of harvest continue to increase. Over-fishing would probably negatively impact all of the businesses which currently rely on well-managed fish populations. There likely would be a decline in recreational fishing, accompanied by a decline in bait and tackle sales, fewer opportunities for charter boat fishing, fewer opportunities for divers, and fewer fishes such as mullet available for public consumption.

---

<sup>31</sup> Public Law 94-265. Information regarding this Act may be found at <http://www.nmfs.noaa.gov/sfa/magact/>

<sup>32</sup> Fishery management plans are developed by the Atlantic States Marine Fisheries Commission for specific species.

<sup>33</sup> The Atlantic States Marine Fisheries Commission was formed in 1942 by the 15 Atlantic coast states to serve as a deliberative body, coordinating the conservation and management of the states shared near shore fishery resources. <http://www.asmfc.org/>

<sup>34</sup> The Dingell-Johnson Sportfish Restoration Act of 1950. Information may be found at [http://wsfrprograms.fws.gov/Subpages/GrantPrograms/SFR/SFR\\_Act.htm](http://wsfrprograms.fws.gov/Subpages/GrantPrograms/SFR/SFR_Act.htm)

- Artificial Reef Management: Abolishing the artificial reef activity would affect local governments and universities that currently receive construction and monitoring grants. Additionally, the demand for reef fishing is expected to continue to grow, and overcrowding on and overexploitation of existing artificial reefs, to the detriment of Florida's citizens and related businesses, would be expected if the construction of new reefs was discontinued.
  - Marine Fisheries Commercial Services: Abolishing the commercial services activity would eliminate trap retrieval and debris removal projects that are now contracted to commercial fishers who are paid to recover lobster and stone crab traps remaining in the water at close of season. Residents would be subjected to declining aesthetic values and additional hazards from accumulating trap debris and abandoned traps, which would likely result in personal injuries, inconvenience and damage to personal property.
  - Marine Fisheries Education and Outreach: Abolishing the recreational saltwater outreach and education activity would drastically reduce the number of Kids' Fishing Clinics<sup>35</sup> conducted in Florida, depriving children of an opportunity to learn about saltwater fishing and conservation. Several stakeholder organizations depend upon this activity which provides popular marine educational exhibits and publications to thousands of participants at fishing and boat shows statewide. The distribution of marine fisheries regulations and conservation materials would be discontinued, resulting in public dissatisfaction, increases in violations of harvest regulations, and an expected decline in resource viability.
- Duplication of program within the agency, by other agencies, or by other governmental entities.
- Artificial Reef Program: The artificial reef activity was originally housed within the Department of Environmental Protection (DEP) and transferred to FWC when the agency was created in 1999. The DEP retained regulatory authority in state waters relating to artificial reef permitting as part of its sovereignty submerged lands responsibilities. FWC's artificial reef activity partners with local coastal governments to provide technical assistance and grant funding for the placement of artificial reef materials designed to enhance fishing and diving or marine fisheries habitat. The DEP Beaches and Coastal Systems program administers funding to local governments and contractors for projects specifically associated with mitigation for natural reef loss due to burial by beach re-nourishment. In addition, the activity is currently the only one authorized by statute<sup>36</sup> to receive large military vessels as artificial fishing and diving reefs on behalf of the state of Florida.
  - Marine Fisheries Outreach and Education Program: The DEP and FWC have existing environmental education programs throughout the state aimed at teaching the public about marine resource conservation and providing them with recreational activities. The FWC exercises regulatory and executive powers of the state with respect to marine life and the DEP manages the

---

<sup>35</sup> The FWC's involvement is funded in part by money from the Sport Fish Restoration program. This national program collects money from excise taxes on fishing equipment, import duties on fishing equipment and boats, and taxes on motorboat and small-engine fuels. More information available at <http://myfwc.com/marine/fishingclinics/>

<sup>36</sup> Chapter 370.25, Florida Statutes.



sovereign submerged lands of Florida, which comprise the primary components of marine habitat. Outreach programs conducted by each agency focus on their respective areas of responsibility and are complementary rather than duplicative. The FWC focuses on fisheries management and restoration and the DEP focuses on habitat protection.

➤ Program efficiency.

- Stakeholder Involvement: The FWC has improved and increased interactions with stakeholders through the use of advisory boards and video meetings. The use of advisory boards costs time and money to implement, but savings have been realized by improving meeting agendas and meeting management in a way that has increased upfront stakeholder input and limited the number of times issues go before the commission. Video meetings save agency costs in travel and related expenses associated with conducting multiple workshops around the state that deal with one issue. The Division's artificial reef program is relying more on local government funding and staff involvement to leverage matching dollars for federally supported reef construction and monitoring projects.
- Grants: The FWC is partnering with local governments and utilizing their in-kind-services as matching dollars for the federal artificial reef granting program. This has allowed the agency to leverage more dollars for projects supporting local government reef activities.
- Process Improvement: The Division's recreational outreach program has reduced shipping costs for saltwater regulations by bulk shipping to county tax collector's offices instead of individual drop-shipping to local vendors. Additional cost savings were realized by placing tighter controls on distribution and shipping of the "Fishing Lines" magazine (approximately 900,000 printed biannually) to tackle shops and other outlets. The program has also developed a large network of volunteer support to plan and conduct kid's fishing clinics throughout the state. This has enabled the program to facilitate the maximum number of clinics using minimal staff. Both the commercial and recreational outreach programs in the Division are making more use of the agency website and internet links to provide regulations, summaries, and other information formerly provided in print. The commercial outreach newsletter is now emailed to as many commercial license holders as possible, minimizing printing and mailing costs.
- Information Technology Improvements: The Division is using blackberry phones and wireless laptops to increase effectiveness when working in the field, or attending meetings in and out of state. Division staff is expanding the use of video and teleconferencing to work with stakeholder groups and advisory boards, resulting in less travel expense and better communication. Movement toward more video-conferencing will replace more expensive and less efficient public workshops and stakeholder meetings typically held at various locations around the state. Online surveys are used more extensively to gather valuable information and feedback from the public regarding marine fisheries management issues. These electronic surveys are less expensive and more efficient in collecting data than traditional mail surveys. Recent surveys performed addressed issues that include aquatic health, red drum, horseshoe crab, saltwater angler and sport fish restoration.

➤ Program performance measures.

Approved Performance Measure for FY 2006 - 2007	Activities Contributing to Performance Measure	FY 2004 - 2005	FY 2005 - 2006	FY 2006 - 2007 Projected
Percent of fisheries stocks that are increasing or stable	Marine Fisheries Management	80%	80%	80%
Number of fishery management plans reviewed and analysis completed	Marine Fisheries Management	15	15	15
Number of educational outreach contacts	Marine Fisheries Outreach and Education	70,000	70,000	70,000
Number of artificial reefs created and/or monitored	Artificial Reef Management	221	179	160
Number of Marine Fisheries Service contacts (Request New Measures)	Marine Fisheries Commercial Services	N/A	N/A	N/A

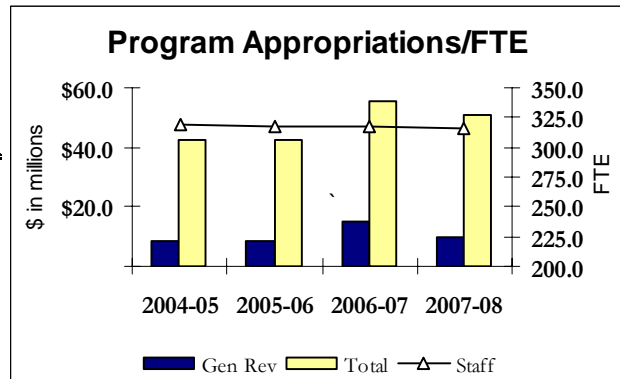
- Program assessment: The division provides vital saltwater aquatic habitat and species management to the agency. Many of the activities within the division such as marine outreach and education, artificial reef development and management, and marine fisheries management are either fully or partially (dollar for dollar match) funded by federal grants and donations. Elimination of these activities would result in a loss of such grants and donations and could hamper the agency's ability to carry out its constitutional duties.
- Program recommendation: The Legislature should consider statutorily continuing the program.

## ***Program: Research – Fish and Wildlife Research Institute***

### **Funding:**

This program is funded through the following trust funds: GR, FGTF, FPRMTF, GDTF, MRCTF, NGTF, STMTF, SGTF, and CARLTF.

	\$ in millions			
	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08
Gen Rev	\$8.4	\$8.5	\$15.3	\$9.7
Fed TF's	\$11.5	\$12.6	\$13.7	\$11.9
Other TF's	\$22.4	\$21.6	\$26.4	\$29.4
<b>Total</b>	<b>\$42.4</b>	<b>\$42.7</b>	<b>\$55.5</b>	<b>\$51.0</b>
<b>Staff</b>	<b>319.0</b>	<b>317.0</b>	<b>317.0</b>	<b>316.5</b>



### **Program Purpose:**

To provide science-based assessment of fish and wildlife resources and decision support to the commission and other Florida resource managers.

### **Description:**

The Fish and Wildlife Research Institute monitors and provides information on the status of aquatic and coastal habitats, freshwater and marine fisheries, hunted species, imperiled species and other important plant and animal communities in Florida. This information is used by state, federal, county and local government resources managers. Key stakeholders include universities, recreational fishing interests, commercial fishing interests, recreational hunters, boaters and environmental non-governmental organizations. The Institute develops and implements restoration techniques for habitat enhancement of coastal, freshwater, and upland plant and animal communities. Institute staff members provide technical support such as mapping resources at risk, biological sampling, environmental data collection and damage assessment data for catastrophes including oil spills, ship groundings, die-offs, major chemical spills and natural disasters. The Institute detects and monitors red tides and provides technical support, analysis and advisories to affected interests. The Institute's primary goal is to provide science-based assessments of fish and wildlife resources, as well as, decision support to the Commission and others responsible for managing or regulating activities that depend on Florida's unique and diverse natural resources.

### **Findings:**

- Effects of federal intervention or loss of federal funds if the program was abolished:
  - Fisheries Assessment: The Fish and Wildlife Research Institute (FWRI) collects data on more than 200 species of marine fish and invertebrates harvested from Florida waters. The data are used to monitor harvest rates and assess the health of exploited fish and invertebrate populations. Approximately \$1.5 million is provided through the Recreational Fisheries

Information Network (RECFIN) and Commercial Fisheries Information Network (COMFIN) for this activity<sup>37</sup>. It is likely that the federal agencies currently funding these efforts will withhold funds if the Fisheries Assessment activity is eliminated.

Additionally, under the Marine Sportfish Restoration Act, the FWRI receives approximately \$3.86 million for fisheries assessment. This funding supports long-term monitoring of juvenile finfish to assess sport fish stocks, determine trends in relative abundance, and provide early warning signs of problems or impacts of recent management decisions. Biological research focuses on the abundance, distribution, and life history of tarpon and bonefish in Florida. Staff collects information on the age, growth, and reproduction of reef fish species in southeast Florida and the Florida Keys. Current reef fish research concentrates on gray snapper, mutton snapper, yellowtail snapper, and lane snapper. Genetic research focuses on two major areas: genetically identifying wild fish populations and genetic monitoring of hatchery fish. If this activity were abolished, these funds could potentially be re-directed to other qualifying marine fisheries activities engaged in sport fish restoration.

- Wildlife Research: Under provisions of Section 6 of the Endangered Species Act (ESA), the FWRI receives approximately \$1.5 million for conducting research and monitoring on several federally and state listed endangered or threatened marine species. Section 6 funding is provided by both the National Marine Fisheries Service (NMFS) and the USFWS for work on Johnson's seagrass, five species of sea turtles, smalltooth sawfish, and the North Atlantic right whale. Only state wildlife and conservation agencies can participate in ESA Section 6 agreements and the funding associated with the agreements. Studies involving these species are tightly permitted under the ESA and various other state and federal laws. FWRI holds federal permits for studies involving federally protected species. It is likely that the federal agencies currently funding these efforts will redirect funds to other states if the Wildlife Research activity is eliminated.
- Harmful Algal Bloom and Aquatic Health Monitoring and Assessment: Under the Dingell-Johnson Act of 1950, the FWRI receives approximately \$420,000 in funding to support staff and projects that gather information about fish kills and outbreaks of diseases in marine fish in Florida. Information is obtained through a volunteer network and citizen reports to the Marine Fish Kill Hotline. Staff also monitors fish health at FWRI's Stock Enhancement Research Facility, thus ensuring that hatchery-raised fish are healthy when they are released into the natural environment. If this activity were abolished, these funds could potentially be re-directed to other qualifying marine fisheries activities engaged in sport fish restoration.
- GIS Technical Support and Services: Under the Dingell-Johnson Act, the FWRI receives approximately \$320,000 for the Marine Resource Geographic Information System (MRGIS), a computer system that allows FWRI staff to create mapped versions of marine-related data. Agency staff uses the MRGIS to respond to requests for data about Florida's recreational marine fisheries. Boater's

---

<sup>37</sup> The Fishing Information Network (FIN) is a state-federal cooperative program among agencies which collects, manages, and disseminates statistical data and information on the commercial fisheries of the Southeast Region. Information available at [http://www.gsmfc.org/fin\\_ov.html](http://www.gsmfc.org/fin_ov.html)

Guides are popular examples of brochures created using MRGIS data. Since 1992, they have depicted information about marine resources and boating-access sites in many coastal areas of Florida. These guides are available free of charge to anglers, boaters, and resource managers at a variety of locations. If this activity were abolished, these funds could potentially be re-directed to other qualifying marine fisheries activities engaged in sport fish restoration.

- Effects on local governments, the private sector, and/or citizens if the program was abolished:
  - Fisheries Assessment: FWRI fisheries assessment staff monitors population trends and abundance of recreational and commercial fishery species from the freshwater and coastal marine waters of the state. These biological data are integrated and used to analyze Florida's freshwater and marine fisheries stocks. The analyses provide the basis for development of resource management options and harvest rules. FWRI annually reviews landing trends for all marine species harvested in Florida to determine status of each stock or species grouping. This typically results in evaluation of about 134 species groupings for which at least 80% are considered stable or increasing in abundance. Additionally, for highly exploited species such as snook, redfish, trout, and lobster the activity conducts a rigorous, mathematical assessment of stock status every 3 to 4 years. If abolished, the statewide scientific research support for fisheries management would be eliminated. In the future, various interests that value fishing and are subject to harvest regulations would likely encounter outdated or new regulations that are not science-based, and therefore not adequately protective of fish stocks. Local governments might intervene and implement harvest regulations in response to local private sector needs or pressures, but those regulations would lack the basis in science necessary to adequately protect stocks, while allowing the highest level of sustainable harvest.
  - Imperiled Species and Wildlife Assessments: There are 78 species and subspecies of mammals that spend all or part of their lives on land in Florida. Many are economically important, and 24 are of special concern, threatened, or endangered. Information is needed to support conservation actions for 136 native, non-marine reptiles and amphibians. Many of these species are harvested for food, the pet trade, or other uses. Twenty-two of these species, in whole or in part, are of special concern, threatened, or endangered. Avian research is conducted to meet information needs associated with the management and conservation of over 460 species of birds in Florida, 36 species or subspecies of which are listed by the state or federal governments as being of special concern, threatened, or endangered. Research is needed for conservation and restoration of the five species of marine turtles that regularly occur in Florida waters, all of which are listed by the state and federal governments as threatened or endangered. FWC marine mammal research provides managers with timely information for protecting the North Atlantic right whale and Florida manatee. Researchers conduct many of these studies to assess species' management and conservation needs and human expectations for management of the species. If abolished, the statewide scientific research support for imperiled species and wildlife management would be eliminated. In the future, various interests that value wildlife resources would likely encounter outdated or new regulations that are not

science-based. Local governments might attempt to intervene and implement management measures in response to localized private sector needs or pressures, but such measures would generally lack the basis in science necessary to ensure adequate resource protection.

- Harmful Algal Bloom (HAB) and Aquatic Health Monitoring and Assessment: This FWRI activity produces information and results that are used extensively by the Florida Department of Agriculture and Consumer Services, Department of Health, National Shellfish Program, Gulf of Mexico Program, and local governments to mitigate the negative effects of fish kill events, shellfish harvest closure and to protect human health. This activity has provided systematic training to volunteers, investigators, and fish kill responders throughout the Gulf and South Atlantic states. The HAB group coordinates sample collection for the detection and monitoring of nuisance, harmful, and toxic algal blooms, including Florida red tide, around the state. If abolished, important public health protections would be lost. Local government might step in to provide human health protection and assist mitigation of economic impacts caused by HABs, but would likely lack the scientific sophistication necessary to maximize effectiveness. Additionally, the statewide scientific research support for aquatic health monitoring would be eliminated. In the future, all interests that value healthy aquatic resources would encounter outdated or management regimes that are not science-based. Local governments may need to intervene and implement management measures in response to localized private sector needs or pressures, but such measures would generally lack the basis in science necessary to ensure maximum effectiveness.
- Habitat Monitoring and Assessment: Statewide or large-scale habitat monitoring requires close integration of expertise and resources with FWC's scientific and field capabilities. FWRI assesses the ecological status of habitats and plant and animal communities around the state. Scientists develop techniques to measure stress in coastal plant communities and work on methods to enhance and reestablish estuarine and freshwater plants. Scientists work closely with internal and external resource managers to develop best management practices in order to protect and improve upland habitat quality and wildlife diversity on state-managed lands. The varied projects include monitoring coral communities in the Florida Keys, assessing the status of freshwater plants in rivers and lakes, and vegetation monitoring in FWC's Wildlife Management and Environmental Areas. If abolished, the statewide scientific research support for natural habitat monitoring would be eliminated. All interests that value preservation of Florida's natural habitats would likely encounter outdated or management regimes that are not science-based. Local governments may need to intervene and implement management measures in response to localized private sector needs or pressures, but such measures would generally lack the basis in science necessary to maximize effectiveness.
- GIS Technical Support and Services: Addressing the complex environmental issues in Florida's various ecosystems requires the integration of large and diverse databases and information sources. FWC scientists manage and produce data and information that support those making decisions necessary for conserving the fish and wildlife resources in terrestrial, freshwater, and

marine ecosystems. Our efforts result in a wide variety of services and products, including digital maps of fish and wildlife distributions, guides for taxonomic identification of species, economic assessments, biostatistics support, manuscript editing, and library services. Staffs work with, and for, all other programs at FWRI and selected local, state, and federal partners, facilitating data exchange and providing the tools, support services, and expertise needed to cooperatively develop information products. If abolished, the statewide scientific research support for providing GIS services and natural resource information management would be eliminated. The state's ability to respond to oil spills would be hampered. All those that value ready access to natural resource information would likely encounter outdated information and a reduced ability to receive pertinent information in a timely manner.

- Manatee Rehabilitation: Staff members administer contracts to reimburse the cost of rehabilitating manatees. Three Florida zoological facilities, SeaWorld Florida, Lowry Park Zoo, and Miami Seaquarium, are designated as “critical care” facilities by the United State Fish and Wildlife Service and work cooperatively with FWC to rescue and provide medical care to manatees. Manatees that would otherwise be lost because of injuries, illness, or abandonment as calves are returned to the wild to contribute to manatee population recovery. During the past three fiscal years, 160 manatees have been admitted to participating facilities for treatment or released after treatment. In these years, \$3,450,000 in state funds has been paid to the facilities as partial reimbursement for their efforts. Approximately 60% of the actual rehabilitation facility costs were reimbursed in FY 05-06. Many of the rehabilitated and released manatees have been monitored for sufficient periods to assure biologists that the manatees have readapted to the wild and have resumed a normal existence. If abolished, direct state financial support (\$1,150,000 annually) to the private sector would be eliminated. The non-governmental or private facilities that currently provide rehabilitation services would be forced to fund the activity without the state dollars currently provided, or diminish the level of services they provide. If facilities that currently participate in the program drop out, some orphaned, injured or sick manatees may be left untreated and additional manatee mortality would likely result.
- Duplication of program within the agency, by other agencies, or by other governmental entities.
  - FWRI's overall program strategy of partnering and collaborating with external research entities greatly reduces the possibility of duplicating services. In cases where potential duplication in service is identified or may exist, FWRI often contracts for those services rather than develop or maintain an extensive in-house capability.
  - FWRI's mandated research functions and services sometimes overlap similar functions of other state or federal agencies; for example, those provided by Florida's water management districts (WMDs). A WMD may monitor lake or stream fauna or seagrass distribution in areas where they have management authority, as may a FWRI research activity. However, the WMD monitoring focus is regulatory and regional or basin specific and FWRI's research focus is generally statewide and fish and wildlife resource management related.

- Program efficiency.
  - Partnerships: A partnership between FWRI, the University of Florida's (UF) College of Veterinary Medicine, and the Whitney Laboratory at UF provides veterinary and pathology support to FWRI's Marine Mammal Pathobiology Laboratory. Veterinary students train at zoo and aquarium facilities throughout Florida that rehabilitate manatees. The UF partnership provides additional expertise in responding to marine mammal stranding events. Mote Marine Laboratory is a partner in FWC marine stock enhancement. This partnership with Mote Marine Laboratory was established to help further the development and effectiveness of Florida's marine stock enhancement program, which is centered at FWRI's hatchery at Port Manatee. The partnership provides a vehicle for translating results of research by Mote Marine Laboratory scientists into additional fisheries management alternatives for Florida. By helping the State evaluate and improve the effectiveness of its enhancement efforts, FWRI can field test the potential of marine stock enhancement at an operational scale.
  - Grants: All 37 temporary FTE positions authorized in the FY 2003-04 GAA have been filled utilizing long-term grants. This has enhanced FWRI's ability to recruit and retain highly qualified applicants in support of its research mission. The successful implementation of legislative intent from 2003 demonstrates the efficacy of the temporary FTE personnel option. Grants now support 27% (\$15,000,000) of FWRI's operations.
  - Outsourcing: Outsourcing facilities maintenance services for the FWRI headquarters building in Saint Petersburg has resulted in the reduction of three positions in that program. These positions were not eliminated but redirected to improve service in high priority technical programs at FWRI. In FY 2004-05, administration of and funding for the marine turtle grants program (\$300,000/year) was outsourced. The agency supported the effort to privatize the program while improving service to potential grant recipients. Revenue from marine turtle license plates previously deposited in MRCTF for use by FWC was redirected to the Caribbean Conservation Corporation for the purpose of providing marine turtle conservation grants to Florida researchers, local governments, and NGOs. An FWC grants specialist was shifted to improve services in another grant program established by Boating and Waterways Section in the Division of Law Enforcement.
  - Staff Re-alignment: In response to legislative budget cuts, the Gulf sturgeon conservation program was eliminated completely in FY 2003-04. The total reduction in appropriation and cost savings was \$400,000. An FTE associated with the sturgeon program was shifted from sturgeon research to improve service in redfish stock enhancement research. Through outsourcing of facility maintenance services, two facilities' management positions have been shifted to an administrative support position and a research position, improving service in both areas. In addition, one administrative FTE was shifted to create the FWRI Research Coordinator position to implement the FWRI strategic business model associated with the FY 2004-05 restructure of FWC.
- Program performance measures.



