

# **Florida Department of Citrus**

## **Final Long Range Program Plans**

**Fiscal Years  
2009-2010 Through 2013-2014**

September 11, 2008

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# **AGENCY MISSION STATEMENT**

**Grow the market for the Florida citrus industry to enhance the economic well-being of the Florida citrus grower, citrus industry, and the State of Florida.**

Approved by the Florida Citrus Commission April 20, 2005

# AGENCY GOALS & OBJECTIVES

Goal 1: Increase consumer demand for Florida citrus products

Objective 1A: Increase consumer awareness of Florida citrus products

Outcome: Percent of consumer recall of television orange juice advertising

Baseline FY FY 2001-02	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
60%	50%	50%	50%	50%	50%

Objective 1B: Increase consumer intent to purchase Florida citrus products

Outcome: Percent of consumer intent to purchase Florida orange juice on their next shopping trip

Baseline FY FY 2001-02	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
46%	65%	65%	65%	65%	65%

Goal 2: Increase fresh citrus sales

Objective 2A: Conduct cost-effective marketing programs to promote fresh Florida citrus domestically

Outcome: Number of cartons of fresh oranges, grapefruit and specialty fruit shipped domestically

Baseline FY FY 2001-02	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
36.2MM	20.0MM	19.6MM	19.1MM	18.5MM	17.0MM

Objective 2B: Conduct cost-effective marketing programs to promote fresh grapefruit internationally

Outcome: Number of cartons of fresh Florida grapefruit exported

Baseline FY FY 2001-02	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
20.3 MM	11.2MM	11.2MM	10.6MM	10.6MM	10.0MM

Goal 3: Provide research support to Florida Department of Citrus marketing programs and conduct mechanical harvesting research to reduce grower costs

Objective 3A: Enhance the productivity of commercially viable systems by registering (manufacture an abscission chemical) to mechanically harvest a portion of the orange juice acreage in Florida

Outcome: Number of acres mechanically harvested

Baseline FY FY 2001-02	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
6,500	35,000	50,000	50,000	50,000	50,000

Objective 3B: Provide timely research data and information that is need-based and the results can be accepted and utilized by the citrus industry

Outcome: Number of health or nutrition research reports completed annually in support of potential marketing messages

Baseline FY FY 2001-02	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
N/A	11	12	13	N/A	N/A

# EXECUTIVE OFFICE OF THE GOVERNOR LINKAGE TO GOVERNOR'S PRIORITIES

HOW DO YOUR AGENCY GOALS LINK TO THE GOVERNOR'S SIX PRIORITIES?

*(List each of your agency goals under the appropriate priority below.)*

#1 – Protecting Our Communities

#2 – Strengthening Florida's Families

#3– Keeping Florida's Economy Vibrant

**Goal #1, Goal #2 and Goal #3**

#4 – Success for Every Student

#5 – Keeping Floridian's Healthy

#6 – Protecting Florida's Natural Resources

# TRENDS AND CONDITIONS STATEMENT

The Department of Citrus, headquartered in Lakeland, Florida, is an executive agency of state government. It was established in 1935 at the request of the citrus industry to enhance the welfare of the industry. The primary purpose was to set standards for Florida citrus products and to fund marketing and research programs for the direct benefit of the citrus industry. That continues to be the Department's primary purpose today.

The Department implements policies of the Florida Citrus Commission, a 12-member Board of Directors appointed by the Governor and representing all areas of the industry. The Commission and the Department are organized and operate as provided in Chapter 601, Florida Statutes. The Department is charged with setting quality standards for Florida Citrus products, promoting and marketing citrus products, and conducting research to support the regulatory and marketing programs. Chapter 601 F.S. also provides the authority to collect a tax on each box of citrus moving into commercial channels of trade and this supports the operations of the Department. The Department also receives matching federal dollars from USDA to support our international marketing programs.

In April 2005, the Florida Citrus Commission adopted a new mission statement and Strategic Plan for the Florida Department of Citrus (FDOC). The Strategic Plan concentrated on objectives and strategies that grow the market for Florida citrus. Its sole purpose is to provide a roadmap for the Department and to focus it on the core responsibilities of marketing, research and regulating product quality for all Florida citrus products. The four objectives and associated strategies carefully delineate those activities that are geared to grow the market.

