



SHANNON R. SHEPP
EXECUTIVE DIRECTOR
PHONE: 863-537-3999

STATE OF FLORIDA
DEPARTMENT OF CITRUS

605 EAST MAIN STREET / P O BOX 9010 / BARTOW, FLORIDA 33831

www.FloridaCitrus.org



J. NED HANCOCK
CHAIRMAN
FLORIDA CITRUS COMMISSION

LONG-RANGE PROGRAM PLAN

Florida Department of Citrus
Bartow, Florida

September 29, 2020

Chris Spencer, Policy Director
Office of Policy and Budget
Executive Office of the Governor
1701 Capitol
Tallahassee, Florida 32399-0001

Eric Pridgeon, Staff Director
House Appropriations Committee
221 Capitol
Tallahassee, Florida 32399-1300

Cindy Kynoch, Staff Director
Senate Committee on Appropriations
201 Capitol
Tallahassee, Florida 32399-1300

Dear Directors:

Pursuant to Chapter 216, *Florida Statutes*, our Long Range Program Plan (LRPP) for the Department of Citrus is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our mission, goals, objectives and measures for the Fiscal Year 2020-21 through Fiscal Year 2025-26. The internet website address that provides the link to the LRPP located on the Florida Fiscal Portal is <http://www.floridacitrus.org/grower/resources/finance-budget>. This submission has been approved by Shannon Shepp, Executive Director.

Sincerely,

A handwritten signature in cursive script that reads "Christine C. Marion".

Christine C. Marion, CMA, PMP
Deputy Executive Director for Administration and Finance

Maximize consumer demand for Florida citrus products to ensure the sustainability and economic well-being of the Florida citrus grower, the citrus industry and the State of Florida.

The Florida Department of Citrus is an Equal Opportunity Employer and Agency.



**The Original
Wellness Drink.™**

**FLORIDA DEPARTMENT OF CITRUS
LONG RANGE PROGRAM PLAN
2021-2022 through 2025-2026**

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AGENCY MISSION STATEMENT

Maximize consumer demand for Florida citrus products to ensure the sustainability and economic well-being of the Florida citrus grower, citrus industry, and the State of Florida.

Approved by the Florida Citrus Commission September 12, 2012

AGENCY GOALS, OBJECTIVES, AND OUTCOMES

Goal 1:

Enhance consumer demand for Florida Orange Juice in the U.S.

Objective 1A:

Execute eCommerce programs that achieve a Return on Ad Spend (ROAS) of \$3.00 or higher.

Outcome: Calculate the Return on Ad Spend (ROAS) of eCommerce programs to meet or exceed \$3.00.

| Baseline FY FY 2020-21 | FY 2021-22 | FY2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 |
|---------------------------|------------|-----------|------------|------------|------------|
| \$3.00 | \$3.00 | \$3.00 | \$3.00 | \$3.00 | \$3.00 |

Objective 1B:

Increase the percentage of consumer’s awareness of OJ promotions.

Outcome: Measure the percentage of Consumer’s awareness of OJ promotions

| Baseline FY FY 2019-20 | FY 2021-22 | FY2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 |
|---------------------------|------------|-----------|------------|------------|------------|
| 27% | 28% | 28% | 29% | 29% | 29% |

Objective 1C:

Increase the percentage of consumers that have a positive perception of OJ

Outcome: Measure the percentage of consumers that have a positive perception of OJ.

| Baseline FY FY 2019-20 | FY 2021-22 | FY2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 |
|---------------------------|------------|-----------|------------|------------|------------|
| 66% | 66% | 66% | 67% | 67% | 67% |

Objective 1D:

Increase the percentage of consumers that believe 100% OJ is a natural source of vitamins and minerals

Outcome: Measure the percentage of consumers that believe 100% OJ is a natural source of vitamins and minerals.

| Baseline FY FY 2019-20 | FY 2021-22 | FY2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 |
|---------------------------|------------|-----------|------------|------------|------------|
| 70% | 70% | 70% | 71% | 71% | 71% |

Goal 2:

Increase consumer awareness and perception of benefits of Florida Citrus products in international markets.