Approved Performance Measure for FY 2006 - 2007	Activities Contributing to Performance Measure	FY 2004 - 2005	FY 2005 - 2006	FY 2006 - 2007 Projected
Number of fisheries assessment and data summaries conducted	Fisheries Assessment	1,408,820	158,322	136,683
Number of habitat impact assessments and GIS requests*	GIS technical support and services	1,639	1,300	1,405
Number of requests for status of endangered and threatened species and wildlife completed	Imperilled Species and Wildlife Assessment	101,960	97,084	130,000
Number of red tide and aquatic health assessments completed	Harmful Algal Bloom & Aquatic Health Monitor & Assessment	182,731	219,162	90,000
Number of manatees rehabilitated	Manatee Rehabilitation	40	64	60
Number of requests for assessments of seagrass, salt marsh, mangrove, coral aquatic, and upland habitat	Habitat Monitoring and Assessment	31,548	24,866	38,841
*Note that a title change is requested to "Number of technical and analytical GIS remote sensing requests completed and GIS oil spill training assistance provided"				

- Program assessment: The division conducts research which provides the agency information and scientific data to carry out its constitutional duties. The division is heavily reliant on federal grants and donations for staff and to conduct research activities.
- Program recommendation: The Legislature should consider statutorily continuing the program. Additionally, the Legislature should consider directing the commission to conduct a cost benefit analysis of outsourcing certain division activities, such as GIS technical support, and report to the Legislature for the 2008 Session.

## ***ADVISORY COUNCILS AND COMMITTEES REVIEW***

## ***Advisory Committees Established in Statute***

### **Nongame Wildlife Advisory Council**

#### **Description:**

The Nongame Wildlife Advisory Council is an 11-member council created under Chapter 372.992, Florida Statutes, to recommend policies, objectives, and specific actions for non-game wildlife research and management to the Commission.

The eleven members of the Council are appointed by the Governor and consist of:

- One representative each from the FWC, Department of Environmental Protection, and the U.S. Fish and Wildlife Service;
- The Director of the Florida Museum of Natural History;
- One representative from a professional wildlife organization;
- One representative from a private wildlife institution;
- One representative from a Florida university or college with expertise in nongame wildlife biology;
- One representative from a private business with expertise in nongame wildlife biology;
- One representative from statewide landowners interests; and
- Two representatives from conservation organizations.

Each member shall serve 4-year terms and shall be eligible for reappointment. Members receive no compensation for Council membership but are entitled to per diem and travel expenses.

#### **Findings:**

The Council has sporadically provided recommended policies, objectives and actions related to non-game wildlife since its creation. However, the Council has been less active since the agency's reorganization and did not meet in the 2006 – 2007 fiscal year. No meetings were scheduled for the 2007 – 2008 fiscal year. The agency has stated that they intend to work with the Council to revise its functions to better advise the agency on non-game issues.

Revenue for Council operations is provided by the FWC from the Nongame Wildlife Trust Fund. For fiscal years 2004 and 2005 the Council received \$500; for fiscal years 2005 and 2006 the Council received \$200, all for operating expenses. In fiscal years 2006 and 2007, and 2007 and 2008 the Council received no monies.

#### **Recommendation:**

Abolish the Nongame Wildlife Advisory Council.

### **Florida Panther Technical Advisory Council**

#### **Description:**

The Florida Panther Technical Advisory Council is a 7-member Council created in 1983 under Chapter 372.673, Florida Statutes, to serve in an advisory capacity to the Commission on technical matters of relevance to the Florida panther recovery program. The Council recommends specific actions that should be taken to accomplish the purposes of the Florida

Panther Recovery Program and reviews and comments on research and management programs and practices to identify potential harm to the Florida panther population.

The seven members of the Council are appointed by the Governor and consist of:

- Two members representing state or federal agencies responsible for the management of endangered species;
- Two members representing universities, colleges or institutions, who have specific expertise in the research and management of large felines or mammals; and
- Three members representing the public at large, who have specific expertise in the research and management of large felines or mammals.

Each member shall serve a 4-year term and shall continue to serve on the Council until a replacement has been appointed. Members receive no compensation for Council membership but are entitled to per diem and travel expenses.

**Findings:**

The Florida Panther Technical Advisory Council was established in 1983 to create coordination between state and federal panther recovery efforts. Since that time, the FWC, and its federal partners, have undertaken several measures to protect and rehabilitate the panther population.

In 2004, the FWC, the National Park Service (NPS), and the U.S. Fish and Wildlife Service (USFWS) established the Interagency Florida Panther Response Team to respond to human-panther interactions. The Response Team developed The Interagency Florida Panther Response Plan (Response Plan) to provide guidelines for responding to these interactions. Also included in the plan was an outreach strategy that provides goals and objectives for educating the public. The draft Response Plan has been the guiding document for the Response Team since February 2005. The Response Team is able to coordinate its efforts on a daily basis allowing each agency to rapidly respond to any issues surrounding panther recovery.

Revenue for Council operations is provided by the FWC from the Panther Recovery Program. The Council has been dormant for several years and no funds were expended the three previous fiscal years.

**Recommendation:**

Abolish the Florida Panther Technical Advisory Council.

**Management Advisory Groups  
(Conservation and Land Management Planning)**

**Description:**

The Management Advisory Groups, created under Chapter 259.032, Florida Statutes, are made up of stakeholders and representatives from cooperating agencies, local governments, National Resource Conservation Service (NRCS), adjacent landowners, and conservation and other user groups within the area or location of the land to be managed. The Groups engage stakeholders and the public in the drafting of ten-year Conceptual Management Plans for each FWC-managed area, which include wildlife management areas, wildlife environmental areas, and mitigation parks.

**Findings:**

The management advisory groups are created, pursuant to Chapter 259.032 (10) (b), Florida Statutes, to assist the FWC in developing management plans for parcels, managed by the agency, larger than 160 acres. Once the management plan is adopted, the FWC shall update such plans every 10 years, with the input from the individual management advisory groups.

Revenue for Group operations is provided by the FWC from the Habitat and Species Conservation Program through the Conservation and Recreational Lands (CARL) Trust Fund. For fiscal years 2004 and 2005 the groups received \$16,200; for fiscal years 2005 and 2006 the groups received \$12,800, all for operating expenses. In fiscal year 2006 and 2007, the advisory groups received no monies. The agency has projected that in fiscal year 2007 and 2008, the groups will received approximately \$40,000 for operating expenses.

**Recommendation:**

Retain the Land Management Advisory Groups.

**Boating Advisory Council**

**Description:**

The Boating Advisory Council in an 18-member Council created under Chapter 327.803, Florida Statutes, to make recommendations to the FWC and Department of Community Affairs regarding issues affecting the boating community, including boating and diving safety education, boating-related facilities, including marinas and boat testing facilities, boat usage, boat access, and working waterfronts.

The Council membership includes:

- One representative from FWC who will serve as the chair for the Council;
- One representative each from the Department of Environmental Protection, The United States Coast Guard Auxiliary, the United States Power Squadron, and the inland navigation districts;
- One representative, nominated by the Executive Director of the FWC and appointed by the Governor, each from:
  - Manatee protection interests;
  - Marine industries;
  - Water related environmental groups;
  - Canoe or kayak enthusiasts;
  - Marine manufacturers;
  - Commercial vessel owners or operators;
  - Marine special events;
  - Scuba diving industry with experience in recreational boating;
  - Commercial fishing or shellfishing industry; and
  - Two representatives from the boating public.
- One member of the House of Representatives appointed by the Speaker of the House of Representatives; and
- One member of the Senate appointed by the President of the Senate.

Council meetings shall be at the call of the chair, at the request of the majority of its membership, or by prescribed by rule. Members receive no compensation for Council membership but are entitled to per diem and travel expenses.

**Findings:**

In 2007, the Boating Advisory Council held two regular and one subcommittee meeting to review and draft recommendations on non-motorized vessel registration. The Council made a recommendation to the commission not to move forward on draft rule making for non-motorized vessel registration. The Council did recommend, however, increasing the age for children to wear life jackets as well as amending boater education requirements. The agency has indicated that both of those items will be presented in the agencies' legislative package during the 2008 session.

Revenue for Council operations is provided by the FWC from the Marine Resources Conservation Trust Fund. For fiscal years 2004 and 2005, the Council received \$9,800; for fiscal years 2005 and 2006, the Council received \$10,750; and for fiscal years 2006 and 2007, the Council received \$12,000 all for operating expenses.

**Recommendation:**

Retain the Boating Advisory Council.

**Waterfowl Advisory Council**

**Description:**

The Waterfowl Advisory Council is a 3-member Council created under Chapter 372.5714, Florida Statutes, to provide advice and guidance for the Waterfowl Management Program, and advise the FWC regarding the administration of revenues generated by the sale of the Florida waterfowl permit.

The Council membership includes:

- One member appointed by the Governor;
- One member appointed by the Speaker of the House of Representatives; and
- One member appointed by the President of the Senate.

Members of the Council server 4-year staggered terms and shall possess knowledge in waterfowl management and protection. Members receive no compensation for Council membership but are entitled to per diem and travel expenses.

**Findings:**

The Waterfowl Advisory Council was established in 1979 in an effort to assist the former Florida Game and Fish Commission in the administration of revenue generated from the sale of waterfowl permits. Since that time, significant changes have been made within the agency that better provide for the administration of the revenues and well being of the species. The current FWC created the Waterfowl Management Program to deal with increasing negative impacts on the waterfowl species.

As part of agency restructure efforts, the FWC has indicated it would like to implement a new stakeholder group, through managerial initiative, with a broader and more diverse membership. Membership of the new group would include active representatives of key hunting and conservation organizations. This approach would give the agency flexibility to add new stakeholders as they arise. The current Council agrees with the strategy and would be invited to join the new stakeholder group.

Revenue for Council operations is provided by the FWC from the State Game Trust Fund. For fiscal years 2004 and 2005, the Council received \$1,000; for fiscal years 2005 and 2006, the Council received \$1,000; and for fiscal years 2006 and 2007, the Council received \$1,000, all for operating expenses.

**Recommendation:**

Abolish the Waterfowl Advisory Council.

***Advisory Committees Established by Managerial Initiative***

**Overview:**

The Commission has within its Constitutional authority, the ability to exercise regulatory and executive powers that protect wild animal, freshwater aquatic and marine life. In doing so, the Commission can establish, through managerial initiative, advisory groups that assist agency staff in making management and policy recommendations to the Commission. As such, certain conclusions may be drawn from findings on the relevance of the individual advisory boards, however, no statutory recommendations can be made on whether to continue with or abolish the advisory boards.

**Stone Crab Advisory Board**

**Description:**

The Stone Crab Advisory Board is a 5-member board created by managerial initiative to advise the Commission on management strategies for the stone crab fishery. This Board has evolved from the Stone Crab Appeals and Advisory Board, which was created in 2001.

**Findings:**

The Stone Crab Advisory Board has proposed solutions to several issues regarding the Stone Crab Fishery Effort Management Program that have been adopted in Chapter 370.13, Florida Statutes and Rule 68B-12, Florida Administrative Code. The agency indicates that the board continues to provide important advice on the stone crab fishery; however they have not convened since fiscal year 2004 – 2005.

Revenue for Council operations is provided by the FWC from the State Game Trust Fund. For fiscal years 2004 and 2005, the Council received \$1,000; for fiscal years 2005 and 2006, the Council received \$1,000; and for fiscal years 2006 and 2007, the Council received \$1,000, all for operating expenses.

**Artificial Reef Advisory Board**

**Description:**

The Artificial Reef Advisory Board is a 12-member board created by managerial initiative to provide advice and recommendations to the Commission on goals and objectives for the state's artificial reef program, including strategic and operational planning.

**Findings:**

The Artificial Reef Advisory Board assisted the FWC in the completion of the Artificial Reef Strategic Plan<sup>38</sup> and is currently working with the agency to develop Operational Best Management Practices for Artificial Reef Planning, Design, Construction, and Assessment.

Revenue for Board operations is provided by the FWC from the Marine Resources Conservation Trust Fund. In addition, for fiscal years 2006 and 2007 the Board received \$6,763 from the Fish and Game Trust Fund to cover operational expenses.

### **Ad Hoc Blue Crab Advisory Board**

**Description:**

The Blue Crab Advisory Board is a 13-member board created by managerial initiative to provide advice and recommendations to the Commission on management of Florida's blue crab fishery by focusing on the promotion of a healthy and profitable industry through management and regulation.

**Findings:**

The Ad Hoc Blue Crab Advisory Board assisted the agency with establishing the Blue Crab Effort Management Program<sup>39</sup> during the 2007 legislative session. FWC staff stated that the Ad Hoc Blue Crab Advisory Board has met its objective of providing management recommendations and will recommend, to the Commission, that the board be discontinued.

Revenue for Board operations is provided by the FWC from the Marine Resources Conservation Trust Fund. For fiscal years 2006 and 2007 the Board received \$6,763 from the Fish and Game Trust Fund to cover operational expenses.

### **Marine Life Workgroup**

**Description:**

The Marine Life Workgroup is a 13-member group created by managerial initiative to provide advice and recommendations to the Commission on the biological and management needs of Florida's marine life industry.

**Findings:**

The Marine Life Workgroup met three times in 2005 and assisted the agency in the smooth implementation of the Marine Life Effort Management Program<sup>40</sup>. The workgroup was scheduled to hold two to three meetings in 2007 to assist the agency with revising the list of species that is included in the program as well as size and bag limitations. The agency has requested the workgroup continue to develop recommendations for a sustainable marine life fishery.

---

<sup>38</sup> *State of Florida Artificial Reef Strategic Plan*, Florida Fish and Wildlife Commission, Division of Marine Fisheries, November 21, 2003.

<sup>39</sup> Chapter 370.135, Florida Statutes

<sup>40</sup> The Marine Life Effort Management Program was established by Commission Rule 68B-42, Florida Administrative Code, under its authority granted by Article IV, Section 9, Florida Constitution.



Revenue for workgroup operations is provided by the FWC from the Marine Resources Conservation Trust Fund. For fiscal years 2004 and 2005 the workgroup received \$2,273; for fiscal years 2005 and 2006 the workgroup received \$7,646; for fiscal years 2006 and 2007 the workgroup received \$5,200 all for operating expenses.

### **Snook Workgroup**

#### **Description:**

The Snook Workgroup is a 21-member group created by managerial initiative to review and discuss the recent stock assessment results and determine what type of fishery they want for the future and suggest regulations to accomplish that goal.

#### **Findings:**

The Snook Workgroup met twice in 2006 – 2007 and once since January 2007, but had anticipated three meetings 2007 – 2008. The workgroup, with the assistance of a meeting facilitator, was in the process of reviewing agency rule proposals as well as snook stock enhancement assessments. The result of workgroup meetings will be to provide recommendations on the future of the snook fishery to the Commission.

In 1985, Rule 68B-21.002, Florida Administrative Code, was established designating snook as a protected species. The purpose of the designation was to increase public awareness of the need for extensive conservation action in order to prevent the species from becoming endangered; as well as encouraging voluntary conservation practices, including catch-and-release, for all snook caught unless they are needed for food.

On July 12, 2007, the Commission amended Rule 68B-21, Florida Administrative Code, prohibiting the sale of snook, as well as establishing seasons, size, bag, and possession limits for snook. The rule also establishes restrictions on the methods, and gear that can be utilized in the taking of snook.

Revenue for workgroup operations is provided by the FWC from the Marine Resources Conservation Trust Fund. For fiscal years 2006 and 2007, the workgroup received \$26,500 for operating expenses.

FWC staff stated that the Snook Workgroup has met its objective of providing management recommendations and will recommend, to the Commission, that the workgroup be discontinued.

### **Red Drum Workgroup**

#### **Description:**

The Red Drum Workgroup is a 25-member group created by managerial initiative to review and discuss the recent stock assessment results and determine what type of fishery they want for the future and suggest regulations to accomplish that goal.

#### **Findings:**

The FWC indicated that in fiscal year 2006 -2007, the Red Drum Workgroup assisted agency staff with the review of the red drum stock assessments and formulation of management strategies for the future of the red drum fishery.

Revenue for workgroup operations is provided by the FWC from the Marine Resources Conservation Trust Fund. For fiscal years 2005 and 2006, the workgroup received \$2,500; for fiscal years 2006 and 2007, the workgroup received \$9,500 all for operating expenses.

FWC staff stated that the Red Drum Workgroup has met its objective of providing management recommendations and will recommend, to the Commission, that the workgroup be discontinued.

### **Ad Hoc Spiny Lobster Advisory Board**

#### **Description:**

The Spiny Lobster Advisory Board is a 14-member board created by managerial initiative as part of a three-year evaluation of the spiny lobster fishery, and to provide advice and recommendations for Commission consideration on the management of Florida's spiny lobster fishery.

#### **Findings:**

The Board held 10 meetings and provided several recommendations to the agency regarding the development of its spiny lobster rule<sup>41</sup>.

Revenue for Board operations is provided by the FWC from the Marine Resources Conservation Trust Fund. For fiscal years 2005 and 2006, the board received \$48,500; for fiscal years 2006 and 2007, the board received \$63,514 all for operating expenses.

FWC staff stated that the Ad Hoc Spiny Lobster Advisory Board has met its objective of providing management recommendations and will recommend, to the Commission, that the board be discontinued.

### **Listing Process Stakeholder Panel**

#### **Description:**

The Listing Process Stakeholder Panel is a 15-member Panel created by managerial initiative to provide recommendations on how to address issues regarding the state listing process for determining if a species is endangered, threatened, or a species of special concern. The Panel produced a report in 2003 with recommendations regarding the state's imperiled species listing process.

#### **Findings:**

The Listing Process Stakeholder Panel met six times between December 2002 and October 2003 which culminated in a report to agency staff directing them to take stakeholder input and draft a recommendation to modify the listing process. Agency staff presented those recommendations to the Commission in December 2004 which in turn directed agency staff

---

<sup>41</sup> Chapter 370.14, Florida Statutes.

to begin with rule development to modify the process. The rule changes were fully adopted by the Commission in April 2005<sup>42</sup>.

Revenue for Panel operations is provided by the FWC from the Habitat and Species Conservation Program through the Nongame Wildlife Trust Fund. The Panel has been dormant for several years and no funds were expended the three previous fiscal years.

FWC staff stated that the Listing Process Stakeholder Panel has met its objective of providing management recommendations and will recommend, to the Commission, that the panel be discontinued.

### **Manatee Technical Advisory Council**

#### **Description:**

The Manatee Technical Advisory Council was created by managerial initiative and currently has no active membership as it expired in 2003. The Council provided advice and recommendations concerning manatee issues to the FWC.

#### **Findings:**

Revenue for Council operations is provided by the FWC from the Save the Manatee Trust Fund. The Council has been dormant since 2003 and no funds were expended the three previous fiscal years.

The terms for the Manatee Technical Advisory Council expired in 2003 and, as such, agency staff will recommend, to the Commission, that the council be discontinued.

### **Captive Wildlife Technical Assistance Group**

#### **Description:**

The Captive Wildlife Technical Assistance Group is an 11-member Group created by managerial initiative to review and provide recommendations for captive wildlife regulations and issues.

#### **Findings:**

Revenue for Group operations is provided by the FWC from the Division of Law Enforcement. For fiscal years 2004 and 2005, no funding was provided for operations. In fiscal years 2005 and 2006, the Group received \$22,610 from the Marine Resources Conservation Trust fund; and in fiscal years 2006 and 2007, the Group received \$13,245 from general revenue, all for operating expenses.

FWC staff stated that the Captive Wildlife Technical Assistance Group has met its objective of providing management recommendations and will recommend, to the Commission, that the group be discontinued.

### **Harmful Algal Bloom Task Force**

---

<sup>42</sup> Modifications to FWC Rule 68A-1 and 68A-27, F.A.C., were adopted by the Commission in 2005.

**Description:**

The Harmful Algal Bloom Task Force, created in 1997 by the Department of Environmental Protection and formalized in 1999 under the FWC through Chapter 370.06092, Florida Statutes, is made up of scientists, engineers, economists, members of government, and citizen groups to determine research, monitoring, control and mitigation strategies for red tide and other harmful algal blooms in Florida waters and provides its recommendations to the Fish and Wildlife Research Institute. In October 1999, the Task Force published the report *Harmful Algal Blooms in Florida* and provided recommendations and identified research needs to the Legislature.

**Findings:**

Although the task force fulfilled its requirement under Chapter 370.06092, Florida Statutes, the FWC has continued its existence under managerial initiative. The agency states that its existence is an important element of FWC's strategic plan and that, in the future, it will be important to obtain perspectives and guidance from the task force to effectively develop management strategies for harmful algal blooms.

Revenue for Task Force operations is provided by the FWC. The Task Force has been dormant for several years and no funds have been expended the previous three fiscal years.

### **Marine Stock Enhancement Advisory Board**

**Description:**

The Marine Stock Enhancement Advisory Board is a 13-member Board created by managerial initiative to determine research priorities for stocking marine fisheries species and provides recommendations to the Fish and Wildlife Research Institute.

**Findings:**

The agency states that the Marine Stock Enhancement Board has been effective in guiding marine stock enhancement strategies since 1998. The board was instrumental in shaping legislative funding initiatives in the 2006 Florida legislative session.

Revenue for Board operations is provided by the FWC from the Marine Resources Conservation Trust Fund. For fiscal years 2004 and 2005, the board received \$1,096; for fiscal years 2005 and 2006, the board received \$1,462; and for fiscal years 2006 and 2007, the board received \$4,183, all for operating expenses.

## ***Conclusions and Summary of Recommendations***

In 1998, Article IV, Section 9, Florida Constitution, was created establishing the Fish and Wildlife Conservation Commission. The Commission was granted the authority to exercise the regulatory and executive powers of the state with respect to wild animal life and fresh water aquatic life, and also exercise regulatory and executive powers of the state with respect to marine life. The Constitution, however, defined that the Commission's exercise of executive powers in the area of planning, budgeting, personnel management, and purchasing shall be as provided by law. It also states that all license fees for taking wild animal life, fresh water aquatic life, and marine life shall be appropriated by the legislature for the purposes of management, protection, and conservation.

Since the creation of the Commission on 1999, its reliance on general revenue has steadily increased to 24 percent of the overall agency budget in fiscal year 2006 – 2007. In order for the agency to become less reliant on this state subsidy, adjustments need to be made in how revenues are generated in trust funds and through the sales of permits and license fees.

Although the majority of findings indicate the agency is meeting statutory goals established for each program or activity, the potential exists for greater efficiency through outsourcing of select activities. There is also an indication that several of the advisory boards, created to assist agency staff with management and policy recommendations to the commission, are outdated and no longer serve their stated purpose.

