

# **Executive Office Of The Governor**



**LONG-RANGE PROGRAM PLAN**

**Fiscal Years 2007 - 2008  
Through 2011 - 2012**

**Mission: Listen, Lead, Communicate**

## TRENDS AND CONDITIONS STATEMENT

The Governor is the state's chief elected official. His duties and responsibilities are enumerated in the Florida Constitution and in the Florida Statutes. Supreme executive power is invested in the Governor, as are the duties of commander-in-chief of all military forces of the state not active in the service of the United States. The Governor is also chief administrative officer responsible for the planning and budgeting for the state. The Executive Office of the Governor assists the Governor in fulfilling his constitutional and statutory duties and responsibilities through planning, policy development and budgeting; directing and overseeing state agencies; facilitating citizen involvement in government; and communicating with citizens at all levels.

Governor Bush was reelected in 2002 because Floridians wanted to see the reforms implemented during his first term expanded and strengthened. To that end, the Bush/ Jennings administration has articulated a vision that identifies three critical priorities for our state – reading, diversifying our economy and strengthening families.

**Reading:** Governor Bush has stated that one of his long-term goals is to ensure that every child can read at or above grade level by 2012. The “Just Read, Florida!” initiative, unveiled by Governor Bush in 2001, directs the Florida Department of Education to work with local school districts, educators, parents and community members to review current reading programs and make recommendations on reading standards, effective strategies and reading course requirements. “Just Read, Florida!” assures that our pre-K and public school teachers get the research-based professional development they need to teach reading more effectively. It mobilizes volunteers and business communities so that every Floridian is a stakeholder in creating a state full of readers. The Bush/Jennings Administration discarded the “wait to fail” approach and has adopted a proactive approach to addressing reading problems.

**Diversifying Florida's Economy:** Governor Bush has made diversifying Florida's economy a top priority for his second term in office, placing particular emphasis on fostering the development of emerging technologies and the life sciences, increasing free trade and international commerce, and enhancing the state's \$44 billion defense sector in light of the 2005 federal Base Realignment and Closure (BRAC) process.

During the last six years, Florida has taken bold actions to build a strong, supportive business environment. We've provided more than \$19.1 billion in tax relief and ensured our regulatory climate supports growth. As a result, we hold a long-term lead over the rest of the nation in job growth, and our state revenue base continues to exceed rising projections. In 2005, Moody's, Fitch, and Standard & Poor's, the three major credit rating agencies, all upgraded Florida's bond rating, with the state receiving the first-ever triple A rating in its history.

With merchandise trade valued at over \$95.3 billion flowing through Florida's airports and seaports in any given year Under the Governor's leadership, Florida has emerged as an innovation, cultural, commercial, and financial leader within the Western Hemisphere. We serve as the true Gateway to the Americas, connecting the world to more than 800 million consumers in North and Latin American markets. Florida has consistently been among the top U.S. states in attracting foreign direct investment, and is host to nearly 2,000 companies from other countries – including some 300 regional corporate headquarters of multinational firms. Our state also has one of the largest concentrations of international banks, consulates, and bi-national chambers of commerce in the United States. Our strong existing research and technology base, along with the addition of Scripps Florida, have allowed us to come forward as a global leader in

Executive Office of the Governor  
Long-Range Program Plan  
FY 2007-2008 – FY 2011-2012

emerging technologies, including biotech and life sciences. Florida's Centers of Excellence are engaging in some of the most promising new technologies—from photonics to artificial intelligence--and we continue to support cutting edge research in Alzheimer's and Cancer. With 21 military installations and three Unified Commands, Florida's defense sector lends to a \$44 billion economic impact employing over 714,000—only behind tourism and agriculture.

Our education reforms have raised standards and improved accountability to ensure our students graduate with the skills they need to succeed. Our community colleges are working closely with business leaders to align curriculum with the needs of a high tech job market. Our universities continue to partner with other institutions to drive research and attract the best and brightest minds to Florida campuses. Our commitment to education at all levels ensures Florida businesses have access to a skilled, educated workforce, and that Floridians are prepared to compete in the high tech job market.

**Strengthening our Families:** Governor Bush believes that state and federal resources, combined with the good hearts and minds of community organizations, can create marvelous opportunities for Florida's families and those in need. That is why strengthening Florida's families by renewing the spirit of community through innovative partnerships a top priority for the Bush/Jennings administration.

Acting on the recommendations of a task force assembled for that purpose, the Bush/Jennings administration has targeted four areas in building stronger families. First is improving child well-being with an emphasis on adoption. Second is increasing parent and community involvement in education. Third is focusing on Florida's economic policies and their impact on family life, and fourth is working with faith and community based groups to help Florida families.

The Office of Tourism, Trade and Economic Development, which serves to enhance the business climate in Florida, contribute to the accomplishment of the Governor's constitutional and statutory duties serving the people of Florida in the same manner as all of the other administrative areas of the Governor's Office.

Executive Office of the Governor  
Long-Range Program Plan  
FY 2007-2008 – FY 2011-2012  
Goals and Objectives

GOAL: To improve the health, safety, welfare, and economic well-being of Florida's citizens.

OBJECTIVES:

- To help formulate the Governor's goals and policies through legislation, the budget process, and supervision of executive agencies.
- To develop Florida's mission critical industries, including tourism, sports, entertainment, and space; which in turn translates into increased economic development in Florida.
  - ❑ To increase the wages of jobs facilitated by Enterprise Florida, Inc. to 125% of the State or regional average
  - ❑ To increase the export sales of Florida businesses facilitated by Enterprise Florida, Inc. by 1%
  - ❑ To sustain growth in the number of travelers who come to and go through Florida by at least 2%
  - ❑ To increase the number of amateur athletes participating in Florida's Sunshine State Games and Senior Games by 2%
- To formulate and implement the Governor's economic development goals and policies through legislation, the budgeting process and coordination of the State's economic development partnerships, while reducing or maintaining the OTTED (Office of Tourism, Trade, and Economic Development) administrative costs to less than 3%.
- Implementation of the Governor's long term strategy to decrease the demand for and incidence of drug abuse in Florida in order to maintain safe and healthy communities.
- To provide management information services to the Governor's Office of Policy and Budget, and the Legislature. Assist in development of the agencies' Legislative budget requests, Governor's Budget Recommendations, and Legislative Appropriations.

Executive Office of the Governor  
Long Range Program Plan  
Agency Service Outcomes and Projection Tables

**GOAL:** Improve the health, safety, welfare and economic well-being of Florida's citizens

**GENERAL OFFICE [Program]**

**Executive Direction/Support Services [Service]**

**Objective:** To help formulate and implement the Governor's goals and policies through legislation, the budget process, and supervision of executive agencies.

**Outcome:** Percentage of Governor's goals achieved

Baseline 2000-2001	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	2011-012
50%	100%				

**Executive Planning and Budgeting [Service]**

**Objective:** To help formulate and implement the Governor's goals and policies through legislation, the budget process, and supervision of executive agencies.

**Outcome:** Percentage of Governor's goals achieved

Baseline 2000-2001	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	2011-012
50%	100%				

**Drug Control Coordination [Service]**

**Objective:** Implementation of the Governor's long term strategy to decrease the demand for and incidence of drug abuse in Florida in order to maintain safe and healthy communities.

**Outcome:** Percentage of Floridians who are current users of illegal drugs

Baseline 2000-2001	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	2011-012
8%	4.0%	4.0%	4.0%	4.0%	4.0%

**LAS/PBS [Service]**

**Objective:** To provide management information services to the Governor's Office of Policy and Budget, and the Legislature. Assist in development of the agencies' legislative budget requests, Governor's Budget Recommendations and Legislative Appropriations.

**Outcome:** LAS/PBS system costs : number of users

Baseline 1999-2000	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	2011-012
\$5,316,331:1,365	\$4,783,294: 3,705	\$4,783,294: 3,705	\$4,783,294: 3,705	\$4,783,294: 3,705	\$4,783,294: 3,705

Executive Office of the Governor  
Long Range Program Plan  
Agency Service Outcomes and Projection Tables

Office of Tourism, Trade and Economic Development (Program)

Executive Direction/Support Services [Service]

Objective: **To formulate and implement the Governor's economic development goals and policies through legislation, the budgeting process and coordination of the State's economic development partnerships, while reducing or maintaining OTTED administrative costs to less than 3%.**

Outcome: OTTED program administrative/support costs : total OTTED program costs

Baseline 2000-2001	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	2011-012
\$2,441,350 : \$145,554,980	\$2,651,789 : \$121,276,990	\$2,651,789 : \$121,276,990	\$2,651,789 : \$121,276,990	\$2,651,789 : \$121,276,990	\$2,651,789 : \$121,276,990

Economic Development Programs and Projects [Service]

Service Objective: **To develop Florida's mission critical industries, including tourism, sports, entertainment, and space which in turn translates into increased economic development for Florida.**

Outcome: Percentage increase in number of customers served in Florida industries targeted by the state's economic development programs

Baseline 2000-2001	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	2011-012
2,444,723	1%/ 2,880,502	1%/ 2,909,307	1%/ 2,938,400	1%/ 2,967,784	1%/ 2,997,462

Enterprise Florida, Inc.

Objective: **Increase wages of jobs facilitated by Enterprise Florida, Inc. to 125% of the State or regional average**

Outcome: Percentage of the salary average of high wage jobs facilitated by Enterprise Florida, Inc. as compared to averages

Baseline 2003-2004	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	2011-012
123%	125%	125%	125%	125%	125%

Executive Office of the Governor  
 Long Range Program Plan  
 Agency Service Outcomes and Projection Tables

**Enterprise Florida, Inc.**

Objective: **To increase the export sales of Florida businesses facilitated by Enterprise Florida, Inc. by 1%**

Outcome: Percentage increase in export sales of Florida businesses facilitated by Enterprise Florida, Inc. (measured in millions of dollars)

Baseline 1999-2000	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	2011-012
\$467 million	1% \$556 million	1% \$561 million	1% \$566 million	1% \$571 million	1% \$577 million

**VISIT FLORIDA**

Objective: **To sustain growth in the number of travelers who come to and go through Florida by at least 2%**

Outcome: Percentage increase in the number of travelers who come to and go through Florida

Baseline 1999-2000	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	2011-012
71.25 million	2% 76 million	2% 77 million	2% 78 million	2% 79 million	2% 81 million

**Florida Sports Foundation**

Objective: **To increase the number of amateur athletes participating in Florida's Sunshine State Games and Senior Games by 2%**

Outcome: Percentage increase in the number of amateur athletes participating in Florida's Sunshine State Games and Senior Games

Baseline 1999-2000	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	2011-012
8,000	2% 13,541	2% 13,811	2% 14,087	2% 14,368	2% 14,656



Executive Office of the Governor  
Long Range Program Plan  
Agency Service Outcomes and Projection Tables

## LRPP Exhibit II - Performance Measures and Standards

Department: Executive Office of the Governor	Department No.: 31
Program: General Office	Code: 311
Service/Budget Entity: Drug Control/Substance Abuse	Code:31100200

Approved Performance Measures for FY 2006-07 (Words)	Approved Prior Year Standard FY 2005-06 (Numbers)	Prior Year Actual FY 2005-06 (Numbers)	Approved Standards for FY 2006-07 (Numbers)	Requested FY 2007-08 Standard (Numbers)
Percentage of Floridians who are current users of illegal drugs	4%	TBD	4%	4%

Department: Executive Office of the Governor	Department No.: 31
Program: General Office	Code: 311
Service/Budget Entity: LAS/PBS	Code:31100500

Approved Performance Measures for FY 2006-07 (Words)	Approved Prior Year Standard FY 2005-06 (Numbers)	Prior Year Actual FY 2005-06 (Numbers)	Approved Standards for FY 2006-07 (Numbers)	Requested FY 2007-08 Standard (Numbers)
LAS/PBS system costs: number of users	4,789,294:3,705	4,789,294:3,705	4,789,294:3,705	3,794,132:2,965

Department: Executive Office of the Governor	Department No.: 31
Program: Office of Tourism, Trade and Economic Development	Code: 318
Service/Budget Entity: Executive Direction and Support Services; Economic Development Programs and Projects	Code:31800300; 31800600