Objective 2A:

Increase the percentage of consumers who consider Florida Grapefruit to have superior taste over other origins.

Outcome: Percentage of consumers in international markets who consider Florida Grapefruit to be sweeter and juicier than other origins.

| International Markets | Baseline FY 2017-18 | FY 2021-22 | FY2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 |
|-----------------------|------------------------|------------|-----------|------------|------------|------------|
| Japan | 10% | 19% | 19% | 20% | 20% | 21% |
| S. Korea | 16% | 17% | 18% | 18% | 18% | 18% |
| France | 17% | 18% | 19% | 19% | 19% | 19% |
| Pan-Europe – UK | 10% | 11% | 12% | 12% | 12% | 12% |
| Canada | 14% | 15% | 16% | 16% | 16% | 16% |

Objective 2B:

Increase the percentage of consumers who are aware of Florida as an OJ supplier and associate superior taste and quality with Florida OJ

Outcome: Percentage of consumers in international markets who are aware of Florida as an OJ supplier and associate superior taste and quality with Florida OJ

| International Markets | Baseline FY 2017-18 | FY 2021-22 | FY2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 |
|-----------------------|------------------------|------------|-----------|------------|------------|------------|
| S. Korea | 40% | 41% | 42% | 42% | 42% | 42% |
| Canada | 40% | 41% | 42% | 42% | 42% | 42% |

Goal 3: Provide research support to the Florida Department of Citrus marketing and public relations programs and/or the Florida Citrus industry.

Objective 3A:

Develop and disseminate citrus industry periodic reports, marketing and production research, and citrus industry outlook updates.

Outcome 1: Number of periodic reports disseminated to the citrus industry

| Baseline FY 2017-18 | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 |
|------------------------|-----------|-----------|-----------|-----------|-----------|
| 14 | 16 | 16 | 16 | 16 | 16 |

Outcome 2: Number of unique reports that relate to economic and market research that support the citrus industry including citrus outlook updates.

| Baseline FY 2017-18 | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 |
|------------------------|-----------|-----------|-----------|-----------|-----------|
| 4 | 4 | 4 | 4 | 4 | 4 |

Outcome 3: Number of economic and market research presentations to industry groups and stakeholders

| Baseline FY 2017-18 | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 |
|------------------------|-----------|-----------|-----------|-----------|-----------|
| 4 | 4 | 4 | 4 | 4 | 4 |

Objective 3B:

Support and strengthen health and wellness education by presenting timely scientific data and information to the Florida Citrus industry and/or consumer influencers.

Outcome: Number of research presentations to industry groups, stakeholders, and influencers

| Baseline FY 2017-18 | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 |
|------------------------|-----------|-----------|-----------|-----------|-----------|
| 7 | 12 | 13 | 14 | 15 | 15 |

Objective 3C:

Administer funding to scientific research projects through sponsored research or through programs such as NVDMC.

Outcome: Number of active projects and/or contracts

| Baseline FY 2017-18 | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 |
|------------------------|-----------|-----------|-----------|-----------|-----------|
| 5 | 5 | 4 | 5 | 4 | 5 |

EXECUTIVE OFFICE OF THE GOVERNOR LINKAGE TO GOVERNOR'S PRIORITIES

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

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

PRIORITY #3 - ECONOMIC DEVELOPMENT AND JOB CREATION

Goal 1: Enhance consumer demand for Florida Orange Juice in the U.S.
(Improve & sustain employment in Florida Citrus industry, foster opportunities for prosperity, and increase Florida's attractiveness to visitors and consumers)

Goal 2: Increase consumer awareness and perception of benefits of Florida Citrus products in international markets. *(Grow Florida Businesses and Expand global commerce)*

Goal 3: Provide research support to the Florida Department of Citrus marketing and public relations programs and/or the Florida Citrus industry. *(Grow Florida Businesses and Expand global commerce)*

TRENDS AND CONDITIONS STATEMENT

Background

The Florida Department of Citrus (hereinafter referred to as the “Department” or “FDOC”), headquartered in Bartow, 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 nine-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 an assessment 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 international marketing programs.