***Recommendation #1: The Legislature should continue the statutory programs that support the FWC's Constitutional duties.***

***Recommendation #2: The Legislature should consider evaluating and increasing fees directed to the FWC to lessen the agencies reliance on general revenue.***

***Recommendation #3: The Legislature should consider establishing a consumer pricing index on hunting and fishing licenses that allow them to adjust for inflation over time.***

***Recommendation #4: The Legislature should consider directing OPPAGA to review and compare FWC's public relations and outreach staffing levels in its Executive Direction and Administrative Services program to an agency of similar makeup and size (e.g., The Public Service Commission) to determine whether any efficiencies can be achieved through restructuring or downsizing.***

***Recommendation #5: The Legislature should consider directing the commission to complete its 5-year "Air Station" conceptual plan aimed at improving aircraft operations, submit the plan to the Legislature for the 2008 session, and include specific efficiencies that would result in the implementation of the plan.***

***Recommendation #6: The Legislature should consider directing the FWC to report to the Legislature, for the 2008 Session, its recommendations for additional outsourcing of land management activities that are estimated to be cost effective.***

***Recommendation #7: The Legislature should consider reviewing the State's land management policies to identify any potential cost benefit or efficiency gain from redirecting land management activities to one agency currently tasked with such activities,***

*or creating a new entity tasked with the acquisition, restoration, and management of state owned lands.*

***Recommendation #8: The Legislature should consider directing OPPAGA to review the outreach and education activities of the Freshwater Fisheries and Marine Management programs to determine if there is any duplication of effort with other state agencies, or if any efficiencies can be achieved through restructuring or combining programs.***

***Recommendation #9: The Legislature should consider directing the commission to conduct a cost benefit analysis of outsourcing certain Fish and Wildlife Research Institute activities, such as GIS technical support, and report to the Legislature for the 2008 Session.***

***Recommendation #10: Abolish the Nongame Wildlife Advisory Council.***

Since the Restructure of the FWC in 2004, a significant portion of the research for the agency has shifted to the FWRI. In turn, the agency has come to rely on the data provided by FWRI to make recommendations on policies, objectives and specific agency action on non-game wildlife. Professional staff recommends legislation that repeals Chapter 372.992, Florida Statutes.

***Recommendation #11: Abolish the Florida Panther Technical Advisory Council.***

At the time the Panther Technical Advisory Council was created, very little coordination existed, both within the Game and Fish Commission and with its external partners. The TAC was necessary to disseminate information about Florida Panther recovery and to make management recommendations to the agency. The TAC's role, however, has diminished in the last 25 years, as the agency and its federal partners enhance their knowledge of the panther population and refine their management strategies. As a result, the TAC has not met since 1998 until recently. Because of the efforts of agency, professional staff recommends that legislation be drafted to repeal Chapter 372.673, Florida Statutes.

***Recommendation #12: Retain the Land Management Advisory Groups.***

Individual management advisory groups are created for the sole purpose of recommending actions, to the FWC, within land management plans for lands managed by the agency. This provides valuable stakeholder participation in developing management activities on FWC managed lands. There is significant public interest in how publicly owned lands, and as such professional staff recommends that the Management Advisory groups continue as defined in statute.

***Recommendation #13: Retain the Boating Advisory Council.***

Boating in Florida is enjoyed throughout the year by approximately four million residents and visitors. Florida's marine industry represents a total economic impact of over \$18.4 billion each year, employing over 220,000 people. In 2005, Florida had 1,010,370 boat registrations. The recreational boating industry economic impact is greater than the citrus and cruise ship industries combined. With 8,460 miles of saltwater tidal coastline, 51,858 miles of freshwater rivers and streams, 4,385 square miles of saltwater bays and estuaries, 13,200 square miles of offshore waters, 17,830 square miles of freshwater and tidal wetlands, and 2,555 square miles of lakes, reservoirs, and ponds, Florida has long been considered the nation's recreational boating capital. Professional staff finds that there would be significant

public interest in continuing this diversely representative council to ensure the commission receives accurate and credible information to make management and policy decisions.

***Recommendation #14: Abolish the Waterfowl Advisory Council.***

Based on recommendations from the FWC and current Waterfowl Advisory Council members, professional staff recommends legislation to repeal Section 372.5714, Florida Statutes, abolishing the Waterfowl Advisory Council.

***Recommendation #15: Establish guidelines for the creation of Advisory Boards under managerial initiative.***

Under its authority granted by the Constitution, the FWC has the ability to exercise regulatory and executive powers that protect wild animal, freshwater aquatic and marine life. In doing so, the Commission can establish, through managerial initiative, advisory boards that assist agency staff in making management and policy recommendations to the Commission. However, while interviewing agency staff and collecting data on advisory boards created by managerial initiative, professional staff found a lack of a process under which such boards are established. Most advisory groups were created for a specific purpose to which has long been completed, however no mechanism existed to “sunset” these boards and they continued to act in an unstated advisory capacity. Professional staff recommends that the FWC develop a specific agency-wide management plan for the creation, existence, and sunset of any advisory board created under managerial initiative.



***Appendix A – Florida Government Accountability Act***

11.902 Definitions.--As used in ss. 11.901-11.920, the term:

(1) "State agency" or "agency" means a department as defined in s. 20.03(2) or any other administrative unit of state government scheduled for termination and prior review under this chapter.

(2) "Advisory committee" means any examining and licensing board, council, advisory council, committee, task force, coordinating council, commission, or board of trustees as defined in s. 20.03(3), (7), (8), (9), (10), or (12) or any group, by whatever name, created to provide advice or recommendations to one or more agencies, departments, divisions, bureaus, boards, sections, or other units or entities of state government.

(3) "Committee" means any Legislative Sunset Review Committee appointed pursuant to s. 11.903.

(4) "Joint committee" means the Legislative Sunset Committee appointed pursuant to s. 11.903.

11.903 Legislative Sunset Review Committees and the Joint Legislative Sunset Committee.-

-

(1) The Senate and House of Representatives may, pursuant to the rules of each house, appoint one or more standing or select committees as Legislative Sunset Review Committees to conduct independent reviews for each house regarding the agency sunsets required by ss. 11.901-11.920.

(2) The Senate and House of Representatives shall appoint a Joint Legislative Sunset Committee for the purposes of overseeing the agency review process required by ss. 11.901-11.920 and of making recommendations to the Legislature.

(3) Members of the committees and joint committee shall serve at the pleasure of their appointing presiding officer for a term of 2 years each or until the next general election, whichever occurs earlier.

(a) The Legislative Sunset Committee established under this subsection shall be a joint committee composed of 10 members: five members of the Senate appointed by the President of the Senate and five members of the House of Representatives appointed by the Speaker of the House of Representatives.

(b) The presiding officer of each house shall appoint a chair who shall serve as co-chair of the joint committee established under this subsection. Each co-chair shall serve at the

pleasure of the appointing presiding officer for a term of 2 years or until the next general election.

(4) If a legislative member ceases to be a member of the house from which he or she was appointed, the member vacates his or her membership on the committee or joint committee.

11.904 Staff.--The Senate and the House of Representatives may each employ staff to work for the joint committee on matters related to joint committee activities. The Office of Program Policy Analysis and Government Accountability shall provide primary research services as directed by the committee and the joint committee and assist the committee in conducting the reviews under s. 11.910. Upon request, the Auditor General shall assist the committees and the joint committee.

11.905 Schedule for reviewing state agencies and advisory committees.--The following state agencies, including their advisory committees, or the following advisory committees of agencies shall be reviewed according to the following schedule:

(1) Reviewed by July 1, 2008:

(a) Statutorily created responsibilities of the Fish and Wildlife Conservation Commission.

(b) Department of Agriculture and Consumer Services.

(c) Department of Citrus, including the Citrus Commission.

(d) Department of Environmental Protection.

(e) Department of Highway Safety and Motor Vehicles.

(f) Water management districts.

(2) Reviewed by July 1, 2010:

(a) Department of Children and Family Services.

(b) Department of Community Affairs.

(c) Department of Management Services.

(d) Department of State.

(3) Reviewed by July 1, 2012:

(a) Advisory committees for the Florida Community College System.

(b) Advisory committees for the State University System.

- (c) Agency for Workforce Innovation.
- (d) Department of Education.
- (e) Department of the Lottery.
- (4) Reviewed by July 1, 2014:
  - (a) Agency for Health Care Administration.
  - (b) Agency for Persons with Disabilities.
  - (c) Department of Elderly Affairs.
  - (d) Department of Health.
- (5) Reviewed by July 1, 2016:
  - (a) Department of Business and Professional Regulation.
  - (b) Department of Transportation.
  - (c) Department of Veterans' Affairs.
- (6) Reviewed by July 1, 2018:
  - (a) Advisory committees for the State Board of Administration.
  - (b) Department of Financial Services, including the Financial Services Commission.
  - (c) Department of Revenue.
- (7) Reviewed by July 1, 2020:
  - (a) Department of Corrections.
  - (b) Department of Juvenile Justice.
  - (c) Department of Law Enforcement.
  - (d) Department of Legal Affairs.
  - (e) Justice Administrative Commission.
  - (f) Parole Commission.
- (8) Reviewed by July 1, 2022:
  - (a) Executive Office of the Governor.
  - (b) Florida Public Service Commission.

Upon completion of this cycle, each agency shall again be subject to sunset review 10 years after its initial review.

#### 11.9055 Abolition of state agencies and advisory committees.--

(1) An agency subject to review by the Legislature shall be abolished on June 30 following the date of review specified in s. 11.905, unless the Legislature continues the

agency or advisory committee; however, an agency may not be abolished unless the Legislature finds, pursuant to law, that all state laws the agency had responsibility to implement or enforce have been repealed, revised, or reassigned to another remaining agency and that adequate provision has been made for the transfer to a successor agency of all duties and obligations relating to bonds, loans, promissory notes, lease-purchase agreements, installment sales contracts, certificates of participation, master equipment financing agreements, or any other form of indebtedness such that security therefor and the rights of bondholders or holders of other indebtedness are not impaired.

(2) If the Legislature does not take action before the date of review to continue the agency or advisory committee, the agency shall submit its legislative budget request consistent with the provisions of chapter 216. Such agency shall continue to be subject to annual sunset review by the Legislature until the Legislature enacts legislation relating to the agency's continuation, modification, or termination.

11.906 Agency report to the Legislature.--Not later than July 1, 2 years preceding the year in which a state agency and its advisory committees are scheduled to be reviewed, the agency shall provide the Legislature with a report that includes:

(1) The performance measures for each program and activity as provided in s. 216.011 and 3 years of data for each measure that provides actual results for the immediately preceding 2 years and projected results for the fiscal year that begins in the year that the agency report is scheduled to be submitted to the Legislature.

(2) An explanation of factors that have contributed to any failure to achieve the legislative standards.

(3) The promptness and effectiveness with which the agency disposes of complaints concerning persons affected by the agency.

(4) The extent to which the agency has encouraged participation by the public in making its rules and decisions as opposed to participation solely by those it regulates and the extent to which public participation has resulted in rules compatible with the objectives of the agency.

(5) The extent to which the agency has complied with applicable requirements of state law and applicable rules regarding purchasing goals and programs for small and minority-owned businesses.

(6) A statement of any statutory objectives intended for each program and activity, the problem or need that the program and activity were intended to address, and the extent to which these objectives have been achieved.

(7) An assessment of the extent to which the jurisdiction of the agency and its programs overlap or duplicate those of other agencies and the extent to which the programs can be consolidated with those of other agencies.

(8) An assessment of less restrictive or alternative methods of providing services for which the agency is responsible which would reduce costs or improve performance while adequately protecting the public.

(9) An assessment of the extent to which the agency has corrected deficiencies and implemented recommendations contained in reports of the Auditor General, the Office of Program Policy Analysis and Government Accountability, legislative interim studies, and federal audit entities.

(10) The process by which an agency actively measures quality and efficiency of services it provides to the public.

(11) The extent to which the agency complies with public records and public meetings requirements under chapters 119 and 286 and s. 24, Art. I of the State Constitution.

(12) The extent to which alternative program delivery options, such as privatization, outsourcing, or insourcing, have been considered to reduce costs or improve services to state residents.

(13) Recommendations to the Legislature for statutory, budgetary, or regulatory changes that would improve the quality and efficiency of services delivered to the public, reduce costs, or reduce duplication.

(14) The effect of federal intervention or loss of federal funds if the agency, program, or activity is abolished.

(15) A list of all advisory committees, including those established in statute and those established by managerial initiative; their purpose, activities, composition, and related expenses; the extent to which their purposes have been achieved; and the rationale for continuing or eliminating each advisory committee.

(16) Agency programs or functions that are performed without specific statutory authority.

(17) Other information requested by the Legislature.

Information and data reported by the agency shall be validated by its agency head and inspector general before submission to the Legislature.

11.907 Legislative review.--Upon receipt of an agency report pursuant to s. 11.906, the joint committee may and the appropriate committee shall conduct a review of the agency and may direct the Office of Program Policy Analysis and Government Accountability to review the agency and its advisory committees, including an examination of the cost of each agency program, an evaluation of best practices and alternatives that would result in the administration of the agency in a more efficient or effective manner, an examination of the viability of privatization or a different state agency performing the functions, and an evaluation of the cost and consequences of discontinuing the agency. The reviews shall be comprehensive in scope and shall consider the information provided by the agency report in addition to information deemed necessary by the office and the appropriate committee or the joint committee. The Office of Program Policy Analysis and Government Accountability shall submit its report to the Legislature in a timeframe prescribed by the committee requesting the review. The Office of Program Policy Analysis and Government Accountability shall include in its reports recommendations for consideration by the Legislature.

11.908 Committee duties.--No later than March 1 of the year in which a state agency or its advisory committees are scheduled to be reviewed, the committee shall and the joint committee may:

- (1) Review the information submitted by the agency and the reports of any independent reviews directed by the committee, including those conducted by the Office of Program Policy Analysis and Government Accountability.

- (2) Consult with the Legislative Budget Commission, relevant substantive and appropriations committees of the Senate and the House of Representatives, the Governor's Office of Policy and Budgeting, the Auditor General, and the Chief Financial Officer, or their successors, relating to the review of the agency and its advisory committees.

- (3) Hold public hearings to consider this information as well as other information and testimony that the committee or joint committee deems necessary.

- (4) Present to the President of the Senate and the Speaker of the House of Representatives a report on the agencies and advisory committees scheduled to be reviewed

that year by the Legislature. In the report, the committee shall include its specific findings and recommendations regarding the information considered pursuant to s. 11.910, make recommendations as described in s. 11.911, and propose legislation as it considers necessary. In the joint committee report, the joint committee shall include its specific findings and recommendations regarding the information considered pursuant to s. 11.910 and make recommendations as described in s. 11.911.

Note.--Substituted by the editors for a reference to s. 11.90 to conform to context. Section 11.90 relates to the Legislative Budget Commission; s. 11.910 relates to information relevant for determination of whether a public need exists for continuation of a state agency.

11.910 Information for review.--The committee may consider information submitted pursuant to s. 11.906 as well as any additional information it considers relevant in determining whether a public need exists for the continuation of a state agency or its advisory committees or for the performance of any of the functions of the agency or its advisory committees.

11.911 Committee recommendations.--

(1) In its report on a state agency, the committee shall:

(a) Make recommendations on the abolition, continuation, or reorganization of each state agency and its advisory committees and on the need for the performance of the functions of the agency and its advisory committees.

(b) Make recommendations on the consolidation, transfer, or reorganization of programs within state agencies not under review when the programs duplicate functions performed in agencies under review.

(c) Propose legislation necessary to carry out the committee's recommendations under paragraph (a) or paragraph (b).

(2) In its report on a state agency, the joint committee shall:

(a) Make recommendations on the abolition, continuation, or reorganization of each state agency and its advisory committees and on the need for the performance of the functions of the agency and its advisory committees.

(b) Make recommendations on the consolidation, transfer, or reorganization of programs within state agencies not under review when the programs duplicate functions performed in agencies under review.



11.917 Procedure after termination.--

(1) Any unobligated and unexpended appropriations of an abolished agency or advisory committee shall revert on the date of abolition.

(2) Except as provided in subsection (4) or as otherwise provided by law, all money in a trust fund of an abolished state agency or advisory committee is transferred to the General Revenue Fund. Any provision of law dedicating the money to a trust fund of an abolished agency becomes void on the date of abolition.

(3)(a) If not otherwise provided by law, property in the custody of an abolished state agency or advisory committee shall be transferred to the Department of Management Services.

(b) If not otherwise provided by law, records in the custody of an abolished state agency or advisory committee shall be transferred to the Department of State.

(4) The Legislature recognizes the state's continuing obligation to pay bonds and all other financial obligations, including contracts, loans, promissory notes, lease purchase agreements, certificates of participation, installment sales contracts, master equipment financing agreements, and any other form of indebtedness, incurred by the state or any state agency or public entity abolished under ss. 11.910-11.920, and ss. 11.910-11.920 do not impair or impede the payment of bonds and other financial obligations, or any other covenant contained in the legal documents authorizing the issuance of debt or the execution of any other financial obligation in accordance with their terms. If the state or an abolished state agency has outstanding bonds or other outstanding financial obligations, the bonds and all other financial obligations remain valid and enforceable in accordance with their terms and subject to all applicable terms and requirements contained in the legal documents authorizing the issuance of debt or the execution of any other financial obligation. If not otherwise provided by law, the Division of Bond Finance of the State Board of Administration shall carry out all covenants contained in the bonds and in the resolutions authorizing the issuance of bonds, and perform all obligations required thereby. The state or a designated state agency shall provide for the payment of the bonds and all other financial obligations from the sources of payment specified in the resolution or legal documents authorizing the issuance or execution thereof in accordance with the terms of the bonds or other financial obligations, whether from taxes, specified revenues, or otherwise, until the bonds and interest on the bonds are paid in full and all other financial obligations are performed and paid in full. All

funds or accounts established by laws or legal documents authorizing the issuance of bonds, or the execution of other financial obligations, shall remain with the previously designated party, agency, or trustee. Any funds or accounts held by an abolished state agency shall be transferred to a designated successor agency or trustee in compliance with the resolution or legal documents applicable to the outstanding bonds or other financial obligations.

11.918 Joint Legislative Sunset Committee; powers; assistance of state agencies.--

(1) The Joint Legislative Sunset Committee may take under investigation any matter within the scope of a sunset review either completed or then being conducted by the joint committee, and, in connection with such investigation, may exercise the powers of subpoena by law and any other powers vested in a standing committee of the Legislature pursuant to s. 11.143.

(2) The joint committee may access or request information and request assistance of state agencies and officers. When assistance is requested, a state agency or officer shall assist the joint committee.

11.919 Assistance of and access to state agencies.--

(1) The committee may access or request information and request the assistance of state agencies and officers. When assistance is requested, a state agency or officer shall assist the committee.

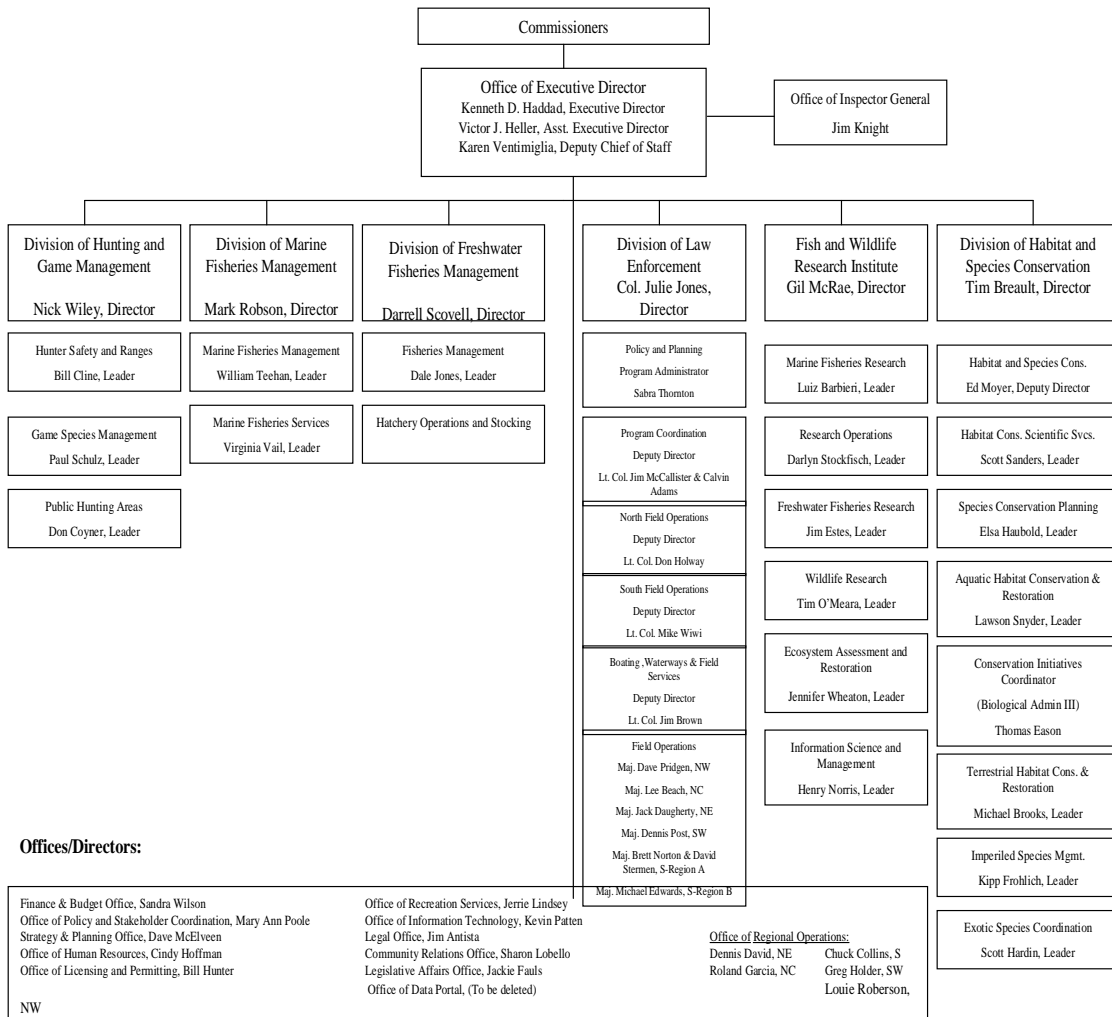
(2) In carrying out its functions under ss. 11.901-11.920, the committee or its designated staff member may inspect the records, documents, and files of any state agency.

11.920 Saving provision.--Except as otherwise expressly provided by law, abolition of a state agency does not affect rights and duties that matured, penalties that were incurred, civil or criminal liabilities that arose, or proceedings that were begun before the abolition.

***Appendix B - FWC Organizational Chart***

# Florida Fish and Wildlife Conservation Commission

December 21, 2007



## ***Appendix C: OPPAGA FWC Sunset Review***



## FISH AND WILDLIFE CONSERVATION COMMISSION OVERVIEW

April 2007

Report No. S07-04

### **Agency Responsibilities**

The Florida Fish and Wildlife Conservation Commission's mission is to manage the state's fish and wildlife resources for their long-term well-being and the benefit of citizens. The commission was created in 1998 by a constitutional amendment that merged portions of the Divisions of Marine Resources and Law Enforcement of the Florida Department of Environmental Protection, the Florida Game and Fresh Water Fish Commission, and the Marine Fisheries Commission.