Approved Performance Measures for FY 2006-07 (Words)	Approved Prior Year Standard FY 2005-06 (Numbers)	Prior Year Actual FY 2005-06 (Numbers)	Approved Standards for FY 2006-07 (Numbers)	Requested FY 2007-08 Standard (Numbers)
Number of customers served in Florida industries targeted by the State's economic development programs	2%/2,879,937	3,699,243	2,937,536	2,996,287
Number/dollar amount of contracts and grants administered	327/\$350 million	698/\$617 million	327/\$350 million	delete
Public expenditures per job created/retained under QTI incentive program	3,250	3,960	3,250	delete
Number of jobs created or retained by regional and statewide BBICs	2,650	206	2,703	2,806

Dollar amount and procurement opportunities generated for Black businesses	2,650,000	NA	2,650,000	delete
Matching dollars leveraged by the Black Business Investment Board	1,320,968	1,339,000	1,407,847	1,050,000
Number of businesses provided technical assistance through BBIB and regional and statewide BBICs	662	348	662	702
Related business transaction revenues as a result of the Office of the Film Commissioner's facilitated leads	107,000,000	NA	112,350,000	delete
Number of qualified leads generated	500	NA	500	delete
Number of liaison and policy development activities conducted	160	NA	160	delete
Production entities making on-site visits to Florida (Location Scouts)	100	NA	100	delete
Number of projects worked	890	NA	890	delete
Number of liaison and development activities conducted by OFE	New	New	New	160
Number of productions worked by OFE	New	New	New	950
Number of productions worked by OFE resulting in business in Florida	New	New	New	250
Value of new investment in Florida space business an programs - FSA	\$546 mil	\$564.2 mil	556,920,000	delete
Number of Launches - FSA	20	20	20	delete
Number of visitors to space related tourism facilities - FSA	1.8 mil	1.47 mil	1,500,000	delete
Number of financial deals facilitated by the FAFC	3	4	3	delete
Partnerships and projects supported by FSRI	30	33	32	delete
Number of Florida business attending trade shows thru FSA	25	25	25	delete
Technical, financial, or space related services to FL business - FSA	150	497	150	delete
Percentage increase in the salary average of high wage jobs facilitated by Enterprise Florida, Inc.	124%	136%	124.5%	125%
Number of direct full-time jobs facilitated as a result of Enterprise Florida's recruitment, expansion, and retention efforts	29,000	26,163	26,000	26,000
(I) Rural areas (subset)	2,100	4,184	2,100	2,100
(II) Urban core areas (subset)	2,100	2,627	2,100	2,100
(III) Critical industries (subset)	15,000	20,501	18,000	18,000
Documented export sales attributable to programs and activities	\$535	\$556.66	\$540,653,000	\$ 540,000,000

Number of qualified marketing leads generated through Enterprise Florida's comprehensive marketing programs	1,800	2,099	1,800	1,800
(I) Trade leads (subset)	1,000	1,128	1,000	1,000
(II) Investment leads (subset)	800	971	800	800
Satisfaction of economic development practitioners and other appropriate entities with efforts of Enterprise Florida in providing economic development leadership in the full range of services required for state and local economic growth, including critical industries	75%	95%	75%	75%
Satisfaction of economic development practitioners and other appropriate entities with efforts of EFI in marketing the state, including rural communities and distressed urban communities, as a pro-business location for potential new investment	85%	95%	75%	75%
Number of companies assisted by Enterprise Florida in the area of international trade	5,500	5,826	5,500	5,500
Number of active recruitment, expansion, and retention projects worked during the year	515	467	515	delete
Number of leads and projects referred to local economic development organizations	350	478	325	delete
Number of successful incentive projects worked with local economic development organizations	80	142	80	delete
Number of unique visitors to Enterprise Florida's information web portal - eflorida.com	150,000	362,497	305,324	385,000
Economic contributions from Florida Sports Foundation - sponsored regional and major sporting event grants	\$ 89,800,000	\$ 167,660,063	\$ 94,300,000	\$ 99,015,000
Economic contributions to communities as a result of hosting Florida's Senior State Games and Sunshine State Games Championships	\$ 4,400,000	\$ 5,483,362	\$ 4,400,000	\$ 4,400,000
Number of out-of-state visitors attending events funded through grant programs	166,560	289,655	174,888	183,632
Satisfaction of the area sports commissions with the efforts of the foundation to promote and develop the sports industry and related industries in the state	80%	80%	80%	80%
Number/amount of major and regional sports event grants awarded	30 / \$700,000	79 / \$1,218,000	30 / \$700,000	30 / \$700,000
Percentage increase/number of athletes competing in Florida's Senior Games and Sunshine State Games	5% / 13,015	(14%) / 11,149	5% / 13,665	5% / 13,665

Sustained growth in the number of travelers who come to and go through Florida - (i) <b>Out-of-State</b>	73.42 million	TBD	88.8 million	TBD
Sustained growth in the number of travelers who come to and go through Florida - (ii) <b>Residents</b>	14.6 million	TBD	13.6 million	TBD
Sustained growth in the beneficial impacts that travelers in Florida have on the state's overall economy - (I) <b>Rental Car surcharge</b>	\$132.36 million	TBD	\$137.5 million	TBD
Sustained growth in the beneficial impacts that travelers in Florida have on the state's overall economy - (II) <b>Tourism-related employment</b>	887,448	TBD	980,100	TBD
Sustained growth in the beneficial impacts that travelers in Florida have on the state's overall economy - (III) <b>Taxable sales</b>	\$51.99 billion	TBD	68.4 billion	TBD
Sustained growth in the beneficial impacts that travelers in Florida have on the state's overall economy - (IV) <b>Local option tax</b>	\$305 million	TBD	\$499.3 million	TBD
Growth in private sector contributions to VISIT FLORIDA	\$60.3 million	TBD	\$64.7 million	TBD
Satisfaction of VISIT FLORIDA's partners and representative members of the tourism industry with the efforts of VISIT FLORIDA to promote Florida	81%	TBD	81%	TBD
Percentage increase of persons surveyed who vacationed in Florida during the last 12 months and who reported having participated in nature-based or heritage activities	55%	TBD	68% Nature 44% Heritage	TBD
Return on Investment: State sales tax collections compared to the cost of producing and airing advertisements		TBD	TBD	TBD
Number of persons who inquired about nature-based or heritage activities while visiting the consumer web-site	357,204	TBD	1,133,958	TBD
Quality and effectiveness of paid advertising messages reaching the target audience (subset I <b>impressions</b> )	605 million	TBD	791 million	TBD
Quality and effectiveness of paid advertising messages reaching the target audience (subset II <b>leads</b> )	505,000	TBD	210,000	TBD
Number of leads and visitor inquiries generated by VISIT FLORIDA events and media placements	4.1 million	TBD	11.9 million	TBD
Value and number of consumer promotions facilitated by VISIT FLORIDA	\$37 M/media value/230	TBD	\$39.5 million	TBD
Number of private sector partners	3,708	TBD	3,535	TBD

Private sector partner financial contributions through <b>direct financial investment</b>	\$2.5 million	TBD	\$2.78 million	TBD
Private sector partner financial contributions through <b>strategic alliance programs</b>	\$1.1 million	TBD	\$1.15 million	TBD
Number of volunteer technical assistance missions to Central America and the Caribbean (FAVACA)	120	121	104	104
Number of international and domestic development missions (FAVACA)	24	25	20	20
Percent of clients who indicate assistance is very responsive, as measured by survey (FAVACA)	75%	96%	90%	90%
Percent of overseas clients who indicate assistance is very responsive (FAVACA)	96%	96%	90%	90%
Percent of volunteer consultants who would volunteer again (FAVACA)	97%	100%	90%	90%

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Executive Office of the Governor

**Program:** General Office

**Service/Budget Entity:** Drug Control Coordination

**Measure:** Percentage of Floridians who are current users of illegal drugs.

**Action:**

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure             | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards                     |  |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
4%	TBD		

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity              |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training           |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

**Explanation:** Actual performance is determined by a drug survey that is currently not complete. Additionally, the requested standard for 2007-2008 will be based on the EOG drug control strategy. This drug strategy will be complete fall 2006.

**External Factors** (check all that apply):

- |  |   |
|--|---|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster       |
| <input type="checkbox"/> Target Population Change                            | <input type="checkbox"/> Other (Identify)       |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |   |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |   |

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:**

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Executive Office of the Governor  
**Program:** Office of Tourism, Trade and Economic Development  
**Service/Budget Entity:** Economic Development Programs and Projects  
**Measure:** Number/dollar amount of contracts and grants administered

**Action:**

- |   |   |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure            |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure  | <input checked="" type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards          |   |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
327/\$350 million	698/\$617 million	371/\$267 million	113%/76%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify)  |

**Explanation:**

**External Factors** (check all that apply):

- |  |   |
|--|---|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster       |
| <input type="checkbox"/> Target Population Change                            | <input type="checkbox"/> Other (Identify)       |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |   |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |   |

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |  |
|------------------------------------|--|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology                  |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

**Recommendations:** Although a function of OTTED is to manage performance based contracts and grants of partnerships, program fund recipients and member projects, the quantity of contracts managed does not provide any assurance of level of performance. Strictly measuring quantity does not indicate how efficiently or effectively State funds are being spent or legislative direction is being carried out. Through annual and bi-annual audits by the Auditor General, OPPAGA and the Chief Inspector General's Office, there are multiple methods of reviewing the performance of OTTED in the area of contract management. Therefore, this measure should be deleted.



## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Executive Office of the Governor  
**Program:** Office of Tourism, Trade and Economic Development  
**Service/Budget Entity:** Economic Development Programs and Projects  
**Measure:** Public expenditures per job created/retained under QTI incentive program

**Action:**

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure            |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure             | <input checked="" type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards                     |   |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$3,250	\$3,960	(\$710)	(22%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify)  |

**Explanation:**

**External Factors** (check all that apply):

- |   |   |
|---|---|
| <input type="checkbox"/> Resources Unavailable                                  | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change                               | <input type="checkbox"/> Natural Disaster       |
| <input checked="" type="checkbox"/> Target Population Change                    | <input type="checkbox"/> Other (Identify)       |
| <input checked="" type="checkbox"/> This Program/Service Cannot Fix The Problem |   |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission    |   |

**Explanation:** although it is valid to strive to have the lowest per job incentive average, the program is designed to provide higher incentives for higher wages or for jobs in areas of concern (e.g. enterprise zones). Based on program intent and goals, we should be striving to meet these higher standards. However, our success is poorly reflected in this measure.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |  |
|------------------------------------|--|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology                  |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

**Recommendations:** OTTED does not control this output, as it is dictated by Statute guidelines for the program. Therefore, this measure should be deleted.

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Executive Office of the Governor  
**Program:** Office of Tourism, Trade and Economic Development  
**Service/Budget Entity:** Economic Development Programs and Projects  
**Measure:** Number of Jobs Created or Retained by regional and statewide BBICs

**Action:**

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure             | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards                     |  |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
2,650	206	(2444)	1,286%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity              |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training           |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

**Explanation:**

During FY 2005-06, FBBIB's staff primarily focused on responding to Office of Chief Inspector General's recommendation regarding restructuring to approve program accountability. Other staff priorities included responding to a Senate Interim Study and developing and implementing a new financing program.

**External Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems      |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster            |
| <input type="checkbox"/> Target Population Change                            | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |  |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |  |

**Explanation:**

In March 2005, the FBBIB Board of Directors voted to terminate the membership investment agreements with the BBICs in an effort to improve program accountability. This action, coupled with the FBBIB's withholding of capitalization funds from the BBICs led to a stalemate in BBIC reporting. Thus, the results reported are those of the Florida Black Business Support Corporation, an FBBIB subsidiary acting as a statewide BBIC, and do not include the performance of the regional black business investment corporations (BBICs).

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |  |
|------------------------------------|--|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology                  |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

**Recommendations:**

The FBBIB believes that the continued development and implementation of the Preferred Lender Finance Program by the statewide BBIC will lead to the expansion of lending and technical assistance partners and thus the satisfaction of this standard. Additionally, in December 2005, the FBBIB and the regional BBICs resolved issues relating to withholding of capitalization funding and reporting of performance results. FBBIB management believes that by the conclusion of FY 2006-07, the FBBIB and the BBICs will have re-established working relationships. Based on this assumption, the FBBIB recommends a FY 2007-08 standard of 2,806.