- **Marketing**: Promote the Florida citrus industry's products by developing positive, consumer-driven messages about citrus, thereby increasing awareness and demand via advertising, public relations and consumer/trade communications.
- **Research**:
  - **Market**: Conduct research to understand consumer attitudes and behavior, product attributes and benefits, and sales trends and status.
  - **Scientific**: Provide scientific validation of the nutritional benefits of Florida citrus products and support efforts to preserve the viability of the Florida citrus industry through citrus disease research, and increase efficiency in harvesting, handling and processing of industry products.
- **Regulatory**: Protect the integrity of the Florida citrus industry's interest through advocacy and regulation.
- **Communication and Fiscal Responsibility**: Provide consistent communication to the industry and ensure fiscal accountability.
  
- The 2006 Special Industry Committee identified threats relating to the supply and demand of Florida citrus products and also noted that consistent, unified communication was needed to help resolve issues at the State and Federal levels. They recommended that the Department continue and even expand involvement in

research efforts, continue efforts to generically influence consumers to grow demand, and continue lobbying efforts while working with other industry groups to assure a unified message.

- In January 2008 the Florida Citrus Commission passed a resolution to fund citrus disease research, particularly greening disease research, as it is recognized as the greatest threat to the future of the Florida citrus industry. The Department's 2008-09 operating budget supports \$20 million in disease research funding. Research staff is working closely with several industry and research groups to develop a process to conquer this dreaded disease and establish research protocol for a viable future for the Florida citrus industry.

Internal program evaluation measurements are the basis for the Long Range Program Plans and Legislative Budget Request. Each year, the Florida Citrus Commission, with input from the citrus industry, adopts certain measures that set the priorities of the Department and establish realistic goals based upon the annual operating budget. The perspectives of the measures are aligned with and capture the direction of the Department's Strategic Plan.

The Department's goals reflect our statutory charge, the mission statement, strategic plan and projected crop sizes for the next five years. The crop sizes for 2008-09 are projected to be slightly lower than the 2007-08 season. Future production is expected to decline due to many natural forces: prior season hurricanes, the spread of pests and diseases, as well as use of agriculture land for commercial and residential development. Therefore, the Department's goals with respect to utilization and shipments are adjusted downward accordingly.



Actual and Forecasted Production for Round Oranges, Grapefruit and Specialty Citrus			
Season	Oranges <sup>a</sup>	Grapefruit	Specialty
	..... million boxes * .....		
2002-03 <sup>b</sup>	204.30	38.70	7.85
2003-04 <sup>b</sup>	243.40	40.90	7.50
2004-05 <sup>b</sup>	150.45	12.80	6.00
2005-06 <sup>b</sup>	148.40	19.30	6.90
2006-07 <sup>c</sup>	129.00	27.20	5.85
2007-08 <sup>d</sup>	169.70	26.60	7.00
2008-09 <sup>d</sup>	162.20	23.20	5.86
2009-10 <sup>d</sup>	162.00	20.00	6.40
2010-11 <sup>d</sup>	159.00	19.00	6.20
2011-12 <sup>d</sup>	155.00	18.00	5.90
2012-13 <sup>d</sup>	152.00	18.00	5.80
2013-14 <sup>d</sup>	150.00	17.00	5.80

<sup>a</sup> Includes Temples  
<sup>b</sup> Florida Agricultural Statistics Service  
<sup>c</sup> Preliminary  
<sup>d</sup> FDOC (2007-08, FCC estimates; 2008-09 and thereafter, estimates from "Florida Citrus Production Trends, 2008-09 through 2017-18 Update", December 2007; specialty estimates from "Florida Citrus Production Trends, 2007-08 through 2016-17", December 2006)

FDOC Goal #2 is to increase fresh citrus sales by conducting cost-effective marketing programs domestically and internationally. Sales of fresh Florida citrus have suffered due to crop shortages and supply issues. In addition, aggressive competition, coupled with supply limitations, (Canker, Greening, Tristeza and Urban Development) suggest a downward forecasted trend of fresh fruit shipments through 2013-14. FDOC marketing programs are challenged to stop the decline and, at the same time, provide added value to the Florida citrus crop. To measure the effectiveness of the Department's marketing activities of a declining crop, an additional outcome measurement, "on-tree earnings," has been established internally. The citrus industry's on-tree earnings are forecasted to increase as a result of value-added marketing programs as shown below.