The Florida Constitution grants the commission the state's executive and regulatory powers over wild animal life, freshwater aquatic life and marine fish. However, the Legislature sets fees for hunting and fishing licenses and penalties for violating regulations. The Legislature may also assign other duties and responsibilities to the commission in statute as long as they do not conflict with the commission's constitutional powers.

### **Agency Organization**

The Governor appoints seven members to the Commission. Members are confirmed by the Senate and serve five-year terms. The commission appoints an executive director to manage the agency and its programs.

The commission conducts its activities through seven programs:

- **Executive Direction and Administrative Services** provides executive leadership and administrative services to other commission programs. Offices within this program include the Office of Recreation Services, the Community Relations Office, the Office of Data Portal, the Finance and Budget Office, the Office of Information Technology, the
- Office of Licensing and Permitting, the Office of Policy and Stakeholder Coordination, the Legislative Affairs Office, the Legal Office, the Office of Inspector General, the Office of Human Resources, and the Office of the Executive Director.
- **Hunting and Game Management** facilitates the responsible and sustained use of Florida's game wildlife. Program sections include Game Species Management, Hunter Safety and Public Shooting Ranges, and Public Hunting Areas.
- **Marine Fisheries Management** facilitates the responsible and sustained use of Florida's marine life resources. Program sections include Fisheries Management and Fisheries Services.
- **Freshwater Fisheries Management** facilitates the responsible and sustained use of Florida's freshwater aquatic life. Program sections include Fisheries Management and Hatchery Operations and Pond Stocking.
- **Law Enforcement** provides response and protection services to Florida's fish and wildlife resources and to the public on the lands and waters of the state. Program sections include Field Operations, Boating and Waterways, and Support.
- **Fish and Wildlife Research Institute** serves as the primary source of research and technical information on the status of Florida's fish and wildlife resources. Program sections include Ecosystem Assessment and Restoration, Freshwater Fisheries Research, Information Science and Management, Marine Fisheries Research, and Wildlife Research.
- **Habitat and Species Conservation** protects and conserves the state's diverse and unique fish and wildlife populations and their

habitats. Program sections include Aquatic Habitat Conservation and Restoration, Exotic Species Coordination, Habitat Conservation Scientific Services, Imperiled Species Management, Program Coordination, Species Conservation Planning, and Terrestrial Habitat Conservation and Restoration.

For a chart of the department's organizational structure, see Exhibit 1.

### Agency Resources

The Legislature appropriated \$261.5 million and 1,875.5 full-time positions for the commission for Fiscal Year 2006-07 (see Exhibit 2). This represented a 9.5% increase in funding and a 0.2% increase in full-time positions compared to the previous year.

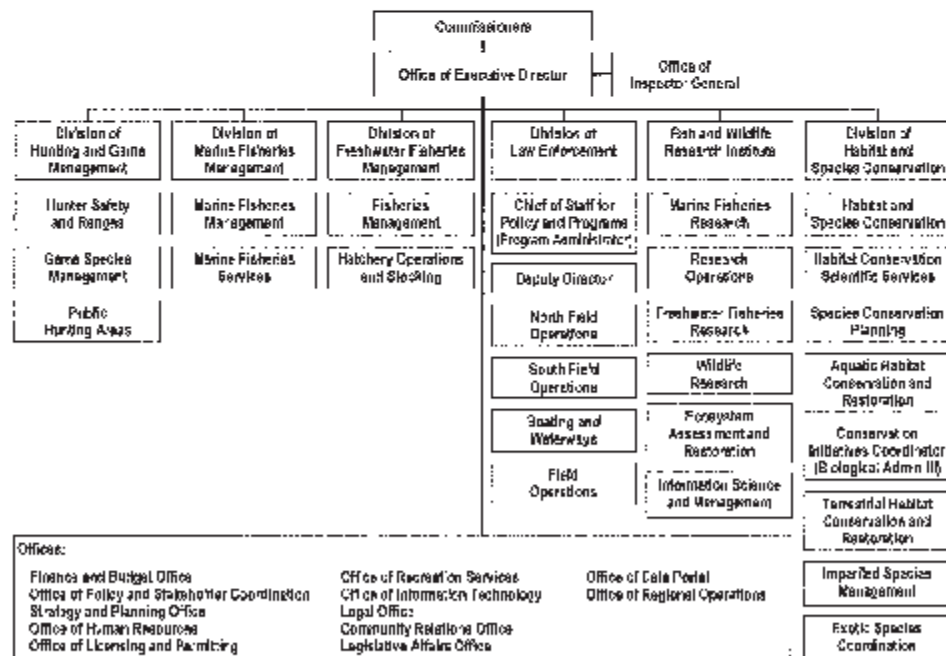
### Exhibit 2 Legislative Appropriations and Staffing for the Fish and Wildlife Conservation Commission

	FY 2004-05	FY 2005-06	FY 2006-07
General Revenue	\$ 51,299,486	\$ 58,082,792	\$ 61,207,476
Trust Funds	174,517,552	189,783,270	209,100,150
<b>Total Available</b>	<b>\$225,817,038</b>	<b>\$247,866,062</b>	<b>\$270,307,626</b>
FTE	1,871.5	1,872.5	1,875.5
CPs	370.25	440.5	441.5
<b>Total Staff</b>	<b>2,241.75</b>	<b>2,313</b>	<b>2,317</b>

Source: Legislative Appropriations and Spending Planning and Budgeting Subsystem (LASPBS), August 2006, and Florida Fish and Wildlife Conservation Commission Forecast Review Report, January 2007.

For more details on the department's resources for Fiscal Year 2006-07, see Exhibit 3.

### Exhibit 1 The Fish and Wildlife Conservation Commission's Organizational Structure



Source: Fish and Wildlife Conservation Commission

**Exhibit 3**

**Fish and Wildlife Conservation Commission Resources by Program Division for Fiscal Year 2006-07**

Division	Revolving Funds	State Trust Funds	General Revenues	Total	FTE Positions	CPS Positions
Executive Director and Administration Services	\$ 1,032,355	\$ 15,321,107	\$ 2,879,602	\$ 19,233,064	215.5	30
Hunting and Game Management	1,195,850	4,301,359	0	5,497,215	45	10
Marine Fisheries Management	1,790,555	7,831,518	1,302,978	9,925,051	26	3.5
Freshwater Fisheries Management	3,382,750	3,455,255	32,183	6,869,994	88.5	5
Law Enforcement	10,134,883	34,435,841	42,071,439	86,642,163	901.5	41
Habitat and Species Conservation	11,045,843	68,728,589	39,290	79,813,722	301	116.5
Fish and Wildlife Research Institute	11,537,793	27,865,985	15,781,563	55,185,341	347	223.5
<b>Totals</b>	<b>\$43,125,215</b>	<b>\$157,660,454</b>	<b>\$81,307,473</b>	<b>\$281,505,045</b>	<b>1,678.5</b>	<b>431.5</b>

Source: Legislature Appropriations System; Planning and Budgeting Subsystem (LAPBS), August 2006, and Florida Fish and Wildlife Conservation Commission, Summer Review Report, January 2007



## *The Florida Legislature*

# *Office of Program Policy Analysis and Government Accountability*



---

### ***The Florida Government Accountability Act Sunset Reviews***

The 2006 Legislature passed the Florida Government Accountability Act (Ch. 2006-146, *Laws of Florida*) to create a sunset review process. The act

- establishes the process, criteria, and schedule for the Legislature to assess whether state agencies and advisory committees need to continue to exist;
- provides for the creation of a Legislative Sunset Advisory Committee and describes the membership and organization of the committee and committee duties;
- requires reports and assistance from state agencies and the Legislature's Office of Program Policy Analysis and Government Accountability (OPPGA)

Using these reports and other information, the Sunset Advisory Committee is to produce a report that includes recommendations to abolish, contract, or reorganize an agency or advisory committee under review.

### ***First Year Schedule for Agency Reviews***

Agencies to be reviewed by July 1, 2008:

- (a) Statutorily created responsibilities of the Fish and Wildlife Conservation Commission.
- (b) Department of Agriculture and Consumer Services.
- (c) Department of Citrus, including the Citrus Commission.
- (d) Department of Environmental Protection.
- (e) Department of Highway Safety and Motor Vehicles.
- (f) Water management districts.

---

Project supervised by Glara Vazir (850) 467-9211;

Tom Roth, Staff Director

Cover photo by Kent Fulmer for

Gary R. VanLandingham, OPPAGA Director

Office of Program Policy Analysis and Government Accountability

111 W. Marline Street, Room 412 ■ Claude Pepper Building ■ Tallahassee, Florida 32399-1475  
(904) 488-0021 ■ SUNGOV 278-0021 Fax: (904) 497-2001

[www.oppga.state.fl.us](http://www.oppga.state.fl.us)

***Appendix D: Statutory Objectives for Programs and Activities***

***Executive Direction and Administrative Support Services***

<b>Budget Entity and Related Programs and Activities</b>	<p>Office of Executive Direction and Administrative Support Services, Executive Direction and Administrative Services</p> <p>Activity: Executive Direction</p>
<b>Statutory Objective</b>	<p>Constitutional Objective/Authority: The commission...shall have its own staff, which includes...management, research, and enforcement... Article IV, Section 9, Florida Constitution</p> <p>Statutory Objective/Authority: Fish and Wildlife Conservation Commission, s. 20.331; Executive Director, s. 20.331(3); administrative and support services, s. 20.331(5); general provisions, s. 210.331(6); permit commenting authority, s. 20.331(9); employee bonds, s. 20.331(11); Everglades recreational sites, definitions, s.372.025(1)(a)(b)(c),(e), (4).</p> <p>Statutory creation and implementation of agency trust funds or funding sources: Florida Forever Program Trust Fund of the Florida Fish and Wildlife Conservation Commission, s. 20.3315,distribution of taxes collected (documentary stamp tax), s. 201.15 (2),(5), (7), (11); distribution of certain proceeds (marina fuel tax), s. 206.606; distribution of vessel registration fees, s. 328.72(11), (15), (16); Marine Resources Conservation Trust Fund, s. 370.0603; Land Acquisition Trust Fund, s. 372.074(2); State Game Trust Fund, 372.09; Administrative Trust Fund, 372.101; Federal Grants Trust Fund, s. 372.102; Grants and Donations Trust Fund, s. 372.103; Lifetime Fish and Wildlife Trust Fund, s. 372.105; Dedicated License Trust fund, s. 372.106; Federal Law Enforcement Trust Fund, s. 372.107; deposit of license fees, allocation of federal funds, s. 372.5701; expenditure of funds, s. 372.5702; Florida Panther Research and Management Trust Fund, s. 372.672; Nongame Wildlife Trust Fund, s. 372.991(2).</p>
<b>Problem/Need Intended to Address</b>	<p>This activity provides statewide coordination and oversight in implementation for the Fish and Wildlife Conservation Commission's activities and programs. Specific tasks include providing programmatic guidance to all division and office activities including strategic planning, budget administration, personnel management, regulations development, policy development and implementation, public relations, outreach, prioritization of activities, recreation services, and regional operations. The activity also provides supervision and evaluation of agency programs, review of activities and communication through liaison with members of the Commission, other governmental entities, the Legislature and members of the general public.</p>
<b>Evidence That Objectives Have Been Achieved</b>	<p>Economic impact of fishing, hunting, and wildlife viewing (dollars/jobs) was \$10,906,038,429 / 105,636 in FY 2005-06 (approved measure - \$10,100,000,000 / 105,636).</p> <p>Administrative costs as a percent of total agency costs was 7.21%</p>

<i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>in FY 2005-06 (approved measure – 6.39%)</p> <p>Administrative positions as a percent of total agency positions was 9.15% (approved measure – 8.58%)</p> <p>Administrative costs per division was \$1,238,344 in FY 2005-06 (approved measure - \$1,238,089)</p> <p>Administrative positions per division was 14.5 FTE in FY 2005-06 (approved measures – 14.5 FTE)</p>
<p><b>Explanation As to Why Objectives Have Not Been Achieved</b></p> <p><i>(If applicable, please cite corresponding performance measure from Section II)</i></p>	<p>Objectives are being achieved.</p>

<p><b>Budget Entity and Related Programs and Activities</b></p>	<p>Office of Executive Direction and Administrative Support Services, Executive Direction and Administrative Services</p> <p>Activity: Media Relations – Inform and Educate Citizens about Fish and Wildlife Messages</p>
<p><b>Statutory Objective</b></p>	<p>Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; private publication agreements, advertising, costs of production, s. 372.0222</p>
<p><b>Problem/Need Intended to Address</b></p>	<p>This activity is responsible for writing and distributing news releases, responding to inquiries from the media and public; developing and conducting strategic campaigns to deliver messages about conservation issues; and developing information products and materials.</p>
<p><b>Evidence That Objectives Have Been Achieved</b></p> <p><i>(If applicable, please cite corresponding performance measure from Section II)</i></p>	<p>Staffs in this activity issue about 30 news releases a month. There are eleven public information officers stationed around the state and in Tallahassee to facilitate media relations and public contacts.</p> <p>Number of people reached with information materials was 4,733,476 in FY 2005-06 (approved measure – 4,327,601)</p>
<p><b>Explanation As to Why Objectives Have Not Been Achieved</b></p> <p><i>(If applicable, please cite corresponding performance measure from Section II)</i></p>	<p>Objectives are being achieved.</p>

<i>from Section II)</i>	
-------------------------	--

<b>Budget Entity and Related Programs and Activities</b>	Office of Executive Direction and Administrative Support Services, Executive Direction and Administrative Services  Activity: Florida Wildlife Magazine
<b>Statutory Objective</b>	Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; private publication agreements, advertising, costs of production, s. 372.0222
<b>Problem/Need Intended to Address</b>	This activity is responsible for the solicitation, development, creation, and editing text and artistic content of the Florida Wildlife magazine. It prepares issue-by-issue editorial plan, contracts for publication and distribution; and manages the subscriber database.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	For more than 58 years, this award-winning magazine has provided an in-depth look at Florida's fish and wildlife resources what's going on them - from the Panhandle to the Keys, from crystal-clear springs to white sand beaches, from the pine flatlands to the Everglades and all points in between. Since its re-establishment in 2004-05, Florida Wildlife has doubled its page count to 72 pages and doubled its circulation to 30,000.
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.
<b>Budget Entity and Related Programs and Activities</b>	Office of Executive Direction and Administrative Support Services, Executive Direction and Administrative Services  Activity: Public Awareness and Economic Development
<b>Statutory Objective</b>	Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; private publication agreements, advertising, costs of production, s. 372.0222
<b>Problem/Need Intended to Address</b>	This activity is responsible for increasing participation in nature-based recreation in rural counties, the development and implementation of marketing campaigns to increase recreational license sales, and increasing participation in agency-sponsored

	activities.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>This activity represented Florida's 33 rural counties via the Rural Economic Development Initiative and VISIT FLORIDA's Rural Tourism Committee. These efforts have contributed to significant progress in distributing information on fish and wildlife related recreation, as well as seeking a rural tourism signage component in Florida.</p> <p>Number of rural counties counseled regarding use of nature-based recreation as an economic development tool was 28 in FY 2005-06 (approved measure - 28)</p>
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	<p>Office of Executive Direction and Administrative Support Services, Executive Direction and Administrative Services</p> <p>Activity: Conservation Stewardship – Educate Citizens about Fish and Wildlife Conservation</p>
<b>Statutory Objective</b>	<p>Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; establishment of programs and activities to develop and distribute public education materials, s. 20.331(8)(c)10; publications by Commission, s. 370.021(7); private publication agreements, advertising, costs of production, s. 372.0222</p>
<b>Problem/Need Intended to Address</b>	<p>This activity is responsible for developing education programs and materials that promote understanding, enjoyment, and wise use of fish and wildlife resources. This activity is also responsible for training teachers in use of nature-oriented curriculum. The target audience is adult residents and visitors and K-12 students.</p>
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>Number of written conservation education materials provided to citizens was 2,669,848 in FY 2005-06 (approved measure – 3,188,500)</p>

<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	Office of Executive Direction and Administrative Support Services, Executive Direction and Administrative Services  Activity: General Counsel/Legal
<b>Statutory Objective</b>	Statutory Objective/Authority: Fish and Wildlife Conservation Commission...Legal, s. 20.331(5)(e)
<b>Problem/Need Intended to Address</b>	This activity is responsible for providing legal counsel, drafting legal opinions for the Commission and agency, representation in litigation, review of contracts, and reviews and provides other legal documents. It conducts legal training for FWC officer recruits at the law enforcement academy. This activity also drafts agency legislation and rules and assists in the legislative process.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	The Legal Office estimates that it has reviewed over 200 contracts and 60 rules, has prepared over 40 orders, issued 15 formal written legal opinions, and participated in drafting Legislation including major revisions to penalty provisions of Chapters 370 and 372, F.S. In addition, in 2006, the Legal Office has provided representation to the Commission before administrative tribunals, circuit court and appellate courts. It has also conducted legal curriculum training at the FWC's Law Enforcement Academy.
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	Office of Executive Direction and Administrative Support Services, Executive Direction and Administrative Services  Activity: Legislative Affairs
<b>Statutory Objective</b>	Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c
<b>Problem/Need Intended to Address</b>	This activity is responsible for the development of the agency's annual legislative package that is submitted to the Florida Legislature. Staff members serve as the Commission's liaison to the Florida Legislature and work with legislative sponsors and stakeholders to pass the agency's legislative proposals. Staff members also serve as the Commission's liaison to the U.S. Congress, are responsible for the development of the agency's annual Congressional legislative package, and work with the Florida Congressional Delegation and stakeholders to pass the agency's legislative package.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>During the 2006 Session, one of two agency bills passed the Florida Legislature and became law. The bill that passed, HB 471, dealt with providing consistency among penalties for recreational violations, increasing penalties for repeat recreational offenders, adding the Wildlife Violators Compact to Florida law, adding a hunter mentoring program, and changing the number of minimum hours one must have to pass the hunter education safety course.</p> <p>The bill that did not pass, SB 2490/HB 1345, authorized endorsement fees and penalties for the blue crab commercial effort management program, authorized blue crab and black sea bass to be included in the trap retrieval program, and authorized administrative penalties for counterfeit lobster tags.</p> <p>At the Congressional level, FWC is continuing to build its relationships with Florida's Congressional Delegation. FWC has partnered with a national organization, other states, and stakeholder groups to lobby Congress for funding of State Wildlife Grants (an effort to keep common species plentiful); funding has been awarded annually for several years. Other appropriations specific for Florida have not been awarded. While FWC has not requested any legislation that affects only Florida, the agency has worked on several pieces of legislation that impact Florida.</p>
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved at the State level. At the Federal level, the agency is attempting to increase its presence in Congress, particularly within the Florida Congressional Delegation.

	Office of Executive Direction and Administrative Support Services,
--	--



<b>Budget Entity and Related Programs and Activities</b>	Executive Direction and Administrative Services  Activity: Inspector General
<b>Statutory Objective</b>	Statutory Objective/Authority: Fish and Wildlife Conservation Commission...Inspector General, s. 20.331(5)(d); Whistle Blower Act, s. 112.3187
<b>Problem/Need Intended to Address</b>	This activity is responsible for investigating allegations of fraud, waste, mismanagement, misconduct and other abuses; conducts financial audits and management; advises the agency in the development of performance measures for the evaluation of agency programs; and assesses the reliability and validity of the information provided by the agency on performance measures and standards.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	The Office of Inspector General has been established to investigate complaints involving agency employees or programs. In FY 2005-06, there were 158 cases investigated and resolved in an average time of 38 days.
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	Office of Executive Direction and Administrative Support Services, Executive Direction and Administrative Services  Activity: Director of Administration
<b>Statutory Objective</b>	Statutory Objective/Authority: Fish and Wildlife Conservation Commission...Finance and Budget, s. 20.331(5)(a)
<b>Problem/Need Intended to Address</b>	This activity is responsible for providing program financial assistance, legislative support and monitoring, budgeting, accounting, purchasing, property inventory, and other general services. This activity also handles Minority Business Enterprise.

<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>The administrative support and management functions of this activity have ensured that all other agency-wide programmatic responsibilities are achievable and that organizational and physical infrastructure is in place to support its mission.</p>
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>Objectives are being achieved.</p>

<b>Budget Entity and Related Programs and Activities</b>	<p>Office of Executive Direction and Administrative Support Services, Executive Direction and Administrative Services</p> <p>Activity: Planning and Budgeting</p>
<b>Statutory Objective</b>	<p>Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c</p>
<b>Problem/Need Intended to Address</b>	<p>This activity prepares the agency legislative budget requests, internal operating budgets, legislative budget amendments, legislative support reports, allotments, and salary rate reports. It also researches and prepares reports on specific budget activity and provides general agency budget support services. Planning staffs coordinate the development of the agency's strategic plan and evaluates implementation of the strategic plan. Planning staffs also coordinate and monitor division and office plans and assist coordination of teamwork among and within divisions and offices. Process improvement is a focus area for this activity.</p>
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>The general business and financial support and planning functions of this activity have ensured that all other agency wide programmatic responsibilities are achievable and that organizational and administrative infrastructure is in place to support its mission.</p>

<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.
---	--------------------------------

<b>Budget Entity and Related Programs and Activities</b>	Office of Executive Direction and Administrative Support Services, Executive Direction and Administrative Services  Activity: Finance and Accounting
<b>Statutory Objective</b>	Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c
<b>Problem/Need Intended to Address</b>	This activity receives, accounts for and deposits all agency revenue. It processes invoices for payment and works with vendors and employees to resolve problems. It administers the Purchase Card Program, completes financial responsibilities associated with Federal and other grants, and reconciles agency accounts.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	The general business and financial support and accounting functions of this activity have ensured that all other agency wide programmatic responsibilities are achievable and that organizational and administrative infrastructure is in place to support its mission.
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	Office of Executive Direction and Administrative Support Services, Executive Direction and Administrative Services  Activity: Personnel Services and Human Resources
--	---

<b>Statutory Objective</b>	Statutory Objective/Authority: Fish and Wildlife Conservation Commission...human resources, s. 20.331(5)(b)
<b>Problem/Need Intended to Address</b>	This activity is responsible for advising FWC employees on payroll, benefits, classification, performance evaluation, recruitment and selection of agency personnel. It is also responsible for attendance and leave records and employee discipline.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	The general personnel support functions of this activity have ensured that all other agency wide programmatic responsibilities are achievable and that organizational and personnel management infrastructure is in place to support its mission.
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	Office of Executive Direction and Administrative Support Services, Executive Direction and Administrative Services  Activity: Mail Room
<b>Statutory Objective</b>	Statutory Objective/Authority: Fish and Wildlife Conservation Commission... general provisions, 20.331(6)(c)
<b>Problem/Need Intended to Address</b>	This activity is responsible for the handling and delivery of all incoming and outgoing mail and pick-up services for the headquarters and offices in Tallahassee. It also performs revenue receiving and transmittal services, allocates mail costs, tracks copier costs, and provides supplies and maintenance for copy machines and the production printer.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please</i>	The general mail distribution support and office equipment maintenance functions of this activity have ensured that agency wide programmatic responsibilities are achievable and that organizational and physical infrastructure is in place to support its mission.