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Executive Office of the Governor  
**Program:** Office of Tourism, Trade and Economic Development  
**Service/Budget Entity:** Economic Development Programs and Projects  
**Measure:** Dollar Amount & Procurement Opportunities generated for Black businesses

**Action:**

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure            |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure             | <input checked="" type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards                     |   |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$2,650,000	Unknown	(\$2,650,000)	Unknown

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors               | <input type="checkbox"/> Staff Capacity              |
| <input checked="" type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training           |
| <input type="checkbox"/> Previous Estimate Incorrect     | <input checked="" type="checkbox"/> Other (Identify) |

**Explanation:**

During FY 2005-06, FBBIB's staff primarily focused on responding to Office of Chief Inspector General's recommendation regarding restructuring to approve program accountability. Other staff priorities included responding to a Senate Interim Study and developing and implementing a new financing program. In addition to the foregoing, the FBBIB does not have a verifiable data collection and tracking methodology in place for generating and reporting on this measure at this time.

**External Factors** (check all that apply):

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Resources Unavailable                    | <input type="checkbox"/> Technological Problems      |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster            |
| <input type="checkbox"/> Target Population Change                            | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |  |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |  |

**Explanation:**

See comments above.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |  |
|------------------------------------|--|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology                  |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

**Recommendations:**

In December 2005, the FBBIB and the regional BBICs resolved issues relating to withholding of capitalization funding and reporting of performance results. FBBIB management believes that by the conclusion of FY 2006-07, the FBBIB and the BBICs will have re-established a working relationship. Until relationships with the BBICs are re-established, and a verifiable data collection and tracking methodology is developed, we propose that this measure is deleted.

*Office of Policy and Budget – July 2006*

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Executive Office of the Governor  
**Program:** Office of Tourism, Trade and Economic Development  
**Service/Budget Entity:** Economic Development Programs and Projects  
**Measure:** Number of businesses provided technical assistance through BBIB and regional and statewide BBICs

**Action:**

- |   |   |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure           | <input checked="" type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure            |
| <input type="checkbox"/> Adjustment of GAA Performance Standards                    |   |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
662	348	(314)	190%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity              |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training           |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

**Explanation:**

During FY 2005-06, FBBIB's staff primarily focused on responding to Office of Chief Inspector General's recommendation regarding restructuring to approve program accountability. Other staff priorities included responding to a Senate Interim Study and developing and implementing a new financing program.

**External Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems      |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster            |
| <input type="checkbox"/> Target Population Change                            | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |  |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |  |

**Explanation:**

In March 2005, the FBBIB Board of Directors voted to terminate the membership investment agreements with the BBICs in an effort to improve program accountability. This action, coupled with the FBBIB's withholding of capitalization funds from the BBICs led to a stalemate in BBIC reporting. Thus, the results reported are those of the Florida Black Business Support Corporation, an FBBIB subsidiary acting as a statewide BBIC, and do not include the performance of the regional black business investment corporations (BBICs).

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                   |                                     |
|-----------------------------------|-------------------------------------|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
|-----------------------------------|-------------------------------------|

Personnel

Other (Identify)

**Recommendations:**

The FBBIB believes that the continued developed and implementation of the Preferred Lender Finance Program by the statewide BBIC will lead to the expansion of technical assistance partners and thus the satisfaction of this standard. Additionally, in December 2005, the FBBIB and the regional BBICs resolved issues relating to withholding of capitalization funding and reporting of performance results. FBBIB management believes that by the conclusion of FY 2006-07, the FBBIB and the BBICs will have re-established working relationships. Based on this assumption, the FBBIB recommends a FY 2007-08 standard of 702.

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Executive Office of the Governor  
**Program:** Office of Tourism, Trade and Economic Development  
**Service/Budget Entity:** Economic Development Programs and Projects  
**Measure:** Number of visitors to space-related tourism facilities

**Action:**

- Performance Assessment of Outcome Measure       Revision of Measure  
 Performance Assessment of Output Measure       Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1.8 mil	1.477 mil	(323,000)	(18%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |   |   |
|---|---|
| <input type="checkbox"/> Personnel Factors<br><input type="checkbox"/> Competing Priorities<br><input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Staff Capacity<br><input type="checkbox"/> Level of Training<br>Other (Identify) |
|---|---|

**Explanation:**

**External Factors** (check all that apply):

- |  |   |
|--|---|
| <input type="checkbox"/> Resources Unavailable<br><input type="checkbox"/> Legal/Legislative Change<br><input type="checkbox"/> Target Population Change<br><input type="checkbox"/> This Program/Service Cannot Fix The Problem<br><input type="checkbox"/> Current Laws Are Working Against The Agency Mission | <input type="checkbox"/> Technological Problems<br><input checked="" type="checkbox"/> Natural Disaster<br><input checked="" type="checkbox"/> Other (Identify) |
|--|---|

**Explanation:** post 9-11 downturn in travel, hurricane seasons of '04 and '05, and Columbia Shuttle accident

**Management Efforts to Address Differences/Problems** (check all that apply):

- |   |   |
|---|---|
| <input type="checkbox"/> Training<br><input type="checkbox"/> Personnel | <input type="checkbox"/> Technology<br><input checked="" type="checkbox"/> Other (Identify) |
|---|---|

**Recommendations:** New measures will be developed to reflect legislative intent of new entity, Space Florida.



## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Executive Office of the Governor  
**Program:** Office of Tourism, Trade and Economic Development  
**Service/Budget Entity:** Economic Development Programs and Projects  
**Measure:** Number of active recruitment, expansion, and retention projects worked during the year

**Action:**

- |   |   |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure           | <input type="checkbox"/> Revision of Measure            |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input checked="" type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards                    |   |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
515	467	-48	9%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors               | <input type="checkbox"/> Staff Capacity    |
| <input checked="" type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect     | <input type="checkbox"/> Other (Identify)  |

**Explanation:**

Staff was focused on working the highest value projects. This quality focus is not supported by focusing on the quantity of projects

**External Factors** (check all that apply):

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Resources Unavailable                    | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster       |
| <input checked="" type="checkbox"/> Target Population Change                 | <input type="checkbox"/> Other (Identify)       |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |   |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |   |

**Explanation:**

Additional funding could increase the staff size to allow for more quality projects to be worked. With a focus on high value projects, the target population of projects is smaller. Working projects is a requirement for getting projects established and high value jobs in place. An output measure is not necessary since the outcome is tracked.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:**



## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Executive Office of the Governor  
**Program:** Office of Tourism, Trade and Economic Development  
**Service/Budget Entity:** Economic Development Programs and Projects  
**Measure:** Number of successful incentive projects worked with local economic development organizations and Number of leads and projects referred to local economic development organization

**Action:**

- |   |   |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure           | <input type="checkbox"/> Revision of Measure            |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input checked="" type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards                    |   |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
80	142	62	78%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify)  |

**Explanation:**

**External Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems      |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster            |
| <input type="checkbox"/> Target Population Change                            | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |  |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |  |

**Explanation:**

EFI is assigned the marketing of incentives. The success of incentives is measured by the OTTED approval of the application. This makes the success result a function of the OTTED announcement of approval. EFI is often waiting to hear of approval in order to make this standard. EFI is effective at marketing and submitting incentive applications for approval. Successful projects depends on requests from EDOs, funds available for incentives and size of each incentive.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:**

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Executive Office of the Governor  
**Program:** Office of Tourism, Trade and Economic Development  
**Service/Budget Entity:** Economic Development Programs and Projects  
**Measure:** Number of direct full-time jobs facilitated as a result of Enterprise Florida's recruitment, expansion, and retention efforts

**Action:**

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure             | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards                     |  |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
29,000	26,163	2,837	9.8%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |   |  |
|---|--|
| <input type="checkbox"/> Personnel Factors                      | <input type="checkbox"/> Staff Capacity    |
| <input checked="" type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify)  |

**Explanation:**

Staff has been focused on facilitating high wage jobs, at least 124% above state average wage, especially in the Biotechnology area that supports state investments. This measure was recommended at a lower level to support more focused projects development. This measure is misdirected at quantity rather than quality of jobs.

**External Factors** (check all that apply):

- |  |   |
|--|---|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster       |
| <input type="checkbox"/> Target Population Change                            | <input type="checkbox"/> Other (Identify)       |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |   |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |   |

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:**

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Executive Office of the Governor  
**Program:** Office of Tourism, Trade and Economic Development  
**Service/Budget Entity:** Economic Development Programs and Projects  
**Measure:** Percentage increase/number of athletes competing in Florida's Senior Games and Sunshine State Games

**Action:**

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure             | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards                     |  |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
5%/13,015	11,149	(1,866)	(14%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity              |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training           |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

**Explanation:**

Adjustments were made to sports being offered due to low participation.

**External Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems      |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster            |
| <input checked="" type="checkbox"/> Target Population Change                 | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |  |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |  |

**Explanation:**

The South Florida location kept the numbers of athletes from the Northern counties lower. Also, the Senior Game's athlete numbers increase/decrease bi-annually, due to the qualifying year for the National Senior Games is every other year. This year was a non-qualifying year. In addition, the effect of rising gas prices had an impact, according to past participants.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |  |
|------------------------------------|--|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology                  |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

**Recommendations:** Management began by moving the Sunshine State Games to a more centralized location for the next two years: Polk County.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: \_\_\_\_\_ Executive Office of the Governor \_\_\_\_\_

Program: General Office

Service/Budget Entity: Drug Control Coordination

Measure: Percentage of Floridians who are current users of illegal drugs

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

1. Measure the rate of current use of all Floridians, age 12 and older: Florida Substance Abuse Survey – a new instrument yet to be developed
2. Florida measures drug abuse phenomena in a variety of ways. These include the Florida Youth Substance Abuse Survey, but also include: arrest data, local survey data, treatment outcomes, prison statistics, drug overdose death statistics, and a variety of research instruments to measure use data by population groups (urban versus rural, mothers, children, ethnicity, welfare recipients, county by county, prisons and jails, employee statistics, drug tests, and so on). These measures are correlated, cross-referenced, and verified.

### Validity:

The Florida Substance Abuse Survey will be designed to measure current use among Floridians age 12 and older. It will replace the National Household Survey, which was last conducted in 2001. This survey will become the definitive measure of substance abuse in Florida.

2. Current use of drugs (defined as drug use within the past 30 days) is the single best measure of the extent of drug abuse amongst any given population.

### Reliability:

1. The Florida Substance Abuse Survey will be scientifically based and satisfy intergovernmental agency specifications for reliability.

2. This survey will be consistent from year to year.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** \_\_\_Executive Office of the Governor\_\_\_

**Program:** General Office

**Service/Budget Entity:** System Design and Development Services

**Measure:** LAS/PBS Systems costs: number of users

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

#### Data Sources

Two main data sources were used for this exercise:

1. Total number of systems users. Total number of users was determined by the number of users for each of the major systems provided by Systems Design and Development.
2. Operating budget.

#### Methodology

The methodology used to collect the data is as follows:

1. Total number of users of each of the major systems provided by Systems Design and Development. For purposes of this exercise, a major system was defined as any proprietary application written and supported by Systems Design & Development that supports more than 50 users. The LAS/PBS Local Area Network (LAN) was also included as a major system in this listing as it provides the infrastructure necessary for these systems to operate. The below table shows a breakout of the aforementioned applications.

#### Procedure

The formula used to establish the indicator is as follows:

$(\$ \text{ Budgeted}) / (\text{Total Number of Users})$

### **Validity & Reliability:**

Validity and reliability of the number of systems users was determined by comparing the number of users identified for each of the major systems provided by Systems Design & Development with the security profiles and tables for each of these systems. Since each separate application has associated security and user profiles, a highly accurate number of users can be determined. The totals for each of these systems were added to create the final output quantity.

Validity and reliability for the dollar amount was verified by comparing the Operating Budget amount against the figure used in this exercise.