Objective 2A - Domestic Fresh Fruit Shipment

	Baseline 2001-02	Actual 2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Cartons* Shipped Domestically (million cartons)	36.2	21.5	20.7	20.0	19.6	19.1	18.5	17.0
Industry On-Tree Earnings (million dollars)	\$251.1	\$209.5	\$205.6	\$202.7	\$202.5	\$200.5	\$198.0	\$167.7

\* one carton equals 4/5 bushel; one box equals 2 cartons or 1 3/5 bushel

Objective 2B - Fresh Florida Grapefruit Exported

	Baseline 2001-02	Actual 2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Cartons Exported (million cartons)	20.3	11.1	10.6	10.2	10.2	9.7	9.5	10.0
Industry On-Tree Earnings (million dollars)	\$126.9	\$120.7	\$117.7	\$114.6	\$116.9	\$113.6	\$112.0	\$109.0

The services (budget entities) we provide are agricultural products marketing, citrus research and executive direction and administrative support.

The Agricultural Products Marketing Service objective is to promote the Florida citrus industry's products by developing positive, consumer-driven messages about citrus, thereby increasing awareness and demand via advertising, public relations, and consumer/trade communications. The Department develops and implements a domestic and international integrated marketing program consisting of advertising, public relations and consumer promotions. To measure the marketing program's effectiveness, consumer awareness of Florida citrus products (including recall of our advertising) and consumer intent to purchase our products are tracked.

The objective of Citrus Research is to conduct research to understand consumer behavior, product attributes and benefits, and increase efficiency in harvesting, handling, and processing of industry products. As a result of the Special Industry Committee recommendations and the specific disease research needs, more emphasis has been placed on internal research activities and the coordination and support of research activities through the industry and with research organizations.

It is the responsibility of Executive Direction and Support Services to oversee these activities, provide direction, administer the programs, monitor results, provide support services, and also to serve as liaison to the Florida Citrus Commission, the Governor's Office, and the Legislature. The objectives of this budget entity are two-fold. Protect the integrity of the Florida citrus industry's interest through advocacy and regulation; and provide consistent communication to the industry and legislative authorities, and to ensure fiscal accountability.

A continuation budget of approximately \$70.5 million is projected for 2008-09. Revenue projections were developed using the projected crop estimate for 2008-09 and the tax rates authorized by Chapter 601F.S.

**List of potential policy changes affecting the agency budget request or Governor's Recommended Budget.**

The Department of Citrus has no intended policy changes that will affect the Legislative Budget Request.

**List of changes which would require legislative action, including the elimination of programs, services and/or activities.**

**List of all task forces, studies, etc. in progress.**

None





## LRPP Exhibit II - Performance Measures and Standards

Department: Department of Citrus Department No.: 570000
--

Program: Citrus	Code: 57000000
Service/Budget Entity: Agriculture Products Marketing Service	Code: 57030000

**NOTE: Approved primary service outcomes must be listed first.**

Approved Performance Measures for FY 2008-09 (Words)	Approved Prior Year Standard FY 2007-08 (Numbers)	Prior Year Actual FY 2007-08 (Numbers)	Approved Standards for FY 2008-09 (Numbers)	Requested FY 2009-10 Standard (Numbers)
1. Percent of consumer recall after television orange juice advertising	63%	57%	63%	50%
2. Percent of consumer intent to purchase Florida orange juice on their next shopping trip	70%	77%	70%	65%
3. Presumed U.S. grapefruit juice consumption (measured in single strength equivalent (SSE) gallons)	55.2 million	62,500,000	55.2 million	55,200,000
4. New Measure - Grower presentations and meetings	N/A	50	50	50
5. Number of cartons of fresh orange, grapefruit, and specialty fruit shipped domestically	21,500,000	21,500,000	21,500,000	20,000,000
6. Number of cartons of fresh Florida grapefruit shipped/exported	11,000,000	11,100,000	11,100,000	11,200,000

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Citrus

Program: Citrus

Service/Budget Entity: Citrus Research/57010000

Measure: Number of health or nutrition research projects completed annually in support of potential marketing messages.

**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
10	18	8	44%

**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 type="checkbox"/> Other (Identify) |

**Recommendations:**

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Citrus  
**Program:** Citrus  
**Service/Budget Entity:** Citrus Research/57010000  
**Measure:** Number of acres mechanically harvested

**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
25,000	33,138	8,138	32.5%

**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 type="checkbox"/> Other (Identify) |

**Recommendations:**



## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Citrus  
**Program:** Citrus  
**Service/Budget Entity:** Exec Direction and Support Services/57020000  
**Measure:** Administrative cost as a percent of total agency cost

**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%	6.4%	1.4%	28%

**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:**

Majority of admin costs are fixed. Marketing expenditures were reduced in order to conserve funding for the 2008-09 season to support the increased need for citrus disease research; therefore the total budget was lower than projected.