<i>cite corresponding performance measure from Section II)</i>	
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	Office of Executive Direction and Administrative Support Services, Executive Direction and Administrative Services  Activity: Property Management
<b>Statutory Objective</b>	Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)(c)
<b>Problem/Need Intended to Address</b>	This activity is responsible for maintaining Commission property records, coordinating an annual inventory of tangible property, evaluating and maintaining appropriate levels of assessed value and insurance on real property and contents, processing lease request statewide, providing general and preventive maintenance on Commission owned property and overseeing the lawn, janitorial and other contracts to maintain the Bryant Building safe operating condition.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	The administrative support and facilities management functions of this activity have ensured that all other agency wide programmatic responsibilities are achievable and that organizational and physical infrastructure is in place to support its mission.
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	Office of Executive Direction and Administrative Support Services, Executive Direction and Administrative Services  Activity: Procurement
<b>Statutory Objective</b>	Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, 20.331 (6)(c)
<b>Problem/Need Intended to Address</b>	This activity is responsible for coordinating formal bids, opening formal bids, reviewing, routing appropriately or approving single source purchases, reviewing proposed contracts, state contracts, formal written quotes, minority business enterprise spending and issuing purchase orders. This activity trains staff in enterprise-wide procurement systems (MyFloridaMarketPlace).
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	The administrative support and procurement management functions of this activity have ensured that all other agency wide programmatic responsibilities are achievable and that organizational and physical infrastructure is in place to support its mission.
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	Office of Executive Direction and Administrative Support Services, Executive Direction and Administrative Services  Activity: Information Technology – Executive Direction
<b>Statutory Objective</b>	Statutory Objective/Authority: Fish and Wildlife Conservation Commission...information technology services, s. 20.331(5)(c)
<b>Problem/Need Intended to Address</b>	This activity is responsible for the assessment and monitoring of current information technology (IT) systems, design of systems, oversight of out-sourced systems development, and internal help desk staffing.
<b>Evidence That Objectives Have Been</b>	The IT support and development functions of this activity have ensured that all other agency wide programmatic responsibilities are achievable and that organizational and information technology infrastructure is in place to support its mission.

<b>Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	Office of Executive Direction and Administrative Support Services, Executive Direction and Administrative Services  Activity: Recreational Licenses and Permits
<b>Statutory Objective</b>	<p>Constitutional Objective/Authority: Regulatory and executive powers of the State over fish and wildlife. Article IV, Section 9, Florida Constitution</p> <p>Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; collection of fees for all...recreational hunting or fishing licenses or permits, s.20.331(8)(c)4; special recreational spiny lobster license, s. 370.0603(5); competitive bidding for certain sale of licenses and permits and the issuance of authorization numbers, s. 372.551; recreational licenses, permits, and authorization numbers to take wild animal life, freshwater aquatic life, and marine life, issuance, costs, reporting, s. 372.561; recreational licenses and permits, exemptions from fees and requirements, s. 372.562; recreational licenses, permits, and authorization numbers, fees established, s. 372.57; Fish and Wildlife Conservation Commission license program for tarpon, fees, penalties, s. 372.5704(1), (7); fish pond license, s. 372.5705; expiration of licenses and permits, s. 372.571; review of fees for licenses and permits, review of exemptions, s. 372.5711; appointment of subagents for the sale of hunting, fishing, and trapping licenses and permits, s. 372.574; license and permit not transferable, s. 372.59; alligator license fees, s. 372.6673-6674; authority to enter into cooperative agreements with U.S. Forest Service, s. 372.74(3)</p>
<b>Problem/Need Intended to Address</b>	This activity prints, issues and accounts for all recreational licenses and permits sold; collects and deposits the revenue; coordinates the sales; maintains a license holder database; and administers sales through County Tax Collectors, retail Agents, telephone and the internet.

<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>This activity was responsible for the collection of the statutorily authorized fees for recreational fishing and hunting licenses and permits that amounted to \$32.99 million. Sales of these licenses resulted in Florida receiving \$13.1 million in federal matching funds.</p> <p>Number of recreational licenses and permits issued was 2,332,172 in FY 2005-06 (approved measure - 2,300,000)</p>
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>Objectives are being achieved.</p>

<b>Budget Entity and Related Programs and Activities</b>	<p>Office of Executive Direction and Administrative Support Services, Executive Direction and Administrative Services</p> <p>Activity: Commercial Licensing</p>
<b>Statutory Objective</b>	<p>Constitutional Objective/Authority: Regulatory and executive powers of the State over fish and wildlife. Article IV, Section 9, Florida Constitution</p> <p>Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; collection of fees for all commercial...hunting or fishing licenses or permits, s.20.331(8)(c)4; licenses (saltwater commercial, fees, excluding (5)-Apalachicola Bay oyster harvesting license), s. 370.06; wholesale and retail saltwater products dealers, regulation, s. 370.07(2)(a)-(i); St. Johns County, use of nets, s. 370.0821(3); stone crab, regulation (1)(a)-(c); spiny lobster, regulation, s. 370.14(2),(7); spiny lobster trap certificate program, s.370.142 (2)(a)(1), (2)(b), (7); retrieval of lobster, crawfish, and stone crab traps during closed season, commission authority, fees, s.370.143(2); regulation of shrimp fishing, Clay, Duval, Nassau, Putnam, Flagler, and St. Johns counties, s.370.153 (3)(a), (4)(a), (5)(a); regulation of shrimp fishing in Tampa Bay, licensing requirements, s.370.1535; noncultured shellfish harvesting, s. 370.16(2)(a); private game preserves and farms, penalty, s.372.16(1); freshwater fish dealer's license, s. 372.65(1),(2); haul seine and trawl permits, freshwater lakes in excess of 500 sq. miles, fees, s. 372.651; tag fee (freshwater fish), s. 372.653(1)(b); license require for fur and hide dealers, s. 372.66(2),(3); private hunting preserve license fees, exception, s. 372.661; alligator license fees, s. 372.6673-6674; license fee, renewal, revocation, s.372.87; exhibition or sale of wildlife, s.372.921(2); personal possession of wildlife, s.372.922(2); possession of nutria, license, inspection,</p>



	penalty for violation, s.372.98(2)
<b>Problem/Need Intended to Address</b>	This activity prints, issues, and accounts for all commercial licenses issued for fisheries-related and wildlife-related activities. It audits applications for established requirements; communicates with program staff and applicants as necessary; and maintains a license holder database.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>This activity was responsible for the collection of the statutorily authorized fees for commercial fishing and wildlife licenses, permits, endorsements and trap tags that amounted to \$3.7 million in FY 2005-06.</p> <p>Number of wildlife and freshwater fishing commercial licenses and permits issued was 102,617 in FY 2005-06 (approved measure – 61,290)</p> <p>Number of commercial and other marine fishing licenses, permits, endorsements and tags processed was 1,959,882 in FY 2005-06 (approved measure – 1,849,000)</p>
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

### ***Habitat and Species Conservation***

<b>Budget Entity and Related Programs and Activities</b>	<p>Habitat and Species Conservation, Habitat and Species Conservation</p> <p>Activity: Land Acquisition</p>
<b>Statutory Objective</b>	Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; land acquisition, s. 20.331(7)(c), 20.331(8)(c)3, 20.331(10); Fish and Wildlife Habitat Program, s. 372.074(1)(a),(b),(c),(d),(2); Acquisition of state game lands, s. 372.12; State lands, Chapter 253 F.S.; Land acquisition for conservation or recreation, Chapter 259 F.S.
<b>Problem/Need Intended to Address</b>	This activity is responsible for acquiring lands: Needed to resolve land management issues related to eliminating private inholdings within wildlife management areas, and improve public access; for prescribed burning buffers; important to natural resource based recreation i.e. hunting, fishing, wildlife viewing, hiking, etc.; designated as Strategic Habitat Conservation Areas; that are habitat for listed species; providing habitat corridors and linkage to other public lands; providing additional habitat for native wildlife; with

	<p>important wetland resources that provide habitat for nesting species, as well as protect watershed and water resources; that conserve aquifer recharge areas; providing landscape conservation benefits; and that conserve historic or archaeological resources.</p> <p>In addition, this activity provides developers with the opportunity to conduct wildlife habitat conservation through off-site mitigation, which provides significant benefits including: allowing developers to retain flexibility in development planning; the ability to direct conservation efforts to the most biologically important sites in a region; consolidating small, isolated on-site preserves into larger viable manageable units; and less costly than on-site mitigation.</p>
<p><b>Evidence That Objectives Have Been Achieved</b>  <i>(If applicable, please cite corresponding performance measure from Section II)</i></p>	<p>FWC has acquired more than 75,000 acres of land important to the conservation of fish and wildlife through its land acquisition programs.</p> <p>The number of acres acquired each year in this willing-seller based program is highly variable. Although the number of projects has not decreased, the total acres acquired decreased dramatically in FY 2004-05 and FY 2005-06 because of increasingly speculative/volatile real estate market that has negatively affected the ability to purchase land. While the activity continues to work on a large number of projects, the State's ability to meet owners' expectations in this type of market is substantially decreased. Although the activity focuses on a mix of smaller acreage projects and larger acreage projects, there continues to be more success in purchasing smaller acreage ownerships. In addition, the cost of acquiring land has increased substantially reducing the total amount of acreage that can be acquired. If land prices continue to escalate, there will be difficulty purchasing larger tracts of land. However, the cyclical nature of markets can affect this trend which is demonstrated by the fact that in FY 2006-07, FWC has reached agreement on larger tracts, totaling more than 2000 acres, which are now in closing or the approval process.</p> <p>In addition, \$10 million of FWC land acquisition funds were encumbered for the Babcock Ranch acquisition project during FY 2004-05 and FY 2005-06. Although these acquisition funds were eventually replaced by a separate legislative appropriation for the Babcock Ranch acquisition project, they were unavailable for FWC to dedicate to other acquisition projects during that time period, which ultimately resulted in a significant decrease of acreage acquired for that time period.</p> <p>Number of acres of fish and wildlife habitat purchased in FY 2005-06 was 91.8 acres (approved measure - 2,800)</p>
<p><b>Explanation As to Why Objectives Have Not Been Achieved</b>  <i>(If applicable, please cite corresponding performance measure from Section II)</i></p>	<p>Objectives are being achieved.</p>

--	--

<b>Budget Entity and Related Programs and Activities</b>	Habitat and Species Conservation, Habitat and Species Conservation  Activity: Manage and Restore Public Lands
<b>Statutory Objective</b>	Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to wild animal life and fresh water aquatic life, Article IV, Section 9, Florida Constitution  Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; manage...and restore...public lands, s. 20.331(7)(c); regulation of off-road vehicles on state lands, s. 20.331(8)(c)8, s. 375.311-314; Use of management area permit revenues, s. 372.573
<b>Problem/Need Intended to Address</b>	This activity benefits the entire spectrum of plant and wildlife populations through sound land management practices, and supports delivery of quality wildlife-oriented use on public lands. It manages plant and animal communities through the use of prescribed burning, mowing, planting, timber management, exotic species control, and hydrological restoration; restores altered or degraded habitats; monitors the condition and health of plant and animal communities; develops adaptive habitat management practices; and coordinates biological and ecological research needs.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	During FY 2005-06, FWC applied prescribed burning on 108,198 acres of fire maintained communities, and treated 73,049 acres for exotic and invasive plants. FWC also conducted 190 individual plant and wildlife inventory and assessment projects, and spent 2,065 man-days conducting general resource management activities such as maintenance of roads and infrastructure, establishment of wildlife openings, and mechanical treatment of fire-suppressed uplands.  The number of acres managed for wildlife was 5,663,413 acres in FY 2005-06 (approved measure - 5,539,815).
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	Habitat and Species Conservation, Habitat and Species Conservation  Activity: Plan and Coordinate Habitat and Land Use
<b>Statutory Objective</b>	Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to wild animal life and fresh water aquatic life, Article IV, Section 9, Florida Constitution  Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; provide scientific support and assistance on habitat-related issues to public and private landowners, s. 20.331(7)(c); Commission authority to control/manage lands with consent of private owner or (other) public owner/manager, s. 372.121
<b>Problem/Need Intended to Address</b>	This activity provides scientific support and technical assistance to private and public-sector landowners and local, state and federal governmental entities on all issues related to fish and wildlife habitat. It develops comprehensive habitat-based management plans; develops incentive programs for private sector landowners; provide habitat management recommendations on publicly-owned lands; coordinates landscape level land-use planning with local governments; and reviews and comments on land-use permits administered by local, state or federal regulatory agencies to provide benefits to species and habitats of greatest conservation need.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	During FY 2005-06, FWC assisted 35 private landowners enrolled in the Landowner Incentive Program and obligated \$345,451 at a 50% cost-share rate to conduct habitat enhancement practices across 38,045 acres to directly benefit listed species including fatwoods salamander, gopher frog, Eastern indigo snake, Florida pine snake, white ibis, wood stork, little blue heron, red-cockaded woodpecker, sandhill crane, Southeastern American kestrel, crested caracara, Sherman's fox squirrel, and gopher tortoise. Some of the management practices that have been funded include: prescribed fire, longleaf pine and natural groundcover restoration, habitat modification and platform/cavity creation for red-cockaded woodpeckers.  The number of written technical assist responses to habitat-related requests for assistance was 411 in FY 2005-06 (approved measure - 204).
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	Habitat and Species Conservation, Habitat and Species Conservation  Activity: Habitat and Species Conservation Administration
<b>Statutory Objective</b>	Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to wild animal life and fresh water aquatic life, and regulatory and executive powers of the State with respect to marine life, Article IV, Section 9, Florida Constitution  Statutory Objective/Authority: Creation and assignment of duties to the Division of Habitat and Species Conservation, s. 20.331(4)(a)2, 20.331(7)(c); authority to enter into cooperative agreements with U.S. Forest Service, s. 372.74(1)
<b>Problem/Need Intended to Address</b>	This activity provides statewide coordination and oversight in implementation of Division of Habitat and Species Conservation activities and programs. Specific tasks include providing programmatic and scientific oversight and guidance to all Division activities including strategic planning, budget administration, personnel management, regulations development, policy development and implementation, publication development, public relations, outreach, and prioritization of activities.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	The administrative support and facilities management functions of this activity have ensured that all other HSC programmatic responsibilities are achievable and that organizational and physical infrastructure is in place to support its mission.  No performance measures are associated with this activity.
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	Habitat and Species Conservation, Habitat and Species Conservation  Activity: Protect Manatees, Sea Turtles, Panthers, and Black Bear
<b>Statutory Objective</b>	Constitutional Objective/Authority: For panthers and black bear - The regulatory and executive powers of the State with respect to wild animal life, Article IV, Section 9, Florida Constitution  Statutory Objective/Authority: Fish and Wildlife Conservation

	Commission...general provisions, s. 20.331(6)c; development and implementation of imperiled species recovery plans, s. 20.331(7)(c); management responsibilities for marine species listed as endangered or threatened, including manatees and marine turtles, s. 20.331(8)(c)1; marine animals, regulation, s. 370.12(1), (2)(a)-(d),(f)-(q), (t)-(u), (4); manatee protection, intent, conduct of studies, initiatives and plans, s. 370.1201; Enhanced manatee protection study, s. 370.1202; Panther Research and Management Trust Fund, s. 372.672
<b>Problem/Need Intended to Address</b>	This activity implements tasks in state management plans and federal recovery plans for these species in order to achieve recovered status and maintain the populations at desired sustainable levels. It coordinates with counties to prepare manatee protection plans; proposes regulations for vessel speed zones; provides scientific review of permitted activities that impact manatees, sea turtle, panthers or bears and provides conservation recommendations; implements provisions of the interagency panther human response plan; coordinates nuisance bear intervention and response activities; coordinates the volunteer sea turtle network to monitor nesting in Florida; provides best management practices to reduce impacts of lighting on sea turtles; and develops and implements conservation stewardship programs for manatees, sea turtles, panthers, and Florida black bears.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	During FY 2005-06, FWC provided conservation recommendations and consultations for manatees, sea turtles, panthers, or black bears on 300 projects. As a result of a change in the state listing of manatee from endangered to threatened, a new management plan for manatees was completed.  The number of recovery plan actions implemented was 57 in FY 2005-06 (approved measure – 44).
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	Habitat and Species Conservation, Habitat and Species Conservation  Activity: Manage and Restore Freshwater and Marine Habitats
<b>Statutory Objective</b>	Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to fresh water aquatic life, and regulatory and executive powers of the State with respect to marine life, Article IV, Section 9, Florida Constitution

	<p>Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; aquatic habitat restoration, s. 20.331(7)(c); aquatic plant removal using fish as a biological control agent, 20.331(8)(c)5; Florida Aquatic Weed Control Act, s. 369.20(3); Non-indigenous Aquatic Plant Control, s. 369.22(9).</p>
<p><b>Problem/Need Intended to Address</b></p>	<p>This activity utilizes science-based techniques to manage and restore aquatic habitats including marine, estuarine and freshwater systems to benefit fish and wildlife. It develops and implements comprehensive aquatic habitat management programs to improve the ecological health of marine, estuarine and freshwater habitats; coordinates exotic aquatic vegetation control activities with other agencies; develops comprehensive management programs for selected water bodies; conducts lake restoration and aquatic resource management to benefit fish and wildlife resources; and partners and coordinates with other governmental entities on aquatic habitat enhancement or restoration projects.</p>
<p><b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i></p>	<p>The FWC provided \$2 million during FY 2004-2005 and FY 2005-2006 to the South Florida Water Management District to assist with funding construction of a sediment containment facility and for the Lake Trafford restoration project. The hydraulic dredging of approximately 8.0 million cubic yards of organic sediment from the open water zone of Lake Trafford was completed in FY 2005-2006</p> <p>The Lake Panasoffkee Restoration Project is being cooperatively funded by the State of Florida, U.S. Army Corps of Engineers, Southwest Florida Water Management District, and the Florida Fish and Wildlife Conservation Commission. This project seeks to restore the entire lake by dredging an estimated 8,209,735 cubic yards of unconsolidated sediments, associated vegetation and calcium carbonate deposits over 1,977 acres. Since 2005, approximately 34% (674 acres) of lake bottom has been dredged.</p> <p>The Lake Josephine Aquatic Habitat Enhancement Drawdown Project was completed in May 2006. During the project, 134 acres of shallow-water littoral habitat were enhanced by the removal of tussock and organic sediments. In addition to enhancement through tussock removal, FWC planted over 150,000 native aquatic plants and 385 bald cypress trees within these areas.</p> <p>The Lake Seminole tussock and organic sediment removal project was completed in Pinellas County during a drawdown associated with a separate County project. The FWC project removed 17 acres of tussock material from selected littoral areas of the lake and was equally funded by Southwest Florida Water Management District and FWC.</p> <p>The number of water acres where habitat rehabilitation projects have been completed was 121,417 acres in FY 2005-06 (approved measure - 69,592).</p>



<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.
---	--------------------------------

<b>Budget Entity and Related Programs and Activities</b>	Habitat and Species Conservation, Habitat and Species Conservation  Activity: Protect Nongame Fish and Wildlife
<b>Statutory Objective</b>	Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to fresh water aquatic life, and regulatory and executive powers of the State with respect to marine life, Article IV, Section 9, Florida Constitution  Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; development and implementation of nongame species management plans, s. 20.331(7)(c); Endangered and Threatened Species Act, s. 372.072(4), (5), (6); Endangered and Threatened Species Reward Program, s. 372.073; Nongame Wildlife Trust Fund, s. 372.991(2)
<b>Problem/Need Intended to Address</b>	This activity prepares and coordinates the implementation of science-based management plans to benefit and conserve nongame fish and wildlife. It prepares management and recovery plans for species in need of conservation; develops partnerships with private and public sector landowners to implement management and recovery plans; provides scientific support to private and public sector landowners for nongame and imperiled species issues; develops databases on status and population trends for native species; develops proposed rules and regulations; develops methods for identifying and protecting critical habitats; develops and implements conservation stewardship programs; coordinates with the U.S. Fish and Wildlife Service on federally endangered species; and develops habitat management recommendations
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	During FY 05-06, staff surveyed Florida's beaches for the threatened snowy plover. This was the final year of a five year study. The objectives of this survey and monitoring study were to assess the population size and distribution of snowy plovers wintering and nesting on Florida beaches and to assess the success of nesting  The number of survey and monitoring projects was 196 in FY 2005-06 (approved measure 195).



<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.
---	--------------------------------

<b>Budget Entity and Related Programs and Activities</b>	Habitat and Species Conservation, Habitat and Species Conservation  Activity: Prevent Introduction of and Eliminate Undesirable Exotic Species
<b>Statutory Objective</b>	Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to fresh water aquatic life, and regulatory and executive powers of the State with respect to marine life, Article IV, Section 9, Florida Constitution  Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; prevent and control the introduction of exotic species, s. 20.331(7)(c); Florida Aquatic Weed Control Act, s. 369.20(3); Non-indigenous Aquatic Plant Control, s. 369.22(9).
<b>Problem/Need Intended to Address</b>	This activity implements control measures for undesirable exotic species through intergovernmental coordination and public outreach programs. It develops a database of established exotic species; develops prevention and control programs; partners with governmental entities to develop guidelines and standards for plant and animal importation; coordinates the development of monitoring protocols, reporting and control efforts; proposes rules and regulations to prohibit exotic species that pose significant hazards to native species, domestic animals or human health; develops risk assessment models; and develops conservation stewardship programs to communicate the risks of exotic species introduction.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	During FY 2005-06, FWC developed and regularly updated a database of established exotic species; proposed rules that regulate exotic species; developed a control program for Gambian rats and a pilot study was executed; coordinated control efforts for Gambian rats with USDA; coordinated control efforts of purple swamp hens with the Southwest Florida Water Management District; established an exotic pet amnesty day program to foster conservation stewardship through responsible pet ownership; and developed an exotic freshwater fish poster and a revised website to communicate the risks of exotic species introductions.

<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.
---	--------------------------------

### *Hunting and Game Management*

<b>Budget Entity and Related Programs and Activities</b>	<p>Budget Entity: Hunting and Game Management, Wildlife</p> <p>Activity: Hunter Safety and Ranges</p>
<b>Statutory Objective</b>	<p>Statutory Objective: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; establishment and coordination of a statewide hunter safety course, s. 20.331(7)(d), 20.331(8)(c)9, 372.5717, 372.5718; creation of the voluntary authorized hunter identification program, s. 20.331(7)(d), 20.331(8)(c)13, 372.7016; regulation of required clothing of persons hunting deer, s. 20.331(8)(c)14, 372.988.</p>
<b>Problem/Need Intended to Address</b>	<p>Hunter safety courses, workshops, and special events are provided to ensure Florida hunters are well prepared to be safe, responsible, and conservation-minded when they take up the tradition of hunting. The technical hunter safety course required by Florida law certifies hunters to purchase a hunting license and hunt the remaining 49 states. In addition to the basic hunter safety course, advanced training to teach the public how to hunt safely with specialized firearms and archery equipment and foster strong resource conservation values are provided. These specialized courses include “Becoming an Outdoors’ Woman”, Advanced Archery, and Basic Muzzleloading Firearms.</p>
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>Technical assistance pertinent to the development and maintenance of safe and environmentally responsible shooting ranges is provided. Seven public shooting ranges statewide are administered utilizing concession contracts and partnerships with local governments.</p> <p>The number of students graduating from Hunter safety courses was 11,097 during FY 2005-06 (Approved measure – 10,000).</p>
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding</i>	Objectives are being achieved.