**Supporting Table for Methodology –  
Systems and Corresponding Number of Users**

<b>System Name</b>	<b>Number of Users</b>	<b>Comments</b>
Legislative Appropriation System/Planning and Budgeting Subsystem (LAS/PBS)/LAS/PBS Web	450	
LAS/PBS Local Area Network (LAN)	225	
Appropriations Amendment Tracking System (AMTRK)	80	
Governor's Budget Information System (e-Budget)	680	This system will provide access to an unlimited number of world wide web users. For this exercise, the total number of users was determined as follows (480 – Legislative; 200-Executive Office of the Governor).
Community Budget Issue Request System (CBIRS)	480	
Legislative Bill Analysis (LBA)	120	This number is comprised of OPB and Governor's Executive Office staff.
Budget Amendment Processing Systems (ABAPS)	450	
Committee Meeting Minutes	100	
Special Interest Tracking System (SITS)	100	
Grants Management System (GMS)	80	
Correspondence System	100	This number is comprised of OPB and Governor's Executive Office staff.
Comparison Issue Tracking System (CITS)	100	
<b>Total</b>	<b>2965</b>	



## **LRPP EXHIBIT IV: Performance Measure Validity and Reliability**

**Department:** \_\_\_ Executive Office of the Governor \_\_\_

**Program:** \_\_\_ Office of Tourism, Trade and Economic Development \_\_\_

**Service/Budget Entity:** \_ Economic Development Programs and Projects

**Measure:** Number of customers served in Florida industries targeted by the State's economic development programs

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Sources: Enterprise Florida, Inc. uses their project database, monthly reports from International trade staff, foreign office reports, and website activity reports; Visit Florida uses data on number of visitors to Florida Welcome Centers; the Florida Sports Foundation uses contract information, attendance, and participation numbers; the Office of the Film Commissioner uses the Reel Scout Contact Database; the Black Business Investment Board uses databases, attendance logs and other documentation; and the Space Partnerships use databases and contract files.

Methodology: This measure is the sum of the customers identified by the individual Economic Development partnerships - Enterprise Florida, Inc., Visit Florida, Space Partnerships, the Florida Sport Foundation, the Office of Film and Entertainment, and the Black Business Investment Board. Each partnership has its own method for identifying and counting customers.

### **Validity:**

Reported customers can be verified by consulting the databases, logs, files and survey data of the various partnerships.

### **Reliability:**

Evaluators and auditors can reconstruct the information in the logs, files, and databases by contacting the businesses and organizations included in these sources and by reviewing the methodology and sampling technique used to measure visitors.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Executive Office of the Governor

Program: Office of Tourism, Trade and Economic Development

Service/Budget Entity: Economic Development Programs and Projects

Measure: **Number of Jobs Created or Retained by regional and statewide BBICs**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

The reporting of this measure is based on the data collected from the statewide and regional black business investments corporations (BBICs) in a format developed by the BBICs and consented to by the FBBIB. The methodologies used to collect this data are generally: (1) information obtained from financing application, if asked; (2) information obtained during technical assistance sessions with clients (one-on-one counseling, group counseling, telephone and e-mail counseling and site visits), if asked; and (3) self reporting by the target population. With the exception of the third methodology, the above methodologies are based on direct client contact and likely yield reliable results, if accurately and timely recorded and properly documented (e.g., review of payroll records).

### **Validity:**

Since the methodologies used to collect this data is often based on personal interaction with the target population or client and given the ease of collecting the data, the data reported should be accurate and valid.

### **Reliability:**

The FBBIB believes that the collection and tracking methodology for generating and reporting on this performance measure yields consistent and error free results.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Executive Office of the Governor

Program: Office of Tourism, Trade and Economic Development

Service/Budget Entity: Economic Development Programs and Projects

Measure: **Dollar Amount & Procurement Opportunities generated for Black businesses**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

The reporting of this measure is based on the data collected from the statewide and regional black business investments corporations (BBICs) in a format developed by the BBICs and consented to by the FBBIB. The methodologies used to collect this data are generally: (1) information obtained from financing application, if asked; (2) information obtained during technical assistance sessions with clients, if asked; and (3) self reporting by the target population. With the exception of the third methodology, the above methodologies are based on direct client contact and likely yield reliable results, if accurately and timely recorded and properly documented (e.g., proof of executed contracts between client and procuring entity).

### **Validity:**

Given the nature of the measure and that collection methodology is often based on self reporting by the target population, the FBBIB does not believe the above methods are valid. The FBBIB recommends that the measure be amended to measure the procurement opportunities generated through State of Florida contracts to allow for coordination and collection of data from third-party sources such as the Office of Supplier Diversity.

### **Reliability:**

The FBBIB does not have a verifiable data collection and tracking methodology for generating and reporting on this performance measure that would yield consistent and error free results.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Executive Office of the Governor

Program: Office of Tourism, Trade and Economic Development

Service/Budget Entity: Economic Development Programs and Projects

Measure: Matching dollars leveraged by the Black Business Investment Board

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

The sources of this data are the statewide BBIC and the regional BBICs. The reporting of this measure is based on the dollar amount or value of corporate and non-state governmental support (grants, donations, sponsorships, etc.) and the cash generated from financing activities (e.g., interest and investment income, fee income from applications, late fees and loan guarantee fees and the value of loan funds leveraged through loan guarantees issued to secure direct loans to target population by lenders).

### **Validity:**

The methodology is based on the FBBIB's interpretation of section 288.7092(5)(a) – (d), Florida Statutes, which enumerates items which constitute private sector match.

### **Reliability:**

The FBBIB believes the data collection and tracking methodology for generating and reporting on this performance measure is reliable and yields consistent and error free results.

## **LRPP EXHIBIT IV: Performance Measure Validity and Reliability**

**Department:** Executive Office of the Governor

**Program:** Office of Tourism, Trade and Economic Development

**Service/Budget Entity:** Economic Development Programs and Projects

**Measure:** Number of businesses provided technical assistance through BBIB and regional and statewide BBICs

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

The reporting of this measure is based on the data collected from the statewide and regional black business investments corporations (BBICs) in a format developed by the BBICs and consented to by the FBBIB. The methodologies used to collect this data are one-on-one counseling sessions, group counseling sessions (usually in an instructional session such as a seminar), telephonic and e-mail counseling and site visits. Technical assistance sessions are typically documented through client-tracking software, on pre-printed forms, and on rosters or attendance sheets from seminars.

### **Validity:**

Since the methodologies used to collect this data is often based on personal interaction with the target population or client and given the ease of collecting the data, the data reported should be accurate and valid.

### **Reliability:**

The FBBIB believes that the collection and tracking methodology for generating and reporting on this performance measure yields consistent and error free results.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** \_\_\_ Executive Office of the Governor \_\_\_

**Program:** \_\_\_ Office of Tourism, Trade and Economic Development \_\_\_

**Service/Budget Entity:** \_ Economic Development Programs and Projects

**Measure:** Number of liaison and development activities conducted by OFE.

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Weekly Staff Report – Issued each week to the Director of OTTED. Denotes each OFE service activity and the weekly status of current projects/initiatives. The weekly staff reports also contain information regarding current productions in Florida. Productions worked are not considered to be liaison or development activities. The following two paragraphs describe the types of activities listed on the weekly staff reports that will count towards this measure.

1. Annual Legislative Agenda & Special Project Initiatives – Each year, the OFE will research and develop policy initiatives for the growth and expansion of Florida’s film and entertainment industry. The OFE gains feedback and consensus on policy needs by working closely with OTTED and its relevant partners (Enterprise Florida, Visit Florida), as well as with local Film Offices, the Florida Film & Entertainment Advisory Council, unions, and other members of the industry. The OFE is principally responsible for serving as the industry’s advocate in the drafting and passage of industry-specific legislation, including the furtherance of incentive programs. Each time a member of the OFE speaks on behalf of the industry at a legislative committee meeting, or other type of official gathering with one or more Florida Legislators, that activity will count towards this measure.

2. The OFE also participates in special projects and/or initiatives that aid the film and entertainment industry in Florida. Participation by the OFE at each of the below will be counted toward this measure.

- a. Florida Film & Entertainment Advisory Council Meetings and Events
- b. OFE Task Force/Committee Meetings
- c. Film Florida Association Meetings and Events
- d. Speaking on behalf of the industry at meetings and events
- e. Industry forums and panels
- f. Trade Shows/Missions/Markets
- g. Film Festivals

#### h. Ad Placements/Marketing

Reel Scout – This database is used to track day-to-day activities in the generation, distribution and follow-up of productions. The Reel Scout system allows us to gather specific relevant production information, i.e. type of project (motion picture, television), studio, etc.

Every time an OFE staff person handles a particular project, be it a phone call, a follow up, or any action taken, that staff person can either create a new file (if it's the first contact) or pull up the file for that specific project and enter in detail the action taken, the date and time the action took place, and any pending results. This includes actions such as face-to-face meetings with clients. Each face-to-face meeting with a client will be counted toward this measure. A client is defined as someone working for or with a production that is interested in or is currently doing business in Florida.

**Validity:**

The main purpose of the OFE is to develop, promote and provide services to the state's entertainment industry. The sum of the above will show the actual number of liaison and development activities facilitated annually. The initiatives and their results will aid in the strategic planning of the OFE, and will measure the true impact that it has on the well being of the industry.

**Reliability:**

The reliability of the reports to OTTED will be high, as they will indicate actual liaison and development activities that have taken place to further develop the industry in Florida. If multiple members of the OFE participate in one activity, that activity will only be counted once towards this measure. Each liaison and development activity conducted can be verified through OFE documentation.

The Reel Scout system reports are highly reliable, as the OFE staff inputs data regarding all production entities and activities on a daily basis. Each file is distinguishable as a separate production. The Reel Scout system has an export function that allows the data from the database to be easily and consistently reported using Microsoft Excel. The database is networked and is secured through Executive Office of the Governor Network security procedures.

## **LRPP EXHIBIT IV: Performance Measure Validity and Reliability**

**Department:** \_\_\_\_\_ Executive Office of the Governor \_\_\_\_\_

**Program:** \_\_\_\_\_ Office of Tourism, Trade and Economic Development \_\_\_\_\_

**Service/Budget Entity:** \_\_\_\_\_ Economic Development Programs and Projects

**Measure:** Number of productions worked by OFE

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Reel Scout – This database is used to track day-to-day activities in the generation, distribution and follow-up of productions. The Reel Scout system allows us to gather specific relevant production information, i.e. type of project (motion picture, television), studio, etc.

Every time an OFE staff person handles a particular project, be it a phone call, a follow up, or any action taken, that staff person can either create a new file (if it's the first contact) or pull up the file for that specific project and enter in detail the action taken, the date and time the action took place, and any pending results. Each file represents a production worked; therefore each file opened will be counted toward this measure.

### **Validity:**

The main purpose of the OFE is to develop, promote and provide services to the state's entertainment industry. The methodology used will measure the result of the production support and business development services that the OFE provides to its clients. This can help decision makers to determine the future investment of state and local resources to support film and entertainment industry growth and development.

The methodology is appropriate as it will aid in the strategic planning of the OFE and will measure the true impact that the office has on the well being of the industry in the state.

### **Reliability:**

The Reel Scout system reports are highly reliable, as the OFE staff inputs data regarding all production entities and activities on a daily basis. Each file is distinguishable as a separate production. The Reel Scout system has an export function that allows the data from the database to be easily and consistently reported using Microsoft Excel. The database is networked and is secured through Executive Office of the Governor Network security procedures.



## **LRPP EXHIBIT IV: Performance Measure Validity and Reliability**

**Department:** \_\_\_\_\_ Executive Office of the Governor \_\_\_\_\_

**Program:** \_\_\_\_\_ Office of Tourism, Trade and Economic Development \_\_\_\_\_

**Service/Budget Entity:** \_\_\_\_\_ Economic Development Programs and Projects

**Measure:** Number of productions worked by OFE resulting in business in Florida.

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

**Data Sources and Methodology:**

**Reel Scout** – This database is used to track day-to-day activities in the generation, distribution and follow-up of productions. The Reel Scout system allows us to gather specific relevant production information, i.e. type of project (motion picture, television), studio, etc.