**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:**

Reductions to total budget resulted in less program funding available; since a large part of Administrative costs are fixed, the increase to the ratio was inevitable. Payment of a settlement agreement of \$500,000 increased actual administrative costs.

**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:**

Address standard as it relates to lower budgets.

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Citrus

**Program:** Citrus

**Service/Budget Entity:** Exec Direction and Support Services/57020000

**Measure:** Administrative positions as a percent of total agency positions

**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
42%	42%	0	0

**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 type="checkbox"/> Other (Identify) |

**Recommendations:**

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Citrus  
**Program:** Citrus  
**Service/Budget Entity:** Agric Products Marketing Service/57030000  
**Measure:** Percent of consumer recall after television orange juice advertising

**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
63%	57%	(6%)	(9.5%)

**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:** Citrus disease research needs were prioritized at a higher level than marketing for 2007-08 and again in 2008-09. Reduced marketing budgets provided lower levels of consumer advertising.

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

- |  |  |
|--|--|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems      |
| <input type="checkbox"/> Legal/Legislative Change                            | <input checked="" 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:**

Citrus greening disease is requiring all attention and funding.

**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:**

Seeking outside funding sources for citrus greening disease.

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Citrus

**Program:** Citrus

**Service/Budget Entity:** Agric Products Marketing Service/57030000

**Measure:** Percent of consumer intent to purchase Florida orange juice on their next shopping trip

**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
70%	77%	7%	10%

**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 type="checkbox"/> Other (Identify) |

**Recommendations:**

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Citrus

Program: Citrus

Service/Budget Entity: Agric Products Marketing Service/57030000

Measure: Presumed U.S. grapefruit juice consumption (measured in single strength equivalent (SSE) gallons)

**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
55,200,000	62,500,000	7,300,000	13%

**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 type="checkbox"/> Other (Identify) |

**Recommendations:**

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Citrus

**Program:** Citrus

**Service/Budget Entity:** Agric Products Marketing Service/57030000

**Measure:** Grower presentations and meetings

**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
50	59	9	18%

**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:**

The citrus industry has embraced the communications efforts, creating more opportunities than expected to meet with Department staff.

**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:** Department of Citrus

**Program:** Citrus

**Service/Budget Entity:** Agric Products Marketing Service/57030000

**Measure:** Number of cartons of fresh orange, grapefruit and specialty fruit shipped domestically

**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
21,500,000	21,500,000	0	0

**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:**

**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:**

Competition in the produce section of the grocery store has turned consumers to fruits that are more convenient.

**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 Department is supporting scientific research efforts to establish fresh fruit that is easier to peel and with fewer seeds.

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Citrus  
**Program:** Citrus  
**Service/Budget Entity:** Agric Products Marketing Service/57030000  
**Measure:** Number of cartons of fresh Florida grapefruit shipped/exported

**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
11,100,000	11,100,000	0	0

**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:**

**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:**



## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Citrus

Program: Citrus

Service/Budget Entity: Citrus Research/57010000

Measure: Number of health or nutrition research reports completed annually in support of marketing messages

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:** Internal staff records. Each research scientist submits activities each year; a schedule of research/marketing projects/reports are prepared; progress is tracked by our Research Director and reported to the Florida Citrus Commission.

**Validity:** Confirmed by Florida Department of Citrus marketing staff, professional marketing agencies, and a professional/industry advisory council.

**Reliability:** Results are published and citrus commission and industry provide feedback, if applicable.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Citrus

Program: Citrus

Service/Budget Entity: Citrus Research/57010000

Measure: Number of acres mechanically harvested

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:** Mechanical harvesting contractors and growers are contacted quarterly for a total of the acres and field boxes harvested to date.

**Validity:** The harvest tracking survey is designed to measure:

- The number of contractors
- The number/type of harvesters
- The total volume of fruit that was mechanically harvested

**Reliability:** This survey provides a good estimate of the adoption and use of mechanical harvesting technologies throughout the Florida citrus industry.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** Department of Citrus

**Program:** Citrus

**Service/Budget Entity:** Agriculture Products Marketing Service/57030000

**Measure:** Percent of consumer recall after television orange juice advertising

**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:** A Consumer Tracking Study is contracted for and conducted by Data Development Worldwide (DDW), headquartered in New York with its regional office in Maitland, Florida. DDW conducts telephone interviews that typically last 25 minutes. They are conducted daily, throughout the entire year, with results reported quarterly.