<i>performance measure from Section II)</i>	
---	--

<b>Budget Entity and Related Programs and Activities</b>	Budget Entity: Hunting and Game Management, Wildlife  Activity: Game Management – Hunting Opportunities
<b>Statutory Objective</b>	Constitutional Objective/Authority: The regulatory and executive powers of the State over wildlife. Article IV, Section 9, Florida Constitution  Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; Florida waterfowl permit revenues, s. 372.5712; Wild Turkey permit revenues, s. 372.5715(1); Alligator license fees and revenues, s. 372.6673-6674
<b>Problem/Need Intended to Address</b>	This activity is intended to provide the source of technical expertise required for the science-based management of Florida's game wildlife species focused on the conservation of game populations and hunting opportunities and providing technical support for the Commission, other agencies, and the public on these issues. Species management recommendations, plans and actions result from close coordination with research activities; practical application of research findings; and preparation and dissemination of technical reports and information pertaining to the conservation of game species are provided. Staff coordinates, compiles, and provides information to other agencies and the public on game species distribution, demographics and trends, diseases and parasites, control methods, property damage abatement, habitat requirements, harvest strategies, and response to population or habitat manipulation necessary for effective management of game species. Staff serves as advocates for responsible hunting and game conservation with other agencies, organizations, and the public, and provides professional representation on national, regional, or state technical/advisory/regulatory committees or councils to ensure Florida's interests are represented.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Staffs have developed partnerships, rules, regulations, and associated publications to provide public hunting opportunities on over 5.5 million acres of land in Florida. Staff is responsible for the coordination, development, dissemination, and evaluation of all rules, regulations, and publications pertaining to Wildlife Management Areas (WMAs) and other public hunting areas throughout the State. These tasks include development of new public hunting opportunities; standardization of regulations and plans for WMAs and public hunting areas; and evaluation and recommended improvement of rules concerning WMAs to serve the needs of Florida's publics. Staff coordinates the distribution of rule-related information and publications; provides technical assistance to the hunting public; solicits and compiles ideas and input from stakeholders and cooperators; and coordinates support

	<p>for hunting-related activities with other FWC divisions, sections, and offices.</p> <p>The number of hunters (individuals possessing a valid license to hunt or trap in Florida) was 158,377 in FY 2005-06 (Requested Standard - 150,000).</p>
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	<p>Budget Entity: Hunting and Game Management, Wildlife</p> <p>Activity: Hunting and Game Management Coordination and Oversight</p>
<b>Statutory Objective</b>	<p>Constitutional Objective/Authority: The regulatory and executive powers of the State over wildlife, Article IV, Section 9, Florida Constitution</p> <p>Statutory Objective/Authority: Creation and assignment of duties to the Division of Hunting and Game Management, s. 20.331(4)(a)3, 20.331(7)(d)</p>
<b>Problem/Need Intended to Address</b>	Statewide coordination and oversight in implementation of Division of Hunting and Game Management activities and programs is provided. Specific tasks include providing programmatic and scientific oversight and guidance to all Division activities including strategic planning, budget administration, personnel management, regulations development, policy development and implementation, publication development, public relations, outreach, and prioritization of activities.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>The administrative support and facilities management functions of this activity have ensured that all other HGM programmatic responsibilities are achievable and that organizational and physical infrastructure is in place to support its mission.</p> <p>No performance measures are associated with this activity.</p>
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding</i>	Objectives are being achieved.

<i>performance measure from Section II)</i>	
---	--

### ***Freshwater Fisheries Management***

<b>Budget Entity and Related Programs and Activities</b>	Freshwater Fisheries Management, Freshwater Fisheries  Activity: Lakes and Rivers Freshwater Fisheries Management
<b>Statutory Objective</b>	Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to fresh water aquatic life, Article IV, Section 9, Florida Constitution  Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; establishment of free fishing days, s. 20.331(8)(c)9; s. 372.57(15)
<b>Problem/Need Intended to Address</b>	This activity serves as the focal point for determining goals for freshwater fisheries resources, including specific management responsibilities for maintaining fish management areas, based on the evaluation of resource capabilities, stakeholder input, and implementation of management strategies. It develops rules for harvest restrictions, bag limits, or other regulations to achieve site-specific fishing objectives and participates in permit reviews. The activity promotes fishing events to increase awareness and participation by novice anglers, and exposes them to angler ethics, fisheries management, aquatic ecology, angling skills, fish identification, and other aspects aimed at promoting responsible life-long participating in sport fishing.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Staff of the Division of Freshwater Fisheries Management conducted fish population and angler use surveys, coordinated or implemented habitat improvement projects, provide appropriate freshwater fishing regulations, or used other fish management techniques to protect, restore or enhance freshwater fish populations in Florida's 3 million acres of lakes and 12,000 miles of rivers and streams. Information derived from Division activities also was made available to state agencies, local and regional governments, anglers, and other stakeholder groups to assist in protecting, restoring or enhancing Florida's sport fisheries. Fisheries management activities conducted by Division staff provided high-quality fishing opportunities that ensure stable or increased fishing participation by Florida's 1.2 million freshwater anglers.  Number of water bodies acres managed to improve fishing for FY 2005-06 was 1,043,522 (approved measure - 904,781). Percent of angler satisfaction in FY 2005-06 was 75% (approved measure - 75%).

<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.
---	--------------------------------

<b>Budget Entity and Related Programs and Activities</b>	Freshwater Fisheries Management, Freshwater Fisheries  Activity: Freshwater Fish Stocking
<b>Statutory Objective</b>	Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to fresh water aquatic life, Article IV, Section 9, Florida Constitution  Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; assignment of duties...necessary to facilitate the...sustained use of freshwater aquatic life resources, s. 20.331(7)(b)
<b>Problem/Need Intended to Address</b>	This activity is responsible for producing a dependable supply of the specific size, quantity, and quality of freshwater fish required to meet freshwater fisheries program goals and objectives. With the completion of a major capital improvement to the Richloam Hatchery, construction of the Florida Bass Conservation Center, coordination with the Fish and Wildlife Research Institute will facilitate expansion of freshwater species conservation research.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	The facility-wide construction of the Florida Bass Conservation Center temporarily limited the ability to produce the approved measure of fish. The Florida Bass Conservation Center is expected to be completed and open by February 2007, at which time production is expected to increase to 4 million fingerlings annually.  The number of fish stocked during FY 2005-06 was 412,460 (approved measure - 850,000)
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	Freshwater Fisheries Management, Freshwater Fisheries  Activity: Freshwater Fisheries Administration
<b>Statutory Objective</b>	Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to fresh water aquatic life, Article IV, Section 9, Florida Constitution  Statutory Objective/Authority: Creation and assignment of duties to the Division of Freshwater Fisheries Management, s. 20.331(4)(a)1, 20.331(7)(b); Jim Woodruff Dam, reciprocity agreements, s. 372.97; St. Mary's River, reciprocity agreements, s. 372.971
<b>Problem/Need Intended to Address</b>	Statewide coordination and oversight in implementation of Division of Freshwater Fisheries Management includes providing programmatic and scientific oversight and guidance to all Division activities including strategic planning, budget administration, personnel management, regulations development, policy development and implementation, publication development, public relations, outreach, and prioritization of activities.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	The administrative support, planning, coordination, and facilities management functions of this activity have ensured that all other DFFM programmatic responsibilities are achievable and that organizational and physical infrastructure is in place to support its mission.  No performance measures are associated with this activity.
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

### ***Marine Fisheries Management***

<b>Budget Entity and Related Programs and Activities</b>	Marine Fisheries Management, Marine Fisheries  Activity: Marine Fisheries Management
<b>Statutory Objective</b>	Constitutional Objective/Authority: Regulatory and executive powers of the State with respect to marine life, Article IV, Section 9, Florida Constitution  Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; implement marine

	fisheries management programs, s. 20.331(7)(f)
<b>Problem/Need Intended to Address</b>	This activity is responsible for evaluation of the status of Florida's marine fishes and invertebrates, with emphasis on determining how harvest affects those stocks. Where harvest affects the ability of the stock to achieve maximum sustainable yield, harvest rates are adjusted through various control methods such as size limits, bag limits, closed seasons, closed areas, and gear restrictions.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>This activity has developed effective conservation and management regulations for virtually all of Florida's important marine fisheries, including shrimp, mullet, red drum, spiny lobster, oysters, snook, sharks, groupers and snappers, amberjacks, cobia, spotted seatrout, king and Spanish mackerel, black drum, flounder and sheepshead, horseshoe crabs, aquarium species and several other species. These regulations have helped protect and sustain these valuable resources while allowing reasonable harvest by recreational and commercial fishers. In fact, it is estimated that 80 percent of these species are considered to be stable or increasing in abundance. The activity has also helped to maintain viable commercial fishing industries and enhanced recreational fishing opportunities in Florida that generate an economic impact of nearly \$6 billion annually to the state.</p> <p>The percent of fisheries stocks that were increasing or stable for FY 2005-07 was 80% (approved measure - 80%). The number of fishery management plans that were reviewed and analyses completed for FY 2005-06 was 15 (approved measure - 15).</p>
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	<p>Marine Fisheries Management, Marine Fisheries</p> <p>Activity: Marine Fisheries Education and Outreach</p>
<b>Statutory Objective</b>	<p>Constitutional Objective/Authority: Regulatory and executive powers of the State with respect to marine life, Article IV, Section 9, Florida Constitution</p> <p>Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; publications by Commission, s. 370.021(7)</p>
<b>Problem/Need Intended to Address</b>	This activity provides anglers with information on saltwater fishing regulation updates in English and Spanish, the marine fisheries management process, scheduled workshops, fishing techniques that



	promote personal stewardship, successful resource management, and protection of critical fisheries habitat.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	There is high demand for Division publications (Saltwater Fishing Regulations, Fishing Lines Magazine, Angler and Boater Guides) with a print run of over one million each year. The very popular Kids' Fishing Clinics were selected as the 2005 Federal Aid in Sport Fish Restoration project of the year in the Aquatic Education category. The marine outreach and education booth at the Florida State Fair and numerous Florida Sportsman Fishing Shows is one of the most popular stops for the public. The public has learned to contact the Angler Outreach/Aquatic Education office to receive answers to their specific fisheries questions.
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	Marine Fisheries Management, Marine Fisheries  Activity: Artificial Reef Management
<b>Statutory Objective</b>	Constitutional Objective/Authority: Regulatory and executive powers of the State with respect to marine life, Article IV, Section 9, Florida Constitution  Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; assist in the development and monitoring of artificial reefs in state waters, 20.331(7)(f); administration of commission grant programs, s. 370.023; artificial reef program, grants and financial and technical assistance to local governments, s. 370.25
<b>Problem/Need Intended to Address</b>	This activity responds to the demand for quality offshore fishing opportunities, which exceeds the available supply especially close to shore where access is easiest and safest for small boat anglers. Properly constructed artificial reefs can fill some of that demand. The Artificial Reef Program grants funds to local governments to construct artificial reefs, and grants funds to local governments and state universities to monitor some of those artificial reefs to determine how they are functioning and their effectiveness in enhancing local fish populations.
<b>Evidence That Objectives Have Been Achieved</b>	This activity helped to create and/or monitor 179 artificial reefs for the benefit of the public and research projects in 2005-06. In addition, this activity also assisted in the acquisition, citing, and sinking of the former aircraft carrier "U.S.S. Oriskany", a 900-foot ship sunk off Pensacola in 2006.

<i>(If applicable, please cite corresponding performance measure from Section II)</i>	
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	Marine Fisheries Management, Marine Fisheries  Activity: Marine Fisheries Administration
<b>Statutory Objective</b>	Constitutional Objective/Authority: Regulatory and executive powers of the State with respect to marine life, Article IV, Section 9, Florida Constitution  Statutory Objective/Authority: Creation and assignment of duties to the Division of Marine Fisheries management, s. 20.331(4)(a)5; 20.331(7)(f); administration of commission grant programs, s. 370.023
<b>Problem/Need Intended to Address</b>	Statewide coordination and oversight in implementation of Division of Marine Fisheries Management activities and programs is provided. Specific tasks include providing programmatic and scientific oversight and guidance to all Division activities including strategic planning, budget administration, personnel management, regulations development, policy development and implementation, publication development, public relations, outreach, and prioritization of activities.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	The oversight and administrative support functions of this activity have helped ensure that all other Marine Fisheries Management performance measures have been exceeded or achieved.
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please</i>	Objectives are being achieved.

<i>cite corresponding performance measure from Section II)</i>	
--	--

<b>Budget Entity and Related Programs and Activities</b>	Marine Fisheries Management, Marine Fisheries  Activity: Marine Fisheries Commercial Services
<b>Statutory Objective</b>	Constitutional Objective/Authority: Regulatory and executive powers of the State with respect to marine life, Article IV, Section 9, Florida Constitution  Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; facilitate the responsible and sustained use of marine life resources, and development of recommendations for managing and enhancing commercial...saltwater fisheries resources, s. 20.331(7)(f); additional procedures for particular cases (Administrative Procedures Act), s. 120.57; licensing (Administrative Procedures Act), s. 120.60; Administration; rules, records, injunctions, s. 370.021(2),(3),(5),(6),(9),(11),(12); licenses (saltwater commercial, qualifications, excluding (5)-Apalachicola Bay oyster harvesting license), s. 370.06; wholesale and retail saltwater products dealers, regulation, s. 370.07(1),(4)(g),(5),(6),(7); fishers and equipment, regulation, s. 370.08(7)b; illegal importation or possession of nonindigenous marine plants and animals, rules and regulations, 370.081(1)-(3),(5); Florida Territorial Waters Act, alien-owned commercial fishing vessels, prohibited acts, enforcement, s. 370.21(3); aquaculture definitions, marine aquaculture products, producers, and facilities, s.370.26(6)(a),(7),(8)
<b>Problem/Need Intended to Address</b>	This activity provides commercial saltwater fishers with information on fishing regulations (state and federal), rule making workshop schedules and current fisheries management activities. It provides assistance with understanding commercial regulations and licensing requirements and resolves problems associated with obtaining licenses. It reinforces the importance of compliance with saltwater fisheries regulations through the assessment of administrative penalties and the administrative hearing process. It informs saltwater products wholesale dealers of the importance of compliance with the reporting requirements for saltwater products' purchases and provides assistance where practicable through the audit process. It assists the post-season retrieval of stone crab and lobster traps and removal of trap debris from shallow waters and shore line areas. The activity implements the mechanism for scientific researchers, educational facilities, and aquaculturists to use fishing gears or possess specimens otherwise prohibited by rule through the issuance of Special Activity License. It implements the disbursement of federal fisheries disaster relief funds when appropriated to Florida and maintains lines of communication with the other four Gulf states to facilitate discussion of and resolution

	of issues of mutual concern.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Commercial fishers often call staff when they have been unable to get information or have their problems resolved elsewhere. Repeat offenders for the same violation are rare in the administrative hearing process. Approximately 3,000-4,000 lost or abandoned traps are retrieved annually by contracted commercial fishers. The process for obtaining a Special Activity License has been streamlined making it easier for researchers, aquaculturists and exhibitors to obtain the license.
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

### ***Fish and Wildlife Research Institute***

<b>Budget Entity and Related Programs and Activities</b>	<p>Fish and Wildlife Research Institute, Research</p> <p>Activity: Fisheries Assessment</p>
<b>Statutory Objective</b>	<p>Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to wild animal life and fresh water aquatic life, and shall also exercise regulatory and executive powers of the state with respect to marine life wildlife...The commission...shall have its own staff, which includes...research... Article IV, Section 9, Florida Constitution.</p> <p>Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; serve as the primary source of research and technical information and expertise on the status of marine life, freshwater aquatic life...in this state, s. 20.331(7)(a)1; monitor the status and health of marine life, freshwater aquatic life...and their habitat, s. 20.331(7)(a)2; provide state and local governments with technical information and research results concerning fish..., s. 20.331(7)(a)6; marine information system, s. 370.0607; crawfish reports by dealers during closed season required, s. 370.1405(1),(3)-(6); noncultured shellfish harvesting, s. 370.16(3); imported fish, s. 372.26(1); Fish and Wildlife Conservation Commission license program for tarpon, s. 372.5704(4); Aquaculture definitions, marine aquaculture products, producers, and facilities, s.370.26(6)(b); commercial production of sturgeon, 370.31(2)(c); Freshwater organisms, s.</p>

	372.0225(1)(d)
<b>Problem/Need Intended to Address</b>	This activity monitors population trends and abundance of recreational and commercial fishery species from freshwater and coastal marine waters around the State. These fisheries and biological data are integrated and used to analyze Florida's freshwater and marine fisheries stocks. The analyses provide the research that is utilized by the Division of Freshwater Fisheries Management and the Division of Marine Fisheries Management to recommend fishery management options and harvest rules to the Commission. They are also used by interstate and federal management authorities, as well.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>This activity annually reviews landing trends of all marine species harvested in Florida to offer an opinion on the status of each stock or species grouping. For highly exploited species such as snook, redfish, trout, and lobster this activity conducts a rigorous, mathematical assessment of stock status every 3 to 4 years. Other marine species such as stone crab, mullet, and sheepshead are evaluated on an as needed basis at greater intervals. Data and information from this activity provides decision support for fishery management decision and regulations in Florida. The information is used not only by the Commission, but by interstate and federal management authorities as well.</p> <p>The number of fisheries assessment and data summaries conducted in FY 2005-06 was 136,683 (approved measure – 136,683)</p>
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	<p>Fish and Wildlife Research Institute, Research</p> <p>Activity: Imperiled Species and Wildlife Assessments</p>
<b>Statutory Objective</b>	<p>Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to wild animal life and fresh water aquatic life, and shall also exercise regulatory and executive powers of the state with respect to marine life wildlife...The commission...shall have its own staff, which includes...research... Article IV, Section 9, Florida Constitution</p> <p>Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; serve as the</p>

	<p>primary source of research and technical information and expertise on the status of marine life, freshwater aquatic life, and wild animal life resources in this state, s. 20.331(7)(a)1; monitor the status and health of marine life, freshwater aquatic life, and wild animal life species and their habitat, s. 20.331(7)(a)2; develop restoration and management techniques for habitat and enhancement of plant and animal populations, s. 20.331(7)(a)3; provide state and local governments with technical information and research results concerning fish and wild animal life, s. 20.331(7)(a)6; research...responsibilities for marine species listed as endangered or threatened, including marine turtles..., s.20.331(8)(c)1; Endangered and Threatened Species Act, s. 372.072(2), (3), (4), (5), (6); regulation of foreign animals, s. 372.265(2); Florida waterfowl permit revenues, s. 372.5712; alligator study requirements, s. 372.6678; Nongame Wildlife Trust Fund, s. 372.991(2)(b)1</p>
<p><b>Problem/Need Intended to Address</b></p>	<p>This activity conducts research on the biology and ecology of imperiled and wildlife species in Florida and funds grants in support of such research. The resulting information is essential for the Commission and other state and federal agencies to determine appropriate management and conservation strategies, while considering human expectations, in order to preserve Florida's unique wildlife diversity.</p> <p>There are 78 species and subspecies of mammals that spend all or part of their lives on land in Florida. Many are economically important, and 24 are endangered, threatened, or of special concern. Information is needed for 136 native, non-marine reptiles and amphibians. Many of these species are harvested for food, the pet trade, or other uses. Twenty-two of these species, in whole or in part, are endangered, threatened, or of special concern. Avian research is conducted to meet information needs associated with the management and conservation of over 460 species of birds in Florida, 36 species or subspecies of which are listed by the state or federal governments as being endangered, threatened, or of special concern. Research is needed for conservation and restoration of the five species of marine turtles that regularly occur in Florida waters, all of which are listed by the state and federal governments as threatened or endangered. FWC marine mammal research provides managers with timely information for protecting the Florida manatee and North Atlantic right whale.</p>
<p><b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i></p>	<p>Research results are used by managers and the public to assess factors that affect wildlife species. This activity provides information that is used for implementation of recovery plan actions, evaluate state and federal management actions, and the development of action plans to reduce human impacts on wildlife and imperiled species.</p> <p>Number of requests for status of endangered and threatened species and wildlife completed in FY 2005-06 was 97,084 (approved measure – 130,000)</p>

<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.
---	--------------------------------

<b>Budget Entity and Related Programs and Activities</b>	<p>Fish and Wildlife Research Institute, Research</p> <p>Activity: Harmful Algal Bloom and Aquatic Health Monitoring and Assessment</p>
<b>Statutory Objective</b>	<p>Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to wild animal life and fresh water aquatic life, and shall also exercise regulatory and executive powers of the state with respect to marine life wildlife...The commission...shall have its own staff, which includes...research... Article IV, Section 9, Florida Constitution</p> <p>Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; serve as the primary source of research and technical information and expertise on the status of marine life, freshwater aquatic life...resources in this state, s. 20.331(7)(a)1; monitor the status and health of marine life, freshwater aquatic life...species and their habitat, s. 20.331(7)(a)2; respond to and provide critical technical support for catastrophes including oil spills, ship groundings, major species die-offs ...and natural disasters s. 20.331(7)(a)4; identify and monitor harmful algal blooms including red tides, evaluate their impacts, and provide technical support concerning state and local public health concerns, s. 20.331(7)(a)5; provide state and local governments with technical information and research results concerning fish..., s. 20.331(7)(a)6; Harmful-Algal-Bloom Task Force, s. 370.06092; Harmful-algal-bloom program; implementation, goals, funding, s. 370.06093(1), (2)</p>
<b>Problem/Need Intended to Address</b>	<p>This activity conducts research on biotoxins to assess risks to coastal resources and human health: Aquatic (fish kill) mortality events, red tide blooms and other harmful algal blooms are prominent public concerns; recent health investigations include puffer fish poisoning (assessing risks to coastal resources and human health), the effects of phycotoxins on the health of fish and wildlife, red tide toxicity in manatees, and lesions outbreaks in fish. This activity produces results that are used extensively by the Florida Department of Agriculture and Consumer Affairs, Department of Health, National Shellfish Program, Gulf of Mexico Program, and local governments to mitigate the negative effects of fish kill events, shellfish harvest closures, on human health, and on local economies. Furthermore, activity staffs have provided systematic training to volunteers, investigators, and fish kill responders throughout the Gulf and South Atlantic states.</p>



<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>This activity produces results that are used extensively by the Florida Department of Agriculture and Consumer Affairs, Department of Health, National Shellfish Program, Gulf of Mexico Program, and local governments to mitigate the negative effects of fish kill events, shellfish harvest closure and to protect human health. Our staff has provided systematic training to volunteers, investigators, and fish kill responders throughout the Gulf and South Atlantic states.</p> <p>The number of red tide and aquatic health assessments completed in FY 2005-06 was 219,162 (approved measure - 90,000)</p>
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>Objectives are being achieved.</p>

<b>Budget Entity and Related Programs and Activities</b>	<p>Fish and Wildlife Research Institute, Research</p> <p>Activity: Habitat Monitoring and Assessment</p>
<b>Statutory Objective</b>	<p>Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to wild animal life and fresh water aquatic life, and shall also exercise regulatory and executive powers of the state with respect to marine life wildlife...The commission...shall have its own staff, which includes...research... Article IV, Section 9, Florida Constitution</p> <p>Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; serve as the primary source of research and technical information and expertise on the status of marine life, freshwater aquatic life, and wild animal life resources in this state, s. 20.331(7)(a)1; monitor the status and health of marine life, freshwater aquatic life, and wild animal life species and their habitat, s. 20.331(7)(a)2; develop restoration and management techniques for habitat and enhancement of plant and animal populations, s. 20.331(7)(a)3; provide state and local governments with technical information and research results concerning fish and wild animal life, s. 20.331(7)(a)6; Nongame Wildlife Trust Fund, s. 372.991(2)(b)1</p>
<b>Problem/Need Intended to Address</b>	<p>This activity assesses the ecological status of habitats and plant and animal communities around the State. Statewide or large-scale habitat monitoring requires close integration expertise and resources with FWC's scientific and field capabilities. Activity scientists develop techniques to measure stress in coastal plant communities and work on methods to enhance and reestablish estuarine and freshwater plants. They work closely with internal and external resource managers to develop best management practices in order to protect and improve upland habitat quality and</p>



	wildlife diversity on state-managed lands. The varied projects include monitoring coral communities in the Florida Keys, assessing the status of freshwater plants in rivers and lakes, and vegetation monitoring in FWC's Wildlife Management and Environmental Areas.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>Data and information is used to improve and support effective decisions about the preservation, management, and restoration of aquatic and upland fish and wildlife habitat. Trends in habitat quality and quantity are detected and used for management and planning purposes.</p> <p>The number of requests for assessments of seagrass, salt marsh, mangrove, coral, aquatic, and upland habitat for FY 2005-06 was 24,866 (approved measure - 38,841)</p>
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	<p>Fish and Wildlife Research Institute, Research</p> <p>Activity: GIS Technical Support and Services</p>
<b>Statutory Objective</b>	<p>Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to wild animal life and fresh water aquatic life, and shall also exercise regulatory and executive powers of the state with respect to marine life wildlife...The commission...shall have its own staff, which includes...research... Article IV, Section 9, Florida Constitution.</p> <p>Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; serve as the primary source...of technical information and expertise on the status of marine life, freshwater aquatic life, and wild animal life resources in this state, s. 20.331(7)(a)1; ...provide critical technical support for catastrophes including oil spills, ship groundings, major species die-offs, hazardous spills, and natural disasters, s. 20.331(7)(a)4; provide state and local governments with technical information and research results concerning fish and wild animal life, s. 20.331(7)(a)6</p>
<b>Problem/Need Intended to Address</b>	Activity scientists manage and produce data and information that support those making decisions on the conservation of Florida's fish and wildlife resources in terrestrial, freshwater, and marine ecosystems. The integration of large and diverse databases and information sources is critical to addressing the complex environmental issues in Florida's various ecosystems.