Every time an OFE staff person handles a particular project, be it a phone call, a follow up, or any action taken, that staff person can either create a new file (if it's the first contact) or pull up the file for that specific project and enter in detail the action taken, the date and time the action took place, and any pending results. This includes information regarding the outcome of a particular production in Florida. If a production actually took place in the state, then it will be counted toward this measure.

**Validity:**

The main purpose of the OFE is to develop, promote and provide services to the state's entertainment industry. The methodology used will measure the result of the production support and business development services that the OFE provides to its clients. This can help decision makers to determine the future investment of state and local resources to support film and entertainment industry growth and development.

The methodology is appropriate as it will aid in the strategic planning of the OFE and will measure the true impact that it has on the well being of the industry in the state.

**Reliability:**

The Reel Scout system reports are highly reliable, as the OFE staff inputs data regarding all production entities and activities on a daily basis. Each file is distinguishable as a separate production. The Reel Scout system has an export function that allows the data from the database to be easily and consistently reported using Microsoft Excel. The database is networked

**and is secured through Executive Office of the Governor Network security procedures.**

*Office of Policy and Budget – July, 2006*

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** \_\_\_\_\_ **Executive Office of the Governor** \_\_\_\_\_  
**Program:** \_\_\_\_\_ **Office of Tourism, Trade and Economic Development** \_\_\_\_\_  
**Service/Budget Entity:** \_\_\_\_\_ **Economic Development Programs and Projects** \_\_\_\_\_  
**Measure:** **Percentage increase in the salary average of high wage jobs facilitated by Enterprise Florida, Inc. \_News Jobs pay 124% of the state average wage**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

**Data Sources and Methodology:**

Information on the average wage to be paid for new jobs created is provided by all companies. This information is captured in the EFI project database as it processes the projects before they are announced.

The state average wage is defined as either the state average wage according to AWI, or the county average wage in rural counties.

If the new project is in a rural county the project wages are compared to the local prevailing wage, if the project locates in a non-rural area the wages are compared to the state average wage.

**Validity:**

Identifying jobs as “high wage” requires that they be measured against a standard; the state average wage is used since it is used in National comparisons of state wages. The reason that the county average wage is used in Rural counties is that jobs tend to be extremely low wage there and wages that might not be higher than the state average wage still improve the local economy by providing higher than the average local wage. Average wages are determined by AWI.

**Reliability:**

Projected job wages are reported by a project contact and put into the database. Information is available to state auditors, although it may remain business confidential if no incentives are used. This measure has been developed by staff to measure the impact of EFI in creating higher than average quality jobs. The measure has been approved by the Legislature, the Governor’s Office and the Enterprise Florida board. Changes in the economy and natural disasters could and may impact the results achieved by Enterprise Florida staff.

## **LRPP EXHIBIT IV: Performance Measure Validity and Reliability**

**Department:** \_\_\_\_ Executive Office of the Governor \_\_\_\_

**Program:** \_\_\_\_ Office of Tourism, Trade and Economic Development \_\_\_\_

**Service/Budget Entity:** \_ Economic Development Programs and Projects

**Measure:** Number of direct full-time jobs facilitated as a result of Enterprise Florida's recruitment, expansion, and retention efforts (with subsets counted within the total) (I) Rural areas ; (II) Urban core areas; and, (III) Critical industries (subset)

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Project database: database maintained by Enterprise Florida that tracks all projects, updated on a weekly basis;

Capital projects' files: additional job creation information that also contains confidential business information

#### Methodology

Businesses that EFI assists must indicate how many initial and/or final employees they anticipate having after the project is announced. Project managers input the information into the project database. The database manager verifies that the information is complete. The database manager runs quarterly and annual reports on total jobs facilitated and jobs in designated sub sectors in projects announced during the defined timeframe.

Director of Capitol Development gathers information on businesses that are using the Enterprise bond program. Most of this information is placed in the projects database, except for any business confidential information.

A computer report that counts within the database is run on a quarterly basis.

Subsets are assigned unique field identifiers within the database so they can be identified separately within the total.

### **Validity:**

All project projected employment can be verified through direct contact with the local economic development organizations.

Database manager cross checks the information with project managers to ensure that numbers are not duplicated. Any necessary changes are noted in reports to OTTED

This is an excellent tool for counting number of jobs facilitated. The database structure allows for the information to be presented with both narrow and all-encompassing views

### **Reliability:**

Number of jobs facilitated is a performance measure that is commonly used within the field of economic development.

The measure has been approved by the Legislature, the Governor's Office and the Enterprise Florida board. These measures were developed by staff as realistic expectations based on current trends, conditions and the economy as well as from our program activities. Changes in the economy and natural disasters could and may impact the results achieved by Enterprise Florida staff. Records and incentive use can be reconstructed by auditors and individuals engaged in research

Information is checked by database manager, project managers and against OTTED incentive files for any inaccuracies.

*Office of Policy and Budget – July, 2006*

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: \_\_\_Executive Office of the Governor\_\_\_

Program: \_\_\_Office of Tourism, Trade and Economic Development\_\_\_

Service/Budget Entity: \_\_\_Economic Development Programs and Projects

Measure: Documented export sales attributable to programs and activities

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Data sources :

Monthly reports from International Representatives

Monthly reports from EFI International Trade staff

Program participants report: companies that have made or anticipate making export sales as a result of EFI programs and services

Methodology:

The information from the various sources is compiled by the EFI staff

Staff confirms reported sales through confirmation affidavits and trade event reports

Staff monitors the sales totals on a monthly and event basis. This information is combined for the quarterly reports.

### **Validity:**

Staff and participant reports are examined for accuracy and to avoid duplication. Records are maintained for all events & sales confirmations. Only those results which can be documented are reported.

Counting the verified sales by Florida exporters is the appropriate way to measure EFI's contribution to Florida's exports sales.

### **Reliability:**

Reports are public record (although business confidential). Reports and results are available to state auditors. Measures are accepted practice within the field of economic development as effectiveness measures.

Reports compiled from the final reviewed data will yield the same results.

Staff developed these measures as realistic expectations based on current trends, conditions and the economy as well as our program activities. Changes in the economy and natural disasters could and may impact the results achieved by Enterprise Florida staff.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Executive Office of the Governor

Program: Office of Tourism, Trade and Economic Development

Service/Budget Entity: Economic Development Programs and Projects

Measure: **Number of qualified marketing leads generated through Enterprise Florida's comprehensive marketing programs, (with subsets adding to total) (I) Trade leads (subset) (II) Investment leads (subset)**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Data sources:

Cooperative marketing program – marketing programs that are funded by EFI in cooperation with economic development partners, a rural program is more extensively underwritten by EFI to support participation at a reduced cost to rural economic development organizations

National and international trade shows – trade shows are focused on the sector strategy industries

Targeted marketing program – marketing in various media outlets targeted to strategic business sectors

International representatives – promote Florida both for new businesses and as a trading partner. As they identify business investment or new markets for Florida products, they send the information to EFI.

Site selection consultant special events – information and relationship building events with consultants that are regularly selected to assist companies in identifying new business locations, events in state and out of state

Web site responses – business investment inquiries from [www.eflorida.com](http://www.eflorida.com) ; trade leads identified through partner websites: [www.floridaproducts.com](http://www.floridaproducts.com) and [www.FloridaServicenet.com](http://www.FloridaServicenet.com)

Methodology

Cooperative marketing – All leads and requests for information are received by EFI and copies are sent directly to participating partner communities. EFI maintains a copy of all these requests for information.

Trade shows – Staff and community partners attend the shows with a trade show booth that promotes Florida and their communities. Trade show attendees request information about Florida as a business site. All booth sponsors and participants receive the trade show leads.

Targeted marketing program – All leads and requests for information are received by EFI. Some respondents go directly to the website for information.

International representatives – As identify business investment or new markets for Florida products, they send the information to EFI.

Consultants contact staff directly when they are identifying new sites for business expansions.

Web site responses – investment responses are automatically sent to EFI Marketing. Qualified leads are then sent to the appropriate EFI staff for follow up.

Trade leads are sent to EFI from partners

Number of responses are monitored by site software. Leads are entered into a database for ease of tabulation.

International Business department totals all trade leads. Marketing and business development departments total investment leads. All totals are sent to contract manager who calculates the sub-totals for the overall total.

**Validity:**

This measure of effectiveness of the marketing programs is quantifiable on an on-going basis.

Measures are accepted practice within the field of economic development for tracking effectiveness of marketing programs

**Reliability:**

Totals are crosschecked against raw data to ensure no transcription errors

Responses can be totaled electronically.

Responses are public record (although businesses confidential). All results are available to state auditors.



## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: \_\_\_\_\_ Executive Office of the Governor \_\_\_\_\_

Program: \_\_\_\_\_ Office of Tourism, Trade and Economic Development \_\_\_\_\_

Service/Budget Entity: \_\_\_\_\_ Economic Development Programs and Projects

Measure: Satisfaction of economic development practitioners and other appropriate entities with efforts of Enterprise Florida in providing economic development leadership in the full range of services required for state and local economic growth, including critical industries

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Anonymous opinion surveys from primary partner economic development economic development organizations, and all businesses directly assisted by EFI in the past year.

EFI provides a list of which companies to contact from its project and trade databases. Survey firm makes at least three attempts to contact surveyed companies through U.S. mail, email and some phone calls.

Per legislation, an opinion polling firm is hired to conduct the satisfaction survey. The survey form was developed by EFI and the consultants and approved by OPPAGA.

Satisfaction is calculated based on the responses of those that have used EFI services.

### **Validity:**

Raw data collected, analyzed and reported on by outside firm.

### **Reliability:**

Auditors and individuals engaged in research may contact survey contractors for raw data

If the information is provided by the survey contractor, survey respondents and non-respondents may be contacted to verify that they received survey and that they responded as reported

Surveys were conducted to be statistically reliable and valid by organizations outside of the survey group.

Raw data, without respondent identification, may be reviewed for calculation purposes.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Executive Office of the Governor

Program: Office of Tourism, Trade and Economic Development

Service/Budget Entity: Economic Development Programs and Projects

Measure: **Satisfaction of economic development practitioners and other appropriate entities with efforts of EFI in marketing the state, including rural communities and distressed urban communities, as a pro-business location for potential new investment**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Anonymous opinion surveys from primary partner economic development economic development organizations, and all businesses directly assisted by EFI in the past year.

EFI provides a list of which companies to contact from its project and trade databases. Survey firm makes at least three attempts to contact surveyed companies through U.S. mail, email and some phone calls.

Per legislation, an opinion polling firm is hired to conduct the satisfaction survey. The survey form was developed by EFI and the consultants and approved by OPPAGA.

Satisfaction is calculated based on the responses of those that have used EFI services.

### **Validity:**

Raw data collected, analyzed and reported on by outside firm.

### **Reliability:**

Auditors and individuals engaged in research may contact survey contractors for raw data

If the information is provided by the survey contractor, survey respondents and non-respondents may be contacted to verify that they received survey and that they responded as reported

Surveys were conducted to be statistically reliable and valid by organizations outside of the survey group.

Raw data, without respondent identification, may be reviewed for calculation purposes.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: \_\_\_\_\_ Executive Office of the Governor \_\_\_\_\_

Program: \_\_\_\_\_ Office of Tourism, Trade and Economic Development \_\_\_\_\_

Service/Budget Entity: \_\_\_\_\_ Economic Development Programs and Projects

Measure: Number of companies assisted by Enterprise Florida in the area of international trade

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Monthly reports from world-wide international offices

Monthly reports by Florida -based international trade staff

EFI staff combines the information from all sources- and lists them individually on a monthly basis. Number of businesses is added from each information source.

### **Validity:**

Addition of number of businesses is the most reasonable way to reach a number measure. This is the appropriate measure for ensuring that many businesses are assisted. This measure is used to track quantity of service receivers.