**Validity:** The Consumer Tracking Study is designed to measure:

- U.S. populace attitudes regarding citrus products;
- U.S. populace usage of citrus products; and
- U.S. populace recall and responsiveness to Florida Department of Citrus (FDOC) advertising.

This document provides an excellent marketing report to evaluate the effectiveness of FDOC advertising and public relations activities. The measurement of “recall” of our advertisements and understanding consumer responsiveness to FDOC advertising message is critical to the evaluation of the program.

**Reliability:** On a quarterly basis, approximately 375 telephone interviews are conducted; 200 among the general population and 175 augments among women with children ages 6-17. Interviews are conducted among a random sample of adults at least 18 years of age, yielding a nationally representative view of the U.S. population in terms of geographic location, age, household income, ethnicity and other lifestage/demographic considerations.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** Department of Citrus

**Program:** Citrus

**Service/Budget Entity:** Agric Products Marketing Service/57030000

**Measure:** Percent of consumer intent to purchase Florida orange juice on their next shopping trip

**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:** A Consumer Tracking Study is contracted for and conducted by Data Development Worldwide (DDW), headquartered in New York with its regional office in Maitland, Florida. DDW conducts telephone interviews that typically last 25 minutes. They are conducted daily, throughout the entire year, with results reported quarterly.

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## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** Department of Citrus

**Program:** Citrus

**Service/Budget Entity:** Agric Products Marketing Service/57030000

**Measure:** Presumed U.S. grapefruit juice consumption (measured in single strength equivalent (SSE) gallons)

**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:** Tree census from United States Department of Agriculture, grower returns from Florida Citrus Mutual, and other reliable sources.

**Validity:** Economic reports validated by University of Florida (IFAS) and Florida Department of Citrus – Economic and Marketing Research.

**Reliability:** The Economic and Marketing Research department of the Florida Department of Citrus prepares a Citrus Reference Book annually which is reviewed by industry experts, published, and utilized by all citrus growers/ industry.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Citrus

Program: Citrus

Service/Budget Entity: Agric Products Marketing Service/57030000

Measure: Grower presentations and meetings

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:** On a monthly basis staff members record the number of industry presentations, meetings and conferences, along with sufficient information regarding attendees and subject matter of meeting.

**Validity:** Data can be traced back to staff and industry member calendars.

**Reliability:** A typical meeting has several staff members in attendance, therefore attendance can be verified with more than one source.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** Department of Citrus

**Program:** Citrus

**Service/Budget Entity:** Agric Products Marketing Service/57030000

**Measure:** Number of cartons of fresh orange, grapefruit, and specialty fruit shipped domestically

**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:** As required by Chapter 601, Florida Statutes and Chapter 20 of the Florida Administrative Code governing the Department of Citrus, the Florida Department of Agriculture and Consumer Services (FDACS) is assigned the responsibility to inspect and ensure quality standards are met on all fresh citrus which enters the primary channel of trade. Confirmation of this activity includes manifest and certificates of inspection from each Florida packinghouse (which includes, among other information, the number of cartons and destination of the fruit). That information is transferred to the Florida Department of Citrus (FDOC), division of economic and market research, who reports industry total movement on a monthly basis.

**Validity:** The “workload” of the Florida fresh fruit industry can be identified annually as the number of boxes to be harvested. Comparison to prior year activities, percent of the total crop and delivery to domestic or international markets are all appropriate measures of the FDOC marketing, regulatory and legislative efforts.

**Reliability:** This measurement is unique to the FDOC inasmuch as no other source captures the associated information of fresh fruit shipments. Comparison to prior years, year-end reports, as well as monthly industry publications have proven the reliability of the methodology. In addition, periodic audits are conducted on the private packinghouse, which confirm tax (advertising) payments and total fresh fruit shipments.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Citrus

Program: Citrus

Service/Budget Entity: Agric Products Marketing Service/57030000

Measure: Number of cartons of fresh Florida grapefruit shipped/exported

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:** As required by Chapter 601, Florida Statutes and Chapter 20 of the Florida Administrative Code governing the Department of Citrus, the Florida Department of Agriculture and Consumer Services (FDACS) is assigned the responsibility to inspect and ensure quality standards are met on all fresh citrus which enters the primary channel of trade. Confirmation of this activity includes manifest and certificates of inspection from each Florida packinghouse (which includes, among other information, the number of cartons and destination of the fruit). That information is transferred to the Florida Department of Citrus (FDOC), division of economic and market research, who reports industry total movement on a monthly basis.