<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>Our efforts result in a wide variety of services and products, including FWRI-wide data management, digital maps of fish and wildlife distributions, guides for taxonomic identification of species, economic assessments, biostatistics support, manuscript editing, and library services. Staffs , facilitate the exchange of information between governmental entities, and provide computer-based tools, support services, and expertise needed to cooperatively develop information products</p> <p>The number of habitat impact assessments and GIS requests for FY 2005-06 was 1,300 (approved measure – 1,405)</p>
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>Objectives are being achieved.</p>

<b>Budget Entity and Related Programs and Activities</b>	<p>Fish and Wildlife Research Institute, Research</p> <p>Activity: Manatee Rehabilitation</p>
<b>Statutory Objective</b>	<p>Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to wild animal life and fresh water aquatic life, and shall also exercise regulatory and executive powers of the state with respect to marine life wildlife...The commission...shall have its own staff, which includes...research... Article IV, Section 9, Florida Constitution</p> <p>Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; research...responsibilities for marine species listed as endangered or threatened, including manatees..., s. 20.331(8)(c)1; marine animals, regulation, s. 370.12(1)(b), (2)(a)-(d),(f)-(q)(t)-(u), (4); manatee protection, intent, conduct of studies, initiatives and plans, s. 370.1201; enhanced manatee protection study, s. 370.1202; reimburse cost of manatee rescue and rehabilitation, s. 370.0603(3)(a), s. 201.15(11)</p>
<b>Problem/Need Intended to Address</b>	<p>Three facilities, SeaWorld Florida, Lowry Park Zoo, and Miami Seaquarium, are designated as “critical care” facilities by the United State Fish and Wildlife Service and work cooperatively with FWC to help rescue and provide medical care to manatees. Manatees that would otherwise be lost because of injuries, illness, or abandonment as calves are in all but the severest of cases returned to the wild to contribute to manatee population recovery.</p>

<p><b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i></p>	<p>In last three fiscal years, FY 03-04 thru 05-06, 160 manatees have been admitted to participating facilities for treatment or released after treatment. In these years, state funds in the amount of \$3,450,000 have been paid to the facilities as partial reimbursement for their efforts. Approximately 60% of the actual facility costs were reimbursed for FY 05-06. Many of the rehabilitated and released manatees have been monitored for long enough periods to assure biologists that they have readapted to the wild and have nominal chances for survival.</p> <p>The number of manatees rehabilitated in FY 2005-06 was 64 (approved measure – 60).</p>
<p><b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i></p>	<p>Objectives are being achieved.</p>

<p><b>Budget Entity and Related Programs and Activities</b></p>	<p>Fish and Wildlife Research Institute, Research</p> <p>Activity: FWRI - Administrative Services and Facilities Management</p>
<p><b>Statutory Objective</b></p>	<p>Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to wild animal life and fresh water aquatic life, and shall also exercise regulatory and executive powers of the state with respect to marine life wildlife...The commission...shall have its own staff, which includes...research... Article IV, Section 9, Florida Constitution</p> <p>Statutory Objective/Authority: Creation and assignment of duties to the Fish and Wildlife Research Institute, s. 20.331(4)(b), s 20.331(7)(a); expenditure of funds, s.372.5702</p>
<p><b>Problem/Need Intended to Address</b></p>	<p>Statewide coordination and oversight in implementation of Fish and Wildlife Research Institute activities and programs is provided. Specific tasks include providing programmatic and scientific oversight and guidance to all Institute activities including strategic planning, budget administration, personnel management, regulations development, policy development and implementation, publication development, public relations, outreach, prioritization of activities, and facilities maintenance functions.</p>
<p><b>Evidence That Objectives Have Been Achieved</b></p>	<p>The administrative support and facilities management functions of this activity have ensured that all other FWRI programmatic responsibilities are achievable and that organizational and physical infrastructure is in place to support its mission.</p> <p>No performance measures are associated with this activity.</p>

<i>(If applicable, please cite corresponding performance measure from Section II)</i>	
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

### ***Law Enforcement***

<b>Budget Entity and Related Programs and Activities</b>	Fish, Wildlife and Boating Law Enforcement, Law Enforcement  Activity: Uniform Patrol and Investigations
<b>Statutory Objective</b>	<p>Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to wild animal life and fresh water aquatic life, and shall also exercise regulatory and executive powers of the state with respect to marine life wildlife...The commission...shall have its own staff, which includes...enforcement... Article IV, Section 9, Florida Constitution. The Division of Law Enforcement, through its sworn officers, has authority to enforce the rules of the FWC which have fee penalties as set forth in the sections of statute cited herein.</p> <p>Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; assignment of duties and responsibilities...to the Division of Law Enforcement...to ensure enforcement of laws and rules governing the management, protection, conservation, improvement and expansion of wild animal life, freshwater aquatic life, and marine life resources...shall enforce laws relating to boating, provide public safety services for citizens on lands and waters of the state particularly in remote areas, provide search-and-rescue and disaster response services when necessary,, assist in the enforcement of all general laws, and coordinate with local, state, and federal entities on law enforcement issues, s. 20.331(7)(e), s. 20.331(6)c; enforcement...of fees for all commercial and recreational hunting or fishing licenses or permits, s.20.331(8)(c)4; enforcement of penalties for violations of commission rules and state laws, including, but not limited to seizure and forfeiture of vessels and of the equipment used to commit those violations, s.20.331(8)(c)6; penalties (commercial saltwater), s. 370.021(1),(2),(3),(4),(6),(8); enforcement of Commission (marine) rules, penalties for violation of rules, s. 370.028; special recreational crawfish license, s. 370.0603(8); confiscation, seizure, and forfeiture of property and</p>

	<p>products, s.370.061; special recreational spiny lobster license, s. 370.063(8); wholesale and retail saltwater products dealers, s. 370.07(4),(5)(c),(8); fishers and equipment, regulation, 370.08; illegal importation or possession of nonindigenous marine plants and animals, rules and regulations, s. 370.081(6); St. Johns County, use of nets, s. 370.0821(5); carriage of proscribed nets across Florida waters, s.370.092(3),(4); illegal use of nets, s.370.093(4),(5); agreements with Federal Government for the preservation of saltwater fisheries, authority of commission, s.370.103; saltwater finfish, fishing raps regulated, s.370.1105(3),(4); definition, possession of certain licensed traps prohibited, penalties, exceptions, consent, s.370.1107(2)-(4); bonefish, regulation, s. 370.1121(3); marine animals, regulation, s. 370.12(1)(e), (2)(e),(r),(s); manatee protection, intent, conduct of studies, initiatives and plans, s. 370.1201; stone crab, regulation, s. 370.13(2); blue crab, regulation, s. 370.135(1); spiny lobster, regulation, s. 370.14(4); crawfish reports by dealers during closed season required, s. 370.1405(2); spiny lobster trap certificate program, s.370.142(2)(c); shrimp, regulation, s. 370.15(5)(b), (6)(b); Tortugas shrimp beds, penalties, s. 370.151(3); noncultured shellfish harvesting, s. 370.16(1)(a),(3),(4); sponges, regulation, s. 370.17(6); spearfishing, definition, limitations, penalty, s.370.172(1)(b); Florida Territorial Waters Act, alien-owned commercial fishing vessels, prohibited acts, enforcement, s. 370.21(5),(7),(10); artificial reef program, grants and financial and technical assistance to local governments, s. 370.25(7); killing or wounding of any species designated as endangered, threatened, or of special concern, criminal penalties, s. 372.0725; control and management of state game lands, s. 372.121(2); private game preserves and farms, penalty, s.372.16(4); imported fish, s. 372.26(2); regulation of foreign animals, s. 372.265(3); Fish and Wildlife Conservation Commission license program for tarpon, fees, penalties, s. 372.5704(5); hunter safety course, requirements penalty, s. 372.5717(8); false statement in application for license or permit, s.372.58; entering false information on licenses or permits, s.372.581; license required for fur and hide dealers, s. 372.66(1),(4); Alligator violations, s. 372.662-667; Florida panther killing prohibited, penalty, s. 372.671; illegal killing, taking, possessing, or selling wildlife or game, fines, disposition of fines, s.372.7015; voluntary authorized hunter identification program, s. 372.7016(2)(b); harassment of hunters, trappers, or fishers, s. 372.705(2); confiscation and disposition of illegally taken game, s. 372.73; authority to enter into cooperative agreements with U.S. Forest Service, s. 372.74(3), (4); use of explosives and other substances prohibited, s.372.75; penalties and violations, civil penalties for noncriminal infractions, criminal penalties, suspension and forfeiture of licenses and permits, s.372.83; Wildlife Violator Compact Act, s.372.831; forfeiture or denial of licenses and permits, s.372.84; contaminating fresh waters, s.372.85; illegal taking and possession of deer and wild turkey, evidence, penalty, s.372.99; seizure of illegal hunting devices, disposition, notice, forfeiture, s.372.9901; disposition of illegal fishing devices, exercise of police power, s.372.99021; illegal molestation of or theft from freshwater fishing gear, s.372.99022(1)-(2); illegal possession or transportation of freshwater game fish in commercial quantities, penalty, s.372.9903(1); seizure of illegal transportation</p>
--	---

	<p>devices, disposition, appraisal, forfeiture, s.372.9904; applicability of ss.372.99, 372.9901, 372.9903, and 372.9904, s. 372.9905; release of balloons, s.372.995</p> <p>In addition, because FWC officers are sworn state law enforcement officers with the authority to enforce all of Florida's laws, the enforcement responsibilities in the following statutes also apply to the officers in this activity and those in subsequent activities: Florida Mutual Aid Plan, powers and duties, s. 23.1231; state lands, Ch. 253; historical resources, Ch. 267; state uniform traffic control, Ch. 316; vessel safety, Ch. 327; vessels, Ch. 328; conservation, Ch. 369; damage to public lands, s. 375.314; particular conditions affecting public health, Ch. 386; environmental control, Ch. 403; forest protection, Ch. 590; definitions, general penalties, registration of criminals, Ch. 775; justifiable use of force, Ch. 776; principal, accessory, attempt, solicitation, conspiracy, Ch. 777; homicide, Ch. 782; assault, battery, culpable negligence, Ch. 784; kidnapping, false imprisonment, luring or enticing a child, custody offenses, Ch. 787; weapons and firearms, Ch. 790; sale of fireworks, Ch. 791; sexual battery, Ch. 794; prostitution, Ch. 796; abortion, Ch. 797; adultery, cohabitation, Ch., 798; lewdness, indecent exposure, Ch. 800; arson and criminal mischief, ch. 806; burglary and trespass, Ch. 810; theft, robbery, and related crimes, Ch. 812; computer-related crimes, ch. 815; fraudulent practices, Ch. 817; sale of mortgaged personal property, similar offenses, Ch. 818; public nuisances, Ch. 823 abuse, neglect, and exploitation of elderly persons and disabled adults, ch. 825; bigamy, incest, Ch. 826; abuse of children, Ch. 827; animals, cruelty, sales, animal enterprise protection, ch. 828; forgery and counterfeiting, Ch. 831; violations involving checks and drafts, Ch. 832; defamation, libel, threatening letters and similar offenses, Ch. 836; perjury, Ch. 837; bribery, misuse of public office, Ch. 838; offenses by public officers and employees, ch. 839; obstructing justice, ch. 843; obscenity, Ch. 847; gambling, Ch. 849; drunkenness, open house parties, loitering, prowling, desertion, Ch. 856; poisons, adulterated drugs, Ch. 859; aircraft, motor vehicles, vessels, and railroads, Ch. 860; offenses related to public roads, transport, and waters, Ch. 861; certain commercial restrictions, Ch. 865; affrays, riots, routs, unlawful assemblies, Ch. 870; disturbing religious and other assemblies, Ch. 871; sale of anatomical matter, Ch. 873; street terrorism enforcement and preventions, Ch. 874; criminal anarchy, treason, and other crimes against public order, Ch. 876; miscellaneous crimes, Ch. 893; offenses concerning racketeering and illegal debts, Ch. 895; and offenses related to financial transactions, Ch. 896.</p>
<b>Problem/Need Intended to Address</b>	This activity provides law enforcement services on all land, freshwater, and saltwater areas of the state to protect fish and wildlife resources, their habitat, and the safety of the public utilizing state resources.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding</i>	The Division provided 1,064,082 uniform patrol and investigations service hours on 53,997 square miles of land; 51,858 miles of freshwater rivers and streams; 17,830 square miles of freshwater and tidal wetlands; 2,555 square miles of lakes, reservoirs, and ponds; 8,460 miles of tidal coastline; 4,385 square miles of saltwater estuaries and bays; and 13,200 square miles of offshore waters. These service hours provide a law enforcement presence to

<p><b>performance measure from Section II)</b></p>	<p>protect fish and wildlife resources, the public utilizing state resources, and law enforcement services to the rural areas of Florida. Over 1,223,457 citizens and visitors were provided law enforcement services by the Division in Fiscal Year 2005-2006.</p> <p>The number of recreational boating injuries that occur are directly linked to the number of boating accidents that occur each year. Many external factors, which are outside the control of the Division, contribute to the number of boating accidents. It is FWC's goal to continue to emphasize boating safety and public education, combined with an enforcement presence, to effect a reduction in the number of boating accidents, injuries, and fatalities.</p> <p>Compliance with specified commission rules and state law was 86% during FY 2005-06 (approved measure – 81.4%).  Response time to emergency calls was 53 minutes during FY 2005-06 (approved measure – 43 minutes).  Number of recreational boating injuries was 366 during FY 2005-06 (approved measure – 450).  Number of warnings, arrests, and convictions was 138,030 during FY 2005-2006 (approved measure – 127,692).  Number of vessels checked was 285,373 during FY 2005-06 (approved measure – 320,345).  Total number of hours spent in preventative patrol and investigations were 1,064,082 during FY 2005-06 (approved measure – 930,391).  Number of vessel safety inspections was 285,373 during FY 2005-06 (approved measure – 320,345).  Total number of boating accidents investigated was 666 during FY 2005-06 (approved measure – 1,292).  Number of patrol hours was 897,929 during FY 2005-06 (approved measure – 861,026).  Number of investigative hours was 166,153 during FY 2005-06 (approved measure – 69,365)</p>
<p><b>Explanation As to Why Objectives Have Not Been Achieved</b>  <i>(If applicable, please cite corresponding performance measure from Section II)</i></p>	<p>Objectives are being achieved.</p>

<p><b>Budget Entity and Related Programs and Activities</b></p>	<p>Fish, Wildlife and Boating Law Enforcement, Law Enforcement</p> <p>Activity: Inspection: Inspect Permitees</p>
<p><b>Statutory Objective</b></p>	<p>Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to wild animal life and fresh water aquatic life, and shall also exercise regulatory and executive powers of the state with respect to marine life wildlife...The</p>



	<p>commission...shall have its own staff, which includes...enforcement... Article IV, Section 9, Florida Constitution. The Division of Law Enforcement, through its sworn officers, has authority to enforce the rules of the FWC which have fee penalties as set forth in the sections of statute cited herein.</p> <p>Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; regulation of foreign animals, s.372.265; possessing, exhibiting, poisonous or venomous reptile, license required, s.372.86; license fee, renewal, revocation, s.372.87; bond required, amount, s.372.88; inspection, s.372.901; rewards, s.372.911; exhibition or sale of wildlife, s.372.921(4),(5),(7), (8),(9),(10); personal possession of wildlife, s.372.922(1),(4)-(7); captive wildlife, penalties for violations, s.372.935; possession of nutria, license, inspection, penalty for violation, s.372.98(4),(5); because FWC officers are sworn state law enforcement officers with the authority to enforce all of Florida's laws, the enforcement responsibilities listed under the Uniform Patrol and Investigations, Aviation, Boating and Waterways, Law Enforcement Administration, Field Services, and Training activities also apply to the officers in this activity.</p>
<b>Problem/Need Intended to Address</b>	<p>This activity is responsible for the protection of state fish and wildlife resources and the public from the illegal importation and establishment of exotic wildlife in Florida. This activity regulates the wildlife trade, enforces strict state caging/husbandry standards, ensures public safety, humane treatment, and prevents the escape of exotics.</p>
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>This activity conducted 6,103 inspections of facilities possessing wildlife in FY 2005-06. These inspections generated 822 arrests and warnings. The activity responded to 206 wildlife alert complaints, 80 escaped exotic wildlife complaints, and seized 96 specimens of wildlife.</p> <p>Compliance with specified commission rules and state law was 86% during FY 2005-06 (approved measure – 81.4%).  Response time to emergency calls was 53 minutes during FY 2005-06 (approved measure – 43 minutes).  Number of warnings, arrests, and convictions was 138,030 during FY 2005-2006 (approved measure – 127,692).  Total number of hours spent in preventative patrol and investigations were 1,064,082 during FY 2005-06 (approved measure – 930,391).  Number of patrol hours was 897,929 during FY 2005-06 (approved measure – 861,026).  Number of investigative hours was 166,153 during FY 2005-06 (approved measure – 69,365)</p>
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>Objectives are being achieved.</p>



<b>Budget Entity and Related Programs and Activities</b>	Fish, Wildlife and Boating Law Enforcement, Law Enforcement  Activity: Aviation: Provide Aircraft Support
<b>Statutory Objective</b>	<p>Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to wild animal life and fresh water aquatic life, and shall also exercise regulatory and executive powers of the state with respect to marine life wildlife...The commission...shall have its own staff, which includes...enforcement... Article IV, Section 9, Florida Constitution</p> <p>Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; powers and duties of department (DMS authority over aviation), s. 287.16; limitation on use of...aircraft, s.287.17; because FWC officers are sworn state law enforcement officers with the authority to enforce all of Florida's laws, the enforcement responsibilities listed under the Uniform Patrol and Investigations, Inspect Permittees, Boating and Waterways, Law Enforcement Administration, Field Services, and Training activities also apply to the officers in this activity.</p>
<b>Problem/Need Intended to Address</b>	This activity supports and complements patrol efforts on all land, freshwater, and saltwater areas of the state to protect fish and wildlife resources, their habitat, and the safety of the public.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	<p>This activity provided 3,238 aviation flight service hours for FY 2005-06. These hours included 154 hours for search and rescue and generated 422 arrests/warnings.</p> <p>Compliance with specified commission rules and state law was 86% during FY 2005-06 (approved measure – 81.4%).</p> <p>Response time to emergency calls was 53 minutes during FY 2005-06 (approved measure – 43 minutes).</p> <p>Number of warnings, arrests, and convictions was 138,030 during FY 2005-2006 (approved measure – 127,692).</p> <p>Aircraft down time was &lt;1.4 day/month/aircraft during FY 2005-06 (approved measure -- &lt;5.1 day/month/aircraft).</p> <p>Total number of hours spent in preventative patrol and investigations were 1,064,082 during FY 2005-06 (approved measure – 930,391).</p> <p>Number of patrol hours was 897,929 during FY 2005-06 (approved measure – 861,026).</p> <p>Number of enforcement flight hours was 3,238 during FY 2005-06 (approved measure – 4,821)</p>
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding</i>	Objectives are being achieved.

<i>performance measure from Section II)</i>	
---	--

<b>Budget Entity and Related Programs and Activities</b>	Fish, Wildlife and Boating Law Enforcement, Law Enforcement  Activity: Boating and Waterways
<b>Statutory Objective</b>	Statutory Objective/Authority: Creation of and assignment of duties to the Boating and Waterways Section within the Division of Law Enforcement, s. 20.331(4)(a)4, 20.331(7)(e)1; establishment and enforcement of boating safety regulations, s.20.332(8)(c)2; written reports of accidents, s. 327.301; accident report forms, s. 327.302; transmittal of information, s. 327.31; boating safety identification cards, s. 327.395; uniform waterway markers for safety and navigation; informational markers, s. 327.40; uniform water regulatory markers, s. 327.41; Silver Glen Run and Silver Glen Springs; navigation channel, s. 327.43; establishment of restricted areas, s. 327.46; competitive grant programs, s. 327.47; safety and marine sanitation equipment inspections, s. 327.56; enforcement authority, s. 327.70; temporary exemption authority, s.327.71; mandatory education for violators, s. 327.731; uniform boating citations, s. 327.74; Boating Advisory Council, s. 327.803; compilation of statistics on boating accidents and violations, s. 327.804; inspection of homemade vessels, s. 328.07; manatee protection, intent, conduct of studies, initiatives and plans, s. 370.1201; enhanced manatee protection study, s. 370.1202 (3); removal of abandoned and derelict vessels, s. 823.11; because FWC officers are sworn state law enforcement officers with the authority to enforce all of Florida's laws, the enforcement responsibilities listed under the Uniform Patrol and Investigations, Inspect Permitees, Aviation, Law Enforcement Administration, Field Services, and Training activities also apply to the officers in this activity.
<b>Problem/Need Intended to Address</b>	This activity is responsible for the enhancement and promotion of boating access and safe boating on Florida's waterways.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	This activity provided support to 417 boating and waterway projects, permitted 54 regulatory zones, and issued 21,325 boating safety education cards for FY 2005-06.  Number of regulatory zones properly permitted was 54 during FY 2005-06 (approved measure – 50). Number of boating safety education cards issued was 21,325 during FY 2005-06 (approved measure – 20,000).