### **Reliability:**

These measures are the accepted standard within the field of economic development for tabulating total number of companies assisted. The Legislature, the Governor's Office and the Enterprise Florida board have approved the program measures. Staff developed these measures as realistic expectations based on current trends, conditions and the economy as well as from our program activities. Staff and event reports are examined for accuracy. Records are maintained monthly of activity and event reports.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: \_\_\_\_\_ Executive Office of the Governor \_\_\_\_\_

Program: \_\_\_\_\_ Office of Tourism, Trade and Economic Development \_\_\_\_\_

Service/Budget Entity: \_\_\_\_\_ Economic Development Programs and Projects

Measure: ~~Number of times Enterprise Florida's information services are accessed~~

REVISED: Number of unique visitors to Enterprise Florida's information web portal - eflorida.com

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

The number of unique visitors that access information on eflorida.com is tracked. A software program is used to analyze the website usage files. Website usage is analyzed on a quarterly basis, although this information can be accessed for any specified time period. At the end of the year, user tracking information is reviewed to ensure a user is counted only once during the specified timeframe, ensuring a more accurate measure of new visitors to the website.

### **Validity:**

System reports may be run at any time to review user usage and information accessed. Tracking the usage of the website indicates how often the site resources are used and its effectiveness to new and returning users.

### **Reliability:**

Website traffic statistics are measured electronically. Quarterly reports of website usage are available for review.

Responses are public record (although businesses confidential). All results are available to state auditors.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Executive Office of the Governor

Program: Office of Tourism, Trade and Economic Development

Service/Budget Entity: Economic Development Programs and Projects

Measure: **Economic contributions from sponsored regional & major sporting event grants**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

**Data:** Event organizers submit grant applications and post event reports.

**Methodology:** Application's projected figures are researched to ensure accuracy. Post event reports are verified using the state approved economic impact formula, participant surveys and final registrations figures. Once verified, the approved totals accurately indicate the economic contribution from the event.

### **Validity:**

Post event reports provide a summary of generated out-of-state visitors, verifiable by onsite participant surveys, which include hotel, rental car and air fare usage. The post event report continues to be an appropriate and valid tool to determine accurate performance measures.

### **Reliability:**

Post event reports consistently use the state approved economic impact formulas. The measuring procedure is reliable due to the consistent method of verifying data and determining economic contributions. When duplicated, the results are the same.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: \_\_\_\_\_ Executive Office of the Governor \_\_\_\_\_

Program: \_\_\_\_\_ Office of Tourism, Trade and Economic Development \_\_\_\_\_

Service/Budget Entity: \_\_\_\_\_ Economic Development Programs and Projects

Measure: Economic contributions to communities as a result of hosting Florida's Senior Games and Sunshine State Games

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

**Data:** Post event reports providing a summary of generated impact.

**Methodology:** Data is collected by on-site participant surveys and registration data that reflect the number of participants and the community in which they reside. Once data is collected, the state approved economic impact model is used to measure the indicator.

### **Validity:**

Post event reports provide a summary of generated economic impact, verifiable by onsite participant surveys, which includes hotel usage. The post event report continues to be an appropriate and valid tool to determine accurate performance measures.

### **Reliability:**

Post event reports consistently use the state approved economic impact formulas. The measuring procedure is reliable due to the consistent method of verifying data and determining economic contributions. When duplicated, the results are the same.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: \_\_\_ Executive Office of the Governor \_\_\_

Program: \_\_\_ Office of Tourism, Trade and Economic Development \_\_\_

Service/Budget Entity: \_ Economic Development Programs and Projects

Measure: Number of out-of-state visitors attending events funded through the grant programs

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

**Data:** Event organizers submit the grant applications and post event reports.

**Methodology:** The grant application's projected figures are researched to ensure accuracy, and the post event totals accurately indicate the actual number of out-of-state visitors.

### **Validity:**

Post event reports provide a summary of generated out-of-state visitors, verifiable by onsite participant surveys, which include hotel, rental car and air fare usage. The post event report continues to be an appropriate and valid tool to determine accurate performance measures.

### **Reliability:**

Post event reports consistently use the state approved economic impact formulas. The measuring procedure is reliable due to the consistent method of verifying data and determining economic contributions. When duplicated, the results are the same.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** \_\_\_ Executive Office of the Governor \_\_\_

**Program:** \_\_\_ Office of Tourism, Trade and Economic Development \_\_\_

**Service/Budget Entity:** \_ Economic Development Programs and Projects

**Measure:** Satisfaction of the area sports commissions with the efforts of the foundation to promote and develop the sports industry and related industries in the state.

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

**Data:** An independent survey is conducted.

**Methodology:** The surveyor contacted the provided list of contacts of the eighteen sports commissions to measure how highly clients rate Florida Sports Foundation's communications, promotional efforts and its administration of its grant program.

### **Validity:**

The summary report provided by an independent surveyor contains results, which can be reviewed for reasonableness.

### **Reliability:**

Since this is a compilation of actual data, results can be verified through the working papers of the surveyor. The measure is reliable due to the consistent method used to verify data. When measuring process is duplicated, the results are the same.



## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** \_\_\_ Executive Office of the Governor \_\_\_

**Program:** \_\_\_ Office of Tourism, Trade and Economic Development \_\_\_

**Service/Budget Entity:** \_ Economic Development Programs and Projects

**Measure:** Number/amount of major and regional sports event grants awarded

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

**Data:** Per Florida Sports Foundation's Grant Program's Policies & Procedures, event organizers submit grant applications to Florida Sports Foundation staff on a quarterly basis.

**Methodology:** Grant applications are then forwarded to a Florida Sports Foundation Board of Director's Grant Committee for review and submission to the full Board for discussion and a vote. Grants are awarded quarterly at the full Board of Directors meetings.

### **Validity:**

Florida Sports Foundation's Board of Directors' meeting minutes verify the discussions regarding the Grant Committee's recommendations and the results.

### **Reliability:**

The measuring procedure is reliable due to the Florida Sports Foundation's Board of Directors following the Grant Program's Policies and Procedures.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: \_\_\_ Executive Office of the Governor \_\_\_

Program: \_\_\_ Office of Tourism, Trade and Economic Development \_\_\_

Service/Budget Entity: \_ Economic Development Programs and Projects

Measure: Percentage increase/number of athletes competing in Florida's Senior Games and Sunshine State Games

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

**Data:** Event registration forms, final event participations reports, previous year-end reports.

**Methodology:** Data from event registration forms is entered into a Games database. Totals by sport are verified with individual sport directors, combined to determine overall participation and then compared to previous year for the percentage increase/decrease.

### **Validity:**

The process collects the data necessary to determine the number of participants, and is an appropriate measure to collect the required data.

### **Reliability:**

The data collected is reliable due to the consistent process used. When duplicated, the results are the same.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** \_\_\_ Executive Office of the Governor \_\_\_

**Program:** \_\_\_ Office of Tourism, Trade and Economic Development \_\_\_

**Service/Budget Entity:** \_ Economic Development Programs and Projects \_\_\_

**Measure:** Sustained growth in the number of travelers who come to and go through Florida (I) Out-of-State

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Visitor estimates are primary data collected by VISIT FLORIDA and by industry-standard research firms. They combine emplanements, visitor observations, and visitor interviews. Estimates of residents as in-state travelers are produced exclusively for VISIT FLORIDA by the University of Florida as part of its monthly telephone surveys of residents.

### **Validity:**

The visitor estimate system is continuously reviewed and accepted by the independent economists for both the legislature and the Governor's Office. It has also been developed and reviewed by independent professors of statistics. Visitors by air are based on primary data collection and auto visitors are imputed based on industry-standard research on the profiles of visitors. The resident traveler system is based on a scientific telephone sample to 1,000 resident households each month. At current incidence levels, it will detect a difference of 2.2 percentage points in residents vacationing in the state as significant at the 90% level.

### **Reliability:**

Both systems use methodologies and recording instruments as modified in 1999 in response to independent research of the methodologies which has been reviewed and approved by the state economists. Because the data require reporting rather than interpreting, the same conclusions would be reached by other analysts and the system is highly reliable.

## **LRPP EXHIBIT IV: Performance Measure Validity and Reliability**

**Department:** \_\_\_\_\_ **Executive Office of the Governor** \_\_\_\_\_

**Program:** \_\_\_\_\_ **Office of Tourism, Trade and Economic Development** \_\_\_\_\_

**Service/Budget Entity:** \_\_\_\_\_ **Economic Development Programs and Projects** \_\_\_\_\_

**Measure: Sustained growth in the number of travelers who come to and go through Florida (II) Residents**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Visitor estimates are primary data collected by VISIT FLORIDA and by industry-standard research firms. They combine enplanements, visitor observations, and visitor interviews. Estimates of residents as in-state travelers are produced exclusively for VISIT FLORIDA by the University of Florida as part of its monthly telephone surveys of residents.

### **Validity:**

The visitor estimate system is continuously reviewed and accepted by the independent economists for both the legislature and the Governor's Office. It has also been developed and reviewed by independent professors of statistics. Visitors by air are based on primary data collection and auto visitors are imputed based on industry-standard research on the profiles of visitors. The resident traveler system is based on a scientific telephone sample to 1,000 resident households each month. At current incidence levels, it will detect a difference of 2.2 percentage points in residents vacationing in the state as significant at the 90% level.

### **Reliability:**

Both systems use methodologies and recording instruments as modified in 1999 in response to independent research of the methodologies which has been reviewed and approved by the state economists. Because the data require reporting rather than interpreting, the same conclusions would be reached by other analysts and the system is highly reliable.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** \_\_\_\_\_ Executive Office of the Governor \_\_\_\_\_

**Program:** \_\_\_\_\_ Office of Tourism, Trade and Economic Development \_\_\_\_\_

**Service/Budget Entity:** \_\_\_\_\_ Economic Development Programs and Projects \_\_\_\_\_

**Measure:** Sustained growth in the beneficial impacts that travelers in Florida have on the state's overall economy. (I) Rental Car Surcharge

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Travelers benefit the Florida economy through infusions of tax revenue dominated by retail sales taxes (state and local), local option resort taxes ("bed taxes"), rental car surcharges, and gasoline taxes. Except for some of the local option resort taxes, these taxes are processed at the local level.

### **Validity:**

These are probably the best measures available. They are very reasonable measurements of what is desired. One weakness stems from the confounding of resident and tourist contributions to each tax source. For example, a retail sales tax is collected on the admission paid to enter a theme park. When the admission is paid, the theme park does not record it if it is paid by a resident or a visitor. When the Department of Revenue processes the collection, it is processed as an expenditure in the Tourism & Recreation Category. The ideal construct would be to be able to separate out visitor contributions and resident-as-tourism contributions.

Another weakness derives from the confounding of obviously non-touristic expenditures into the touristic categories. One example of this is found in the 14 kind codes which comprise the "Tourism & Recreation" category for retail taxable sales. Two of the categories included are purchases at newsstands and purchases at gift/card/novelty shops. Many of these purchases are probably not "touristic" in nature. A second example is found in the Rental Car Surcharge Tax Collections. This surcharge is also imposed at the same \$2/day on the first 30 days of every car lease started in Florida. Nationwide, 32% of new cars are leased. Correspondingly, a significant percentage of new cars in Florida are probably leases. This would translate into a significant amount of the Rental Car Surcharge fees collected by Florida being derived from residents renting cars. Based on visitor profile surveys, VISIT FLORIDA estimates that approximately 63 percent of the Rental Car Surcharge collections are derived from visitors renting cars while in the state.

**Reliability:**

This measure has reliability above average because most of the taxes involved are processed by the same state fiscal agency (Department of Revenue) consistent with industry standard accounting practices, and with unchanging counting methods and source definitions.

However, there is one reliability concern: some taxes are measured by how much money was collected for a certain period (e.g. Tourism & Recreation Retail Sales Taxes). Other taxes are measured as how many collections were processed in a given time period (e.g., Rental Car Surcharge fees). In the latter case, year-to-year fluctuations may contain a component which is not a “real” difference but rather the result of changes in staffing. In that case, readers are advised to study periods of greater than one month, such as an entire year or an entire season.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** \_\_\_ Executive Office of the Governor \_\_\_  
**Program:** \_\_\_ Office of Tourism, Trade and Economic Development \_\_\_  
**Service/Budget Entity:** \_ Economic Development Programs and Projects \_\_\_  
**Measure:** Sustained growth in the beneficial impacts that travelers in Florida have on the state's overall economy. (II) Tourism Related Employment

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

**Data Sources and Methodology:**

Travelers benefit the economy through the purchase of goods and services which create tourism related employment. The classification of employees is done by the state AWI in accordance with state and federal guidelines.