**Validity:** The “workload” of the Florida fresh fruit industry can be identified annually as the number of boxes to be harvested. Comparison to prior year activities, percent of the total crop and delivery to domestic or international markets are all appropriate measures of the FDOC marketing, regulatory and legislative efforts.

**Reliability:** This measurement is unique to the FDOC inasmuch as no other source captures the associated information of fresh fruit shipments. Comparison to prior years, year-end reports, as well as monthly industry publications have proven the reliability of the methodology. In addition, periodic audits are conducted on the private packinghouse, which confirm tax (advertising) payments and total fresh fruit shipments.



**LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures**

Measure Number	Approved Performance Measures for FY 2008-09 (Words)	Associated Activities Title
1	Number of health or nutrition research projects completed annually in support of potential marketing messages.	Staff review and analysis of existing literature Sponsored Research Programs
2	Number of acres mechanically harvested	Sponsored Research Programs
3	Administrative cost as a percent of total agency costs	Executive Direction, Administrative Support and Information Technology
4	Administrative positions as a percent of total agency positions	Executive Direction, Administrative Support and Information Technology
5	Percent of consumer recall after television orange juice advertising	Domestic Marketing -- advertising

**LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures**

Measure Number	Approved Performance Measures for FY 2008-09 (Words)	Associated Activities Title
6	Percent of consumer intent to purchase Florida orange juice on their next shopping trip	Domestic Marketing – advertising -- public relations
7	Presumed U.S. grapefruit juice consumption (measured in single strength equivalent (SSE) gallons)	Domestic Marketing – advertising -- public relations
8	Grower presentations and meetings	Domestic Marketing
9	Number of cartons of fresh orange, grapefruit, and specialty fruit shipped domestically	Domestic Marketing – public relations
10	Number of cartons of fresh Florida grapefruit shipped/exported	International Marketing -advertising -promotions -public relations



-----  
ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:

1-8:

AID TO LOCAL GOVERNMENTS ACTIVITY ISSUE CODES SELECTED:

1-8:  
-----

TOTALS FROM SECTION I AND SECTIONS II + III:

DEPARTMENT: 57	EXPENDITURES	FCO
FINAL BUDGET FOR AGENCY (SECTION I):	67,382,496	
TOTAL BUDGET FOR AGENCY (SECTION III):	67,382,495	
	-----	-----
DIFFERENCE:	1	
(MAY NOT EQUAL DUE TO ROUNDING)	=====	=====

-----  
THE FOLLOWING STATEWIDE ACTIVITIES (ACT0010 THROUGH ACT0490) HAVE AN OUTPUT STANDARD (RECORD TYPE 5) AND SHOULD NOT:

\*\*\* NO ACTIVITIES FOUND \*\*\*

-----  
THE FCO ACTIVITY (ACT0210) CONTAINS EXPENDITURES IN AN OPERATING CATEGORY AND SHOULD NOT:  
(NOTE: THIS ACTIVITY IS ROLLED INTO EXECUTIVE DIRECTION, ADMINISTRATIVE SUPPORT AND INFORMATION TECHNOLOGY)

\*\*\* NO OPERATING CATEGORIES FOUND \*\*\*

-----  
THE FOLLOWING ACTIVITIES DO NOT HAVE AN OUTPUT STANDARD (RECORD TYPE 5) AND ARE REPORTED AS 'OTHER' IN SECTION III: (NOTE: 'OTHER' ACTIVITIES ARE NOT 'TRANSFER-STATE AGENCY' ACTIVITIES OR 'AID TO LOCAL GOVERNMENTS' ACTIVITIES. ALL ACTIVITIES WITH AN OUTPUT STANDARD (RECORD TYPE 5) SHOULD BE REPORTED IN SECTION II.)

\*\*\* NO ACTIVITIES FOUND \*\*\*

## **GLOSSARY OF TERMS AND ACRONYMS**

**Citrus Tristeza:** A virus (tristeza, also called CTV) is a viral pathogen vectored in Florida by the Brown Citrus Aphid. Tristeza causes decline and eventual death to citrus trees grown on sour orange root stock.

**FDOC** – Florida Department of Citrus