<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.
---	--------------------------------

<b>Budget Entity and Related Programs and Activities</b>	Fish, Wildlife and Boating Law Enforcement, Law Enforcement  Activity: Law Enforcement Administration
<b>Statutory Objective</b>	<p>Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to wild animal life and fresh water aquatic life, and shall also exercise regulatory and executive powers of the state with respect to marine life wildlife...The commission...shall have its own staff, which includes...enforcement... Article IV, Section 9, Florida Constitution</p> <p>Statutory Objective/Authority: Creation and assignment of duties for the Division of Law Enforcement, s. 20.331(4)(a)4, 20.331(7)(e); Police powers of sworn law enforcement officers, s.20.331(8)(c)11; police powers of commission and agents, s. 372.07; powers of arrest by agents of Department of Environmental Protection or Fish and Wildlife Conservation Commission, s. 372.071; Endangered and threatened Species Reward Program, s. 372.073(1),(2)(a); arrest by officers of the Fish and Wildlife Conservation Commission, recognizance, cash bond, citation, s.372.70; arrest by officers of the Fish and Wildlife Conservation Commission, recognizance, cash bond, citation, s. 372.701; because FWC officers are sworn state law enforcement officers with the authority to enforce all of Florida's laws, the enforcement responsibilities listed under the Uniform Patrol and Investigations, Inspect Permitees, Aviation, Boating and Waterways, Field Services, and Training activities also apply to the officers in this activity.</p>
<b>Problem/Need Intended to Address</b>	Statewide coordination and oversight in implementation of Division of Law Enforcement activities and programs is provided. Specific tasks include providing programmatic and scientific oversight and guidance to all Division activities including strategic planning, budget administration, personnel management, regulations development, policy development and implementation, publication development, public relations, outreach, and prioritization of activities.
<b>Evidence That Objectives Have Been Achieved</b>	The administrative support and facilities management functions of this activity have ensured that all other LE programmatic and enforcement responsibilities are achievable and that organizational and physical infrastructure is in place to support its mission.

<i>(If applicable, please cite corresponding performance measure from Section II)</i>	No performance measures are associated with this activity.
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

<b>Budget Entity and Related Programs and Activities</b>	Fish, Wildlife and Boating Law Enforcement, Law Enforcement  Activity: Field Services
<b>Statutory Objective</b>	Constitutional Objective/Authority: The regulatory and executive powers of the State with respect to wild animal life and fresh water aquatic life, and shall also exercise regulatory and executive powers of the state with respect to marine life wildlife...The commission...shall have its own staff, which includes...enforcement... Article IV, Section 9, Florida Constitution  Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; because FWC officers are sworn state law enforcement officers with the authority to enforce all of Florida's laws, the enforcement responsibilities listed under the Uniform Patrol and Investigations, Inspect Permitees, Aviation, Boating and Waterways, Law Enforcement Administration, and Training activities also apply to the officers in this activity.
<b>Problem/Need Intended to Address</b>	This activity strengthens and supports the ability of the Division of Law Enforcement by providing telecommunications and computer technology, systems engineering, vehicle and vessel maintenance, and arrest/warning citation and disposition data management.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	This activity provided 24,040 service/repair hours to the Division for FY 2005-06.  Communications equipment down time was <2.1 day/year/radio during FY 2005-06 (approved measure -- <2.5 day/year/radio). Number of boats repaired was 667 during FY 2005-06 (approved measure – 351). Number of equipment repairs was 6,584 during FY 2005-06 (approved measure – 3,282). Number of data-related information requests fulfilled was 145 during FY 2005-06 (approved measure – 156).

<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.
---	--------------------------------

<b>Budget Entity and Related Programs and Activities</b>	Fish, Wildlife and Boating Law Enforcement, Law Enforcement  Activity: Training
<b>Statutory Objective</b>	Statutory Objective/Authority: Fish and Wildlife Conservation Commission...general provisions, s. 20.331(6)c; Criminal Justice Standards and Training Commission guidelines, Ch. 943; because FWC officers are sworn state law enforcement officers with the authority to enforce all of Florida's laws, the enforcement responsibilities listed under the Uniform Patrol and Investigations, Inspect Permittees, Aviation, Boating and Waterways, Law Enforcement Administration, and Field Services activities also apply to the officers in this activity.
<b>Problem/Need Intended to Address</b>	This activity is responsible for the recruitment of qualified individuals for FWC law enforcement employment; processing and certifying eligibility of 900 to 1500 applicants in preparation for each academy class; conducting the FWC 29 week academy which includes instruction in state-mandated, basic recruit curriculum, as well as agency-specific topics and training; conducting in-service training for existing personnel; and maintenance of training records for all law enforcement personnel.
<b>Evidence That Objectives Have Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Training was provided for 724 officers/recruits. Two academy classes and in-service/career development training were conducted for a total of 61,935 hours in FY 2005-06.  Number of officers and recruits trained was 724 during FY 2005-06 (approved measure - 737).
<b>Explanation As to Why Objectives Have Not Been Achieved</b> <i>(If applicable, please cite corresponding performance measure from Section II)</i>	Objectives are being achieved.

## ***Appendix E: Failure in Meeting Approved Standards***

**FISCAL YEAR 2004-05**

**Department:** Fish and Wildlife Conservation Commission

**Program:** Executive Direction and Administrative Services

**Service/Budget Entity:** Office of Executive Direction and Administrative Services/77100700

**Measure:** Number of people reached with information materials

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
4,233,661	3,677,342	-556,319	-13.14%

**Explanation:** Distribution of printed saltwater regulations was reduced because the regulations are generally available on-line. The number of times the fishing regulations were accessed online will be included in future performance measure submissions. Distribution of printed news releases decreased by 81,000 because they are now distributed electronically.

**Department:** Fish and Wildlife Conservation Commission

**Program:** Executive Direction and Administrative Services

**Service/Budget Entity:** Office of Executive Direction and Administrative Services/77100700

**Measure:** Number of written conservation education materials provided to citizens

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
2,879,000	2,600,652	-278,348	-9.67%

**Explanation:** A decrease in budget for the education section reduced the number of brochures that could be printed.

**Department:** Fish and Wildlife Conservation Commission

**Program:** Executive Direction and Administrative Services

**Service/Budget Entity:** Office of Executive Direction and Administrative Services/77100700

**Measure:** Percent change in number of licensed hunters

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
-2.49%	-7.88%	-5.39%	-216%

**Explanation:** The number of licensed hunters decreased because hurricane damage to hunting habitat negatively affected hunting opportunities. Less land was leased to the State for hunting purposes.

**FISCAL YEAR 2005-06**

**Department:** Fish and Wildlife Conservation Commission  
**Program:** Executive Direction and Administrative Services  
**Service/Budget Entity:** Office of Executive Direction and Administrative Services/77100700  
**Measure:** Number of written conservation education materials provided to citizens

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
3,188,500	2,669,848	-518,652	-16%

**Explanation:** Our projections, reflected in the standard, overestimated the quantity of education materials that were needed for distribution.

#### FISCAL YEAR 2004-05

**Department:** Fish and Wildlife Conservation Commission  
**Program:** Law Enforcement  
**Service/Budget Entity:** Fish, Wildlife, and Boating Law Enforcement  
**Measure:** Number of Enforcement Flight Hours

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
4,821	3,077	-1,744	- 36%

**Explanation:** The decrease in performance results is directly related to the impact of the four hurricanes that occurred during the reporting year. Additionally, maintenance took aircraft out of operational status and contributed to the reduction of enforcement flight hours

**Department:** Fish and Wildlife Conservation Commission  
**Program:** Law Enforcement  
**Service/Budget Entity:** Fish, Wildlife, and Boating Law Enforcement  
**Measure:** Number or Boating Safety Education Cards Issued

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
20,000	18,810	-1,190	-6%

**Explanation:** This variance is due to a change in the methodology for reporting the statistic. The measure “Number of Boating Safety Education Cards Issued” was a new measure in FY 04/05. Utilizing the “Bobber” database, we counted the number of cards issued and the number of cards reprinted to generate the statistics for this measure. After further



review, we determined that only the “number of cards issued” should be used to report on this measure.

**FISCAL YEAR 2005-06**

**Department:** Fish and Wildlife Conservation Commission

**Program:** Law Enforcement

**Service/Budget Entity:** Fish, Wildlife, and Boating Law Enforcement

**Measure:** Number of Recreational Boating Injuries

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
450	366	-84	- 18.6%

**Explanation:** Actual performance exceeded the standard. The desired performance results should be less than the approved standard, indicating a reduction in boating accidents from prior years. External factors that are outside the control of the Division of Law Enforcement, contribute to the number of boating accidents and related injuries. Our goal is to continue to emphasize boating safety and public education, combined with an enforcement presence, to reduce the number of boating accidents, injuries, and fatalities.

**Department:** Fish and Wildlife Conservation Commission

**Program:** Law Enforcement

**Service/Budget Entity:** Fish, Wildlife, and Boating Law Enforcement

**Measure:** Aircraft Down Time

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
<5.1 day/month/aircraft	<1.4 day/month/aircraft	-3.7	- 73%

**Explanation:** Actual performance exceeded the standard. The Division acquired newer aircraft that reduced aircraft downtime for maintenance.

**Department:** Fish and Wildlife Conservation Commission

**Program:** Law Enforcement

**Service/Budget Entity:** Fish, Wildlife, and Boating Law Enforcement

**Measure:** Communications Equipment Down Time

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
<2.5 day/year/radio	<2.1 day/year/radio	-.4	- 16%

**Explanation:** Actual performance exceeded the standard. New communications equipment results in less downtime for maintenance or repairs.

**Department:** Fish and Wildlife Conservation Commission  
**Program:** Law Enforcement  
**Service/Budget Entity:** Fish, Wildlife, and Boating Law Enforcement  
**Measure:** Number of Vessel Safety Inspections

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
320,345	285,373	-34,972	- 11%

**Explanation:** This measure was impacted by hurricanes that occurred during this reporting year. These events reduced public boating opportunities and law enforcement resources were reallocated to respond to calls for disaster assistance.

**Department:** Fish and Wildlife Conservation Commission  
**Program:** Law Enforcement  
**Service/Budget Entity:** Fish, Wildlife, and Boating Law Enforcement  
**Measure:** Number of Vessels Checked

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
320,345	285,373	-34,972	- 11%

**Explanation:** This measure was impacted by the hurricanes that occurred during this reporting year. These events reduced public boating opportunities and law enforcement resources were reallocated to respond to calls for disaster assistance.

**Department:** Fish and Wildlife Conservation Commission  
**Program:** Law Enforcement  
**Service/Budget Entity:** Fish, Wildlife, and Boating Law Enforcement  
**Measure:** Total Number of Boating Accidents Investigated

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,292	666	-626	- 48%

**Explanation:** Actual performance exceeded the standard. The desired performance value should be less than the approved standard, indicating a reduction in boating accidents from prior years. External factors that are outside the control of the Division of Law Enforcement, contribute to the number of boating accidents and related injuries. Our goal is to continue to emphasize boating safety and public education, combined with an enforcement presence, to reduce the number of boating accidents, injuries, and fatalities.

**Department:** Fish and Wildlife Conservation Commission  
**Program:** Law Enforcement  
**Service/Budget Entity:** Fish, Wildlife, and Boating Law Enforcement  
**Measure:** Number of Enforcement Flight Hours

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
4,821	3,019	-1,802	- 37%

**Explanation:** Performance results were negatively impacted by increased fuel prices. Increased fuel costs required the aviation unit to examine flight activities and prioritize aircraft usage to maximize fuel availability to primarily support the law enforcement mission of the Division.

**Department:** Fish and Wildlife Conservation Commission  
**Program:** Law Enforcement  
**Service/Budget Entity:** Fish, Wildlife, and Boating Law Enforcement  
**Measure:** Number of Data-Related Information Requests Fulfilled

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
156	145	-11	- 7%

**Explanation:** The change in actual performance can be attributed to normal fluctuations in requests for information.

#### **FISCAL YEAR 2004-05**

**Department:** Fish and Wildlife Conservation Commission  
**Program:** Wildlife  
**Service/Budget Entity:** Hunting and Game Management  
**Measure:** Number of hunting accidents

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
12	8	-4	-33%

**Explanation:** Actual performance exceeded the standard. A decrease in hunting related accidents may be attributed to the improvements made in the Hunter Safety program, including easier access to classes and a 37% increase in the number of classes.

**FISCAL YEAR 2005-06**

**Department:** Fish and Wildlife Conservation Commission

**Program:** Wildlife

**Service/Budget Entity:** Hunting and Game Management

**Measure:** Number of hunting accidents

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
12	7	-5	-41.7%

**Explanation:** Actual performance exceeded the standard. A decrease in hunting related accidents may be attributed to the improvements made in the Hunter Safety program.

**FISCAL YEAR 2004-05**

**Department:** Fish and Wildlife Conservation Commission

**Program:** Habitat and Species Conservation

**Service/Budget Entity:** Habitat and Species Conservation

**Measure:** Number of Survey and Monitoring Projects

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
195	130	-65	-33%

**Explanation:** The reduction in performance results for this program was caused by the agency's restructure in July 2004 that shifted responsibilities for these projects to other programs within the agency.

**Department:** Fish and Wildlife Conservation Commission  
**Program:** Habitat and Species Conservation  
**Service/Budget Entity:** Habitat and Species Conservation  
**Measure:** Acres of Fish and Wildlife Habitat Purchased

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
2800	69.12	-2,730.88	-97%

**Explanation:** The number of acres acquired each year in this willing-seller based program is highly variable. The standard is based on a projected average. The main reason that total acres acquired decreased so dramatically in FY 2004-05 is attributed to the speculative and volatile real estate market that the program has encountered. While the program continues to work on a large number of projects, both small and large, the State's ability to meet the owners' price expectations in this type of market is substantially decreased. The most success has been in acquiring smaller parcels because they are less susceptible to speculation that typically accompanies large tracts of land. It is expected that the market will become less volatile and result in a more typical success rate.

**FISCAL YEAR 2005-06**

**Department:** Fish and Wildlife Conservation Commission

**Program:** Habitat and Species Conservation

**Service/Budget Entity:** Habitat and Species Conservation

**Measure:** Acres of Fish and Wildlife Habitat Purchased

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
2800	91.8	-2,708.2	-96.72%

**Explanation:** The number of acres acquired each year in this willing-seller based program is highly variable. The standard is based on a projected average. The main reason that total acres acquired decreased so dramatically in FY 2004-05 is attributed to the speculative and volatile real estate market that the program has encountered. While the program continues to work on a large number of projects, both small and large, the State's ability to meet the owners' price expectations in this type of market is substantially decreased. The most success has been in acquiring smaller parcels because they are less susceptible to speculation that typically accompanies large tracts of land. It is expected that the market will become less volatile and result in a more typical success rate.

**FISCAL YEAR 2005-06**

**Department:** Fish and Wildlife Conservation Commission

**Program:** Freshwater Fisheries

**Service/Budget Entity:** 77400200

**Measure:** Number of Fish Stocked

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
850,000	412,460	-437,540	-51%

**Explanation:** Renovation of production and grow out ponds curtailed performance results during this period.

**Department:** Fish and Wildlife Conservation Commission

**Program:** Freshwater Fisheries

**Service/Budget Entity:** 77400200

**Measure:** Percent of Index lakes where fish population are stable or increasing

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
70%	N/A	NA	NA

**Explanation:** Survey data is collected once every five years. The reported percentage remains the same until another survey is completed. During FY 2004-05, FWC requested a budget amendment for FY 2004-05 Performance Measure/Standards Adjustments and Agency LRPP Exhibit II adjustments. These adjustments were approved for FY 2004-05 and later included in the GAA for FY 2005-06. Unfortunately, the adjustments did not get included in the FY 2006-07 GAA. The agency is currently revisiting its recommendation for changes to the standards and measures and will submit an updated recommendation for the FY 2007-08 GAA.

#### **FISCAL YEAR 2004-05**

**Department:** Fish and Wildlife Conservation Commission

**Program:** Research

**Service/Budget Entity:** Fish and Wildlife Research Institute

**Measure:** Number of Manatees Rehabilitated

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
60	40	-20	-33.3%

**Explanation:** Factors such as weather, red tide events, natural disease, effectiveness of management actions, and enforcement can affect the number of sick and injured manatees that require medical treatment and rehabilitation. Performance results for this measure are generally not in the control of FWC.

#### **FISCAL YEAR 2005-06**

**Department:** Fish and Wildlife Conservation Commission

**Program:** Research

**Service/Budget Entity:** Fish and Wildlife Research Institute

**Measure:** Number of requests for status of endangered and threatened species and wildlife completed

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
130,000	97,084	-32,916	-25.3%

**Explanation:** We received fewer requests than those that were projected in the approved standard.

**Department:** Fish and Wildlife Conservation Commission

**Program:** Research

**Service/Budget Entity:** Fish and Wildlife Research Institute

**Measure:** Number of requests for assessments of seagrass, salt marsh, mangrove, coral, aquatic, and upland habitat

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
38,841	24,866	-13,975	-36.0%

**Department:** Fish and Wildlife Conservation Commission

**Program:** Research

**Service/Budget Entity:** Fish and Wildlife Research Institute

**Measure:** Number of habitat impact assessments and GIS requests

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,405	1,300	-105	-7.5%

**Explanation:** We received fewer requests than those that were projected in the approved standard.

**Explanation:** We received fewer requests than those that were projected in the approved standard.



## ***Appendix F: Trust Funds***

***ADMINISTRATIVE TRUST FUND (ATF)***

Revenue Source:	Indirect cost reimbursements from grantors, administrative assessments against trust funds, interest earnings and other appropriate administrative fees.
Purpose of Fund:	Provides funding for central administrative activities within the agency.

***CONSERVATION AND RECREATIONAL LANDS PROGRAM TRUST FUND (CARLTF)***

Revenue Source:	Documentary stamp taxes and interest earnings.
Purpose of Fund:	Provides funding for the management of conservation and recreation lands by the Commission.

***DEDICATED LICENSE TRUST FUND (DLTF)***

Revenue Source:	Five-year recreational hunting and fishing license fees, and replacement license fees.
Purpose of Fund:	Serves as a holding trust for future portions of five-year license sales. Each year, one-fifth of proceeds and all interest is transferred to an operating trust fund for appropriation.

***FEDERAL GRANTS TRUST FUND (FGTF)***

Revenue Source:	Grants and funding from the Federal Government, cash advances from other trust funds, and interest earnings.
-----------------	--

Purpose of Fund:	Serves as a depository for federal grant funds to be used for allowable grant activities within all programs of the agency.
------------------	---

***FLORIDA FOREVER PROGRAM TRUST FUND (FFTF)***

Revenue Source:	Florida Forever land acquisition bonds.
-----------------	---

Purpose of Fund:	Provides funding for acquisition of inholdings and additions to lands managed by the Commission.
------------------	--

***FLORIDA PANTHER RESEARCH & MANAGEMENT TRUST FUND (FPRMTF)***

Revenue Source:	Eighty five percent of panther specialty license plate fees and interest earnings.
-----------------	--

Purpose of Fund:	Provides funding to manage and protect Florida panthers, to educate the public on necessity of panther management, to reestablish Florida panthers into suitable habitat, and to promote and market the panther specialty license plate.
------------------	--

***GRANTS AND DONATIONS TRUST FUND (GDTF)***

Revenue Source:	Grants and funding from private and public non-federal sources, cash advances from other trust funds, and interest earnings.
-----------------	--

Purpose of Fund:	Serves as a depository for non-federal grant funds to be used for allowable grant activities within all programs of the agency.
------------------	---

***LAND ACQUISITION TRUST FUND (LATF)***

Revenue Source:	Habitat and species loss mitigation revenues and interest earnings.
Purpose of Fund:	Provides funding for acquisition and management of fish and wildlife mitigation park land. A portion of the mitigation revenue is held as interest-generating principle. The interest earnings are used to fund perpetual land management.

***LIFETIME FISH AND WILDLIFE TRUST FUND (LFWTF)***

Revenue Source:	Lifetime recreational hunting and fishing license fees and interest earnings.
Purpose of Fund:	Lifetime license proceeds are held in perpetual trust for the purpose of generating interest earnings to support fish and wildlife conservation programs. Interest is transferred to other trust funds for appropriation.

***MARINE RESOURCES CONSERVATION TRUST FUND (MRCTF)***

Revenue Source:	Recreational and commercial saltwater fishing licenses, permits, fees and fines; vessel registration fees; marina fuel taxes; marine turtle specialty license plate fees; boating fines, fees and penalties; judgments and forfeitures; documentary stamp proceeds for marine mammal care; transfers from other agencies, contracts and interest earnings.
Purpose of Fund:	Provides funding for marine-related activities such as research, fisheries management and enhancement, artificial reefs, saltwater fish hatcheries, marine turtle protection, law enforcement, boating and

waterways support and infrastructure, aquatic education, recreational and commercial licensing, information and education activities, and marine mammal care.

***NONGAME WILDLIFE TRUST FUND (NGTF)***

Revenue Source:	Speeding fines, vehicle title fees, voluntary contributions, contracts, and interest earnings.
Purpose of Fund:	Provides funding for the management and conservation efforts for non-game wildlife species, conservation stewardship, documentation of non-game wildlife populations trends, and assessment of wildlife habitat.

***SAVE THE MANATEE TRUST FUND (STMTF)***

Revenue Source:	Manatee specialty license plate fees, state vessel registration fees, contributions and donations, contract revenues, and interest earnings.
Purpose of Fund:	Provides funding for manatee and marine mammal research, management, protection, and recovery.

***STATE GAME TRUST FUND (SGTF)***

Revenue Source:	Fees from hunting and freshwater fishing licenses, permits, stamps, and tags; documentary stamp taxes; Wildlife Management Area access fees; Largemouth Bass specialty license plate revenues; motor fuel taxes; land management revenues; contract revenues; donations, and interest earnings.
Purpose of Fund:	Provides funding for various wildlife and freshwater fisheries activities such

as research, freshwater fisheries and wildlife management, freshwater fish hatcheries, and law enforcement; fees and penalties; judgments and forfeitures; recreational and commercial licensing programs for hunting and freshwater fishing activities; education; and the Florida Wildlife magazine.