**Validity:**

Tourism related employment is one method to determine the relative impact of tourism on the economy of the state. The validity is strongly tied to the methodology required by state and federal guidelines.

**Reliability:**

The only variation in reliability would be if the methodology of classification or measurement is changed. Otherwise, the measure is reliable.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** \_\_\_ Executive Office of the Governor \_\_\_  
**Program:** \_\_\_ Office of Tourism, Trade and Economic Development \_\_\_  
**Service/Budget Entity:** \_ Economic Development Programs and Projects \_\_\_  
**Measure:** Sustained growth in the beneficial impacts that travelers in Florida have on the state's overall economy. (III) Taxable Sales

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

**Data Sources and Methodology:**

Travelers benefit the Florida economy through infusions of tax revenue dominated by retail sales taxes (state and local), local option resort taxes ("bed taxes"), rental car surcharges, and gasoline taxes. Except for some of the local option resort taxes, these taxes are processed at the local level.

**Validity:**

These are probably the best measures available. They are very reasonable measurements of what is desired. One weakness stems from the confounding of resident and tourist contributions to each tax source. For example, a retail sales tax is collected on the admission paid to enter a theme park. When the admission is paid, the theme park does not record it if it is paid by a resident or a visitor. When the Department of Revenue processes the collection, it is processed as an expenditure in the Tourism & Recreation Category. The ideal construct would be to be able to separate out visitor contributions and resident-as-tourism contributions.

Another weakness derives from the confounding of obviously non-touristic expenditures into the touristic categories. One example of this is found in the 14 kind codes which comprise the "Tourism & Recreation" category for retail taxable sales. Two of the categories included are purchases at newsstands and purchases at gift/card/novelty shops. Many of these purchases are probably not "touristic" in nature. A second example is found in the Rental Car Surcharge Tax Collections. This surcharge is also imposed at the same \$2/day on the first 30 days of every car lease started in Florida. Nationwide, 32% of new cars are leased. Correspondingly, a significant percentage of new cars in Florida are probably leases. This would translate into a significant amount of the Rental Car Surcharge fees collected by Florida being derived from residents renting cars. Based on visitor profile surveys, VISIT FLORIDA estimates that approximately 63 percent of the Rental Car Surcharge collections are derived from visitors renting cars while in the state.



**Reliability:**

This measure has reliability above average because most of the taxes involved are processed by the same state fiscal agency (Department of Revenue) consistent with industry standard accounting practices, and with unchanging counting methods and source definitions.

However, there is one reliability concern: some taxes are measured by how much money was collected for a certain period (e.g. Tourism & Recreation Retail Sales Taxes). Other taxes are measured as how many collections were processed in a given time period (e.g., Rental Car Surcharge fees). In the latter case, year-to-year fluctuations may contain a component which is not a “real” difference but rather the result of changes in staffing. In that case, readers are advised to study periods of greater than one month, such as an entire year or an entire season.

*Office of Policy and Budget – July, 2006*

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** \_\_\_ Executive Office of the Governor \_\_\_  
**Program:** \_\_\_ Office of Tourism, Trade and Economic Development \_\_\_  
**Service/Budget Entity:** \_ Economic Development Programs and Projects \_\_\_  
**Measure:** Sustained growth in the beneficial impacts that travelers in Florida have on the state's overall economy. (IV) Local Option Tax

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

**Data Sources and Methodology:**

Travelers benefit the Florida economy through infusions of tax revenue dominated by retail sales taxes (state and local), local option resort taxes ("bed taxes"), rental car surcharges, and gasoline taxes. Except for some of the local option resort taxes, these taxes are processed at the local level.

**Validity:**

These are probably the best measures available. They are very reasonable measurements of what is desired. One weakness stems from the confounding of resident and tourist contributions to each tax source. For example, a retail sales tax is collected on the admission paid to enter a theme park. When the admission is paid, the theme park does not record it if it is paid by a resident or a visitor. When the Department of Revenue processes the collection, it is processed as an expenditure in the Tourism & Recreation Category. The ideal construct would be to be able to separate out visitor contributions and resident-as-tourism contributions.

Another weakness derives from the confounding of obviously non-touristic expenditures into the touristic categories. One example of this is found in the 14 kind codes which comprise the "Tourism & Recreation" category for retail taxable sales. Two of the categories included are purchases at newsstands and purchases at gift/card/novelty shops. Many of these purchases are probably not "touristic" in nature. A second example is found in the Rental Car Surcharge Tax Collections. This surcharge is also imposed at the same \$2/day on the first 30 days of every car lease started in Florida. Nationwide, 32% of new cars are leased. Correspondingly, a significant percentage of new cars in Florida are probably leases. This would translate into a significant amount of the Rental Car Surcharge fees collected by Florida being derived from residents renting cars. Based on visitor profile surveys, VISIT FLORIDA estimates that approximately 63 percent of the Rental Car Surcharge collections are derived from visitors renting cars while in the state.

**Reliability:**

This measure has reliability above average because most of the taxes involved are processed by the same state fiscal agency (Department of Revenue) consistent with industry standard accounting practices, and with unchanging counting methods and source definitions.

However, there is one reliability concern: some taxes are measured by how much money was collected for a certain period (e.g. Tourism & Recreation Retail Sales Taxes). Other taxes are measured as how many collections were processed in a given time period (e.g., Rental Car Surcharge fees). In the latter case, year-to-year fluctuations may contain a component which is not a “real” difference but rather the result of changes in staffing. In that case, readers are advised to study periods of greater than one month, such as an entire year or an entire season.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: \_\_\_\_\_ Executive Office of the Governor \_\_\_\_\_

Program: \_\_\_\_\_ Office of Tourism, Trade and Economic Development \_\_\_\_\_

Service/Budget Entity: \_\_\_\_\_ Economic Development Programs and Projects \_\_\_\_\_

Measure: Growth in private sector financial contributions through direct financial investment

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Private sector financial contributions to VISIT FLORIDA are tracked separately from other revenues received by VISIT FLORIDA. The books of account are the data sources and the methodology is commonly accepted industry standard accounting practices. In-kind value is documented by affidavits of performance provided by participating businesses.

### **Validity:**

Because the financial measurement is generated by standard accounting practices, the validity should be very high. In-kind media value is based on advertising equivalency, the cost to purchase the media provided.

### **Reliability:**

The reliability is excellent. Reporting comes from the inspecting of accounts. The accounts are maintained so as to be subject to audit by the standards of independent public accounting. Independent observations of the data by others will yield the same information. In-kind media value is based on industry-wide accepted standards.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: \_\_\_ Executive Office of the Governor \_\_\_

Program: \_\_\_ Office of Tourism, Trade and Economic Development \_\_\_

Service/Budget Entity: \_ Economic Development Programs and Projects \_\_\_

Measure: Satisfaction of VISIT FLORIDA's partners and representative members of the tourism industry with the efforts of VISIT FLORIDA to promote tourism

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

VISIT FLORIDA has commissioned an independent survey of industry members and partners requesting their views of the work done by VISIT FLORIDA. The survey is done by phone, using standard phone sampling techniques.

### **Validity:**

As a measure of the opinions of the persons surveyed and thereby a reflection of the views of the industry, the survey method is a valid means of answering the question. There are some issues with regard to sampling as it regards persons who have had no experience with VISIT FLORIDA programs.

### **Reliability:**

Assuming the same questions are used from year-to-year, and the sampling technique is unchanged, the results should be reliable from year-to-year.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: \_\_\_ Executive Office of the Governor \_\_\_

Program: \_\_\_ Office of Tourism, Trade and Economic Development \_\_\_

Service/Budget Entity: \_ Economic Development Programs and Projects \_\_\_

Measure: Percentage increase of persons surveyed who vacationed in Florida during the last 12 months and who reported having participated in nature-based or heritage activities

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

VISIT FLORIDA employs research companies which conduct nation-wide telephone and mail surveys of consumers using standard survey techniques. The information reflected here is self-reported by consumers.

### **Validity:**

The sampling and survey methodology is based on industry-accepted measurement theory to determine consumer interest and activity. Since the object of the research is to determine activity rather than interest, the measure is not as valid as an external measure of activity, not based on the consumer self-report. However, this survey information is considered the most valid available for these purposes and within the limits of consumer activity measures.

### **Reliability:**

The measure is very reliable, since it is based on the use of a standard and repeatable technique for obtaining consumer self-reported information.

## **LRPP EXHIBIT IV: Performance Measure Validity and Reliability**

**Department:** \_\_\_Executive Office of the Governor\_\_\_

**Program:** \_\_\_Office of Tourism, Trade and Economic Development\_\_\_

**Service/Budget Entity:** \_ Economic Development Programs and Projects\_\_\_

**Measure:** Number of persons who inquired about nature-based or heritage activities while visiting the consumer web site

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

This measure assesses the number of discrete persons who request pages on the consumer web site which have been identified as nature or heritage pages. These requests are captured, recorded, and compiled using industry-standard methods.

### **Validity:**

The purpose of the measure is to gauge interest in nature and heritage activities. To the extent that the use of web sites is representative of the targeted consumer, this is a good measure of interest level and also as a measure of increasing or decreasing interest.

### **Reliability:**

The method is highly reliable as is entirely objective and machine based.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: \_\_\_\_\_ Executive Office of the Governor \_\_\_\_\_

Program: \_\_\_\_\_ Office of Tourism, Trade and Economic Development \_\_\_\_\_

Service/Budget Entity: \_\_\_\_\_ Economic Development Programs and Projects \_\_\_\_\_

Measure: Number of impressions from paid advertising. (revised to read:  
Quality and effectiveness of paid advertising messages reaching the target audience. Subset I: Impressions

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

The number of impressions from paid advertising messages reaching the target audience is derived from the combination of two independent measurement systems commonly used in the advertising industry. First, specific media are selected from the placement of advertisements by the reach and frequency of each specific medium considered, be it a radio station, or a magazine. Each medium furnishes, from an independent source. The type of audience it reaches, the size of that audience, and many exposures an advertisement is likely to receive. Based on that, the advertising for VISIT FLORIDA recommends media purchases.

After the media purchase is executed, the specific medium (e.g. a television station) furnishes directly to VISIT FLORIDA an affidavit swearing that the media purchase was executed as planned. The invoice is paid on the basis of this affidavit.

As a result, VISIT FLORIDA knows the number of advertising messages emitted.

### **Validity:**

Because of the affidavit, it is known that the advertisement ran in the medium purchased at the time promised. Since the nature of the audience reached is derived from samples and surveys, those measurements are subject to standard sampling validity. Industry standards would be at the 90% confidence level or greater.

### **Reliability:**

The systems for generating the affidavits and measuring the audience and its characteristics are industry standard and are virtually the same for all purchases. Independent observers should reach the same conclusions.



## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** \_\_\_ Executive Office of the Governor \_\_\_  
**Program:** \_\_\_ Office of Tourism, Trade and Economic Development \_\_\_  
**Service/Budget Entity:** \_ Economic Development Programs and Projects \_\_\_  
**Measure:** Number of impressions from paid advertising. (revised to read:  
**Quality and effectiveness of paid advertising messages reaching the target audience. Subset II: Leads**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

**Data Sources and Methodology:**

VISIT FLORIDA and its sub-contractors maintain records of the number of requests (also known as “leads”), for the Official Florida Vacation Guide and the number of requests for general tourism information generated from media placements. Where possible, each specific lead-generating media placement is coded to enable the tracking of its source. For example, a promotion between VISIT FLORIDA, and sunscreen and tanning lotion manufacturer might urge the leads generated to “1-800-Get-ATAN” for more information. All inquiries would then be credited to this source. Additionally, other inquiries related to media placements are tracked through internet requests on the web page.

**Validity:**

On the one hand, there is high validity in the measurement of the number of leads generated as they are source coded, a discrete variable, and easily identified. The quandary derives from the term “increase in the number of leads...” While “increase” is clearly a goal, so is an appropriate balance between supply and demand. There is a decline in the use of vacation guide requests both for Florida and nationally. This decline is based on the availability of more specific and timely information over the internet and other electronic sources.

**Reliability:**

The system is expected to have high reliability as, independent of the number of firm(s) which may be involved in processing inquiries and handling fulfillment in the beginning of VISIT FLORIDA’s “1-800” venture, the counting of leads generated should only have one methodology. This methodology is subject to question, based on the changing nature of how business is done.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** \_\_\_\_\_ **Executive Office of the Governor** \_\_\_\_\_  
**Program:** \_\_\_\_\_ **Office of Tourism, Trade and Economic Development** \_\_\_\_\_  
**Service/Budget Entity:** \_\_\_\_\_ **Economic Development Programs and Projects** \_\_\_\_\_  
**Measure:** **Number of leads and visitor inquiries generated by VISIT FLORIDA events and media placements**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

**Data Sources and Methodology:**

VISIT FLORIDA and its sub-contractors maintain records of the number of requests (also known as “leads”) for the Official Florida Vacation Guide and the number of requests for general tourism information. Each specific lead-generating event and media placement is coded to enable the tracking of its source. For example, a promotion between VISIT FLORIDA and sunscreen and tanning lotion manufacturer might urge the leads generated to “1-800-Get-ATAN” for more information. All inquiries would then be credited to this source. Additionally, other inquiries are tracked through internet requests, and all unique visitors to the consumer website are also tracked.

**Validity:**

There is high validity in the measurement of the number of leads generated as they are source coded, a discrete variable and easily identified. Therefore, not only is an increase in the number of leads desirable, the generation of no more than one and one-half million leads a rate suitable for rapid fulfillment will be the new goal. However, there is a decline in the vacation guide requests both for Florida and nationally. This decline is based on the availability of more specific and timely information over the internet and other electronic sources. The incremental use of the internet for consumer information requires the inclusion of these inquiries to reflect the state of the industry.

**Reliability:**

This system is expected to have high reliability as, independent of the number of firm(s) which may be involved in processing inquiries and handling fulfillment in the beginning of VISIT FLORIDA’s “1-800” venture, the counting of leads generated should only have one methodology and inquiries are easily tracked and verified. Unique internet visits are tracked using an industry standard technique.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: \_\_\_Executive Office of the Governor\_\_\_

Program: \_\_\_Office of Tourism, Trade and Economic Development\_\_\_

Service/Budget Entity: \_\_\_Economic Development Programs and Projects\_\_\_

Measure: Value and number of consumer promotions facilitated by VISIT FLORIDA

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

The data sources are the internal records of VISIT FLORIDA and survey data collected by VISIT FLORIDA. The number of consumer promotions is tracked by the budget for VISIT FLORIDA's Promotion Section where each program is assigned a separate accounting code. The value of the promotions is measured by the industry-standard media equivalency value and is verified by records from the sponsoring agency and the participants in those programs.

### **Validity:**

The number of promotions is straightforward and discrete. This is a valid measurement. The value of the promotions is based on the media equivalency which is an industry standard.

### **Reliability:**

Since the number of promotions is a counting function, its reliability is verifiable. The value of promotions is based on the media equivalency value, which is the cost of the media which is provided as a part of the promotion, based on industry-standard rates for that particular media, exposure, and temporal factors.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Executive Office of the Governor

Program: Office of Tourism, Trade and Economic Development

Service/Budget Entity: Economic Development Programs and Projects

Measure: **Number of private sector partners and the level of financial contributions through direct financial investment or strategic alliance programs**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Financial contributions received are tracked separately from other revenues in the VISIT FLORIDA accounting system. This is compared to the Partner's data base for accuracy and reconciliation. The books and records of account are audited by an independent public accounting firm annually for conformance to generally accepted principles and standards of accounting. Strategic alliances are evaluated as part of topic-specific programs, such as individual promotions and advertising agreements. The number of partners is a straightforward count at any point in time.

### **Validity:**

Because the financial measurements are generated by standard accounting practices, the validity should be very high. Strategic alliances are evaluated by the strength and quality of the specific programs included in each alliance and by the dollars generated for use by the corporation for marketing and support. The number of partners is a demonstration of industry support of and VISIT FLORIDA involvement in the activities of industry marketing.

### **Reliability:**

Because the financial measurement is generated by standard accounting practices, the reliability should be very high. The number of partners is tracked regularly for corporate purposes by two different departments in the organization and thus is very reliable.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** \_\_\_ Executive Office of the Governor \_\_\_  
**Program:** \_\_\_ Office of Tourism, Trade and Economic Development \_\_\_  
**Service/Budget Entity:** \_ Economic Development Programs and Projects  
**Measure:** Private sector financial contributions through direct financial investment

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

**Data Sources and Methodology:**

Private sector financial contributions to VISIT FLORIDA are tracked separately from other revenues received by VISIT FLORIDA. The books of account are the data sources and the methodology is commonly accepted industry standard accounting practices. In-kind value is documented by affidavits of performance provided by participating businesses.

**Validity:**

Because the financial measurement is generated by standard accounting practices, the validity should be very high. In-kind media value is based on advertising equivalency, the cost to purchase the media provided.

**Reliability:**

The reliability is excellent. Reporting comes from the inspecting of accounts. The accounts are maintained so as to be subject to audit by the standards of independent public accounting. Independent observations of the data by others will yield the same information. In-kind media value is based on industry-wide accepted standards.

## **LRPP EXHIBIT IV: Performance Measure Validity and Reliability**

**Department:** \_\_\_\_\_ Executive Office of the Governor \_\_\_\_\_

**Program:** \_\_\_\_\_ Office of Tourism, Trade and Economic Development \_\_\_\_\_

**Service/Budget Entity:** \_\_\_\_\_ Economic Development Programs and Projects

**Measure:** Private sector financial contributions to VISIT FLORIDA through strategic alliance programs

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Private sector financial contributions to VISIT FLORIDA are tracked separately from other revenues received by VISIT FLORIDA. The books of account are the data sources and the methodology is commonly accepted industry standard accounting practices. In-kind value is documented by affidavits of performance provided by participating businesses.

### **Validity:**

Because the financial measurement is generated by standard accounting practices, the validity should be very high. In-kind media value is based on advertising equivalency, the cost to purchase the media provided.

### **Reliability:**

The reliability is excellent. Reporting comes from the inspecting of accounts. The accounts are maintained so as to be subject to audit by the standards of independent public accounting. Independent observations of the data by others will yield the same information. In-kind media value is based on industry-wide accepted standards.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** Executive Office of the Governor – OTTED \_\_\_\_\_  
**Program:** FAVACA – Florida International Volunteer Corps  
**Service/Budget Entity:** 2685 SPECIAL CATEGORIES  
**Measure:** Number of international and domestic development missions (FAVACA)

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

FAVACA conducts development and evaluation missions to monitor volunteer impact, identify funding sources, and solicit/secure new Caribbean and Latin American partners.

### **Validity:**

The number of development missions is determined by the number of FAVACA representatives traveling and the location of travel.

### **Reliability:**

This data is collected based on the number of actual missions completed by FAVACA representatives.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** Executive Office of the Governor – OTTED \_\_\_\_\_

**Program:** FAVACA – Florida International Volunteer Corps

**Service/Budget Entity:** 2685 SPECIAL CATEGORIES

**Measure:** Percent of overseas clients who indicate assistance is very responsive, as measured by survey (FAVACA)

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

FAVACA collects and analyzes evaluations of partner organizations and submits quarterly progress reports to OTTED. Number of actual placements will vary per quarter, depending on conditions overseas.

### **Validity:**

The measuring instrument is the “FAVACA Partner Organization Survey” which was evaluated and modernized during the last quarter of 2005 with the assistance of a Florida State University in Department of Urban and Regional Planning. The survey instrument and FAVACA's evaluation process is reviewed annually.

### **Reliability:**

Acts of God, holidays and other actualities out of the control of the contractor will impact this number. Only data available at the time of the quarterly report will be used in calculations. Sufficient numbers of surveys are returned to ensure the accuracy and reliability of the evaluation tool.



## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** Executive Office of the Governor – OTTED \_\_\_\_\_

**Program:** FAVACA – Florida International Volunteer Corps

**Service/Budget Entity:** 2685 SPECIAL CATEGORIES

**Measure:** Percent of volunteer-consultants who would volunteer again (FAVACA)

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

FAVACA collects and analyzes evaluations of volunteer consultants and submits quarterly progress reports to OTTED. Number of actual placements will vary per quarter, depending on conditions overseas.

### **Validity:**

The measuring instrument is the “FAVACA Volunteer Consultant Survey” which was evaluated and modernized during the last quarter of 2005 with the assistance of a Florida State University in Department of Urban and Regional Planning. The survey instrument and FAVACA's evaluation process is reviewed annually.

### **Reliability:**

Acts of God, holidays and other actualities out of the control of the contractor will impact this number. Only data available at the time of the quarterly report will be used in calculations. Sufficient numbers of surveys are returned to ensure the accuracy and reliability of the evaluation tool.

DPP Model 1: Implementation of Automated System Controlling in Performance Monitoring	
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Executive Office of the Governor  
Long-Range Program Plan  
FY 2007-2008 – FY 2011-2012

## Glossary of Terms

Activity: A set of transactions within a budget entity that translates inputs into outputs using resources in response to a business requirement. Sequences of activities in logical combinations form services. Unit cost information is determined using the outputs of activities.

Actual Expenditures: Includes prior year actual disbursements, payables and encumbrances. The payables and encumbrances are certified forward at the end of the fiscal year. They may be disbursed between July 1 and December 31 of the subsequent fiscal year. Certified forward amounts are included in the year in which the funds are committed and not shown in the year the funds are disbursed.

Appropriation Category: The lowest level line item of funding in the General Appropriations Act which represents a major expenditure classification of the budget entity. Within budget entities, these categories may include: salaries and benefits, other personal services (OPS), expenses, operating capital outlay, data processing services, fixed capital outlay, etc. These categories are defined within this glossary under individual listings. For a complete listing of all appropriation categories, please refer to the ACTR section in the LAS/PBS User's Manual for instructions on ordering a report.

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

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

D3-A: A legislative budget request (LBR) exhibit which presents a narrative explanation and justification for each issue for the requested years.

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

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

Fixed Capital Outlay: Real property (land, buildings including appurtenances, fixtures and fixed equipment, structures, etc.), including additions, replacements,

Executive Office of the Governor  
Long-Range Program Plan  
FY 2007-2008 – FY 2011-2012

major repairs, and renovations to real property which materially extend its useful life or materially improve or change its functional use, and including furniture and equipment necessary to furnish and operate a new or improved facility.

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

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

Input: See Performance Measure.

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

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

Legislative Budget Commission: A standing joint committee of the Legislature. The Commission was created to: review and approve/disapprove agency requests to amend original approved budgets; review agency spending plans; issue instructions and reports concerning zero-based budgeting; and take other actions related to the fiscal matters of the state, as authorized in statute. It is composed of 14 members appointed by the President of the Senate and by the Speaker of the House of Representatives to two-year terms, running from the organization of one Legislature to the organization of the next Legislature.

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

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

Executive Office of the Governor  
Long-Range Program Plan  
FY 2007-2008 – FY 2011-2012

legislative budget request and includes performance indicators for evaluating the impact of programs and agency performance.

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

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

Outcome: See Performance Measure.

Output: See Performance Measure.

Outsourcing: Describes situations where the state retains responsibility for the service, but contracts outside of state government for its delivery. Outsourcing includes everything from contracting for minor administration tasks to contracting for major portions of activities or services which support the agency mission.

Pass Through: Funds the state distributes directly to other entities, e.g., local governments, without being managed by the agency distributing the funds. These funds flow through the agency's budget; however, the agency has no discretion regarding how the funds are spent, and the activities (outputs) associated with the expenditure of funds are not measured at the state level.

***NOTE: This definition of "pass through" applies ONLY for the purposes of long-range program planning.***

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

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

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

Executive Office of the Governor  
Long-Range Program Plan  
FY 2007-2008 – FY 2011-2012

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

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

Program: A set of activities undertaken in accordance with a plan of action organized to realize identifiable goals based on legislative authorization (a program can consist of single or multiple services). For purposes of budget development, programs are identified in the General Appropriations Act for FY 2001-2002 by a title that begins with the word "Program." In some instances a program consists of several services, and in other cases the program has no services delineated within it; the service is the program in these cases. The LAS/PBS code is used for purposes of both program identification and service identification. "Service" is a "budget entity" for purposes of the LRPP.

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

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

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

Service: See Budget Entity.

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

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

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