Recent economic changes and a reduction in Florida Citrus production have necessarily changed the Department’s focus to improving the relevance of Florida Citrus to consumers who are more sensitive to the price/value relationship in the marketplace. In September 2012, the Florida Citrus Commission adopted a mission statement and accompanying values statement and three key strategic initiatives which are supportive of today’s marketplace for Florida Citrus. The strategic initiatives provide the roadmap for Department staff to focus on the core responsibilities of marketing, research, and regulating product quality for all Florida Citrus products.

Mission

The mission of the FDOC is to maximize consumer demand for Florida Citrus products to ensure the sustainability and economic well-being of the Florida Citrus grower, the citrus industry, and the State of Florida.

Challenges and Opportunities

The Florida Citrus industry continues to be one of the leading producers of orange juice, fresh grapefruit, and grapefruit juice in the world, and continues to provide significant economic contributions to the communities in Florida it serves. At the same, the industry is facing significant challenges to production since the introduction of HLB, also known as citrus greening disease. The disease has affected tens of thousands of citrus acres around the state since it was first detected in Florida Citrus crops in 2005, and actual and forecasted citrus production has declined accordingly (see Table below). In addition, the industry incurred further losses when Hurricane Irma crossed through the majority of Florida’s citrus producing regions in September 2017. Uncertainty in the wake of Hurricane Irma led to a substantial increase in

orange juice and grapefruit juice imports that negatively impacts the value of Florida production in the short run.

| Actual and Forecasted Production for Round Oranges, Grapefruit and Specialty Citrus | | | |
|---|----------------------------|------------|------------------------|
| Season | Oranges ^a | Grapefruit | Specialty ^e |
| | million boxes* | | |
| 2005-06 ^b | 147.70 | 19.30 | 7.60 |
| 2006-07 ^b | 129.00 | 27.20 | 5.85 |
| 2007-08 ^b | 170.20 | 26.60 | 7.00 |
| 2008-09 ^b | 162.50 | 21.70 | 5.00 |
| 2009-10 ^b | 133.70 | 20.30 | 5.35 |
| 2010-11 ^b | 140.50 | 19.75 | 5.80 |
| 2011-12 ^b | 146.70 | 18.85 | 5.44 |
| 2012-13 ^b | 133.40 | 18.35 | 4.35 |
| 2013-14 ^b | 104.70 | 15.65 | 3.78 |
| 2014-15 ^b | 96.95 | 12.90 | 2.93 |
| 2015-16 ^b | 81.70 | 10.80 | 1.81 |
| 2016-17 ^b | 68.85 | 7.76 | 1.62 |
| 2017-18 ^b | 45.05 | 3.88 | 0.75 |
| 2018-19 ^b | 71.85 | 4.51 | 0.99 |
| 2019-20 ^c | 67.30 | 4.85 | 1.02 |
| 2020-21 ^d | 66.19 | 5.317 | 1.00 |
| 2021-22 ^d | 66.00 | 5.30 | 1.00 |
| 2022-23 ^d | 66.30 | 5.30 | 1.00 |
| 2023-24 ^d | 66.85 | 5.30 | 1.00 |
| 2024-25 ^d | 66.92 | 5.30 | 1.00 |
| 2025-26 ^d | 67.12 | 5.30 | 1.00 |

^a Includes Temples through 2014-15 season
^b Florida Agricultural Statistics Service
^c Preliminary
^d Florida citrus forecasts for 2020-21 through 2025-26 are projected by EMRD based on current crop production trends, including expected tree yields for younger trees. Future commercial tree plantings, reduced attrition rates, and improved yields are the factors that would increase future production estimates. An increase in abandoned acreage would reduce estimates.
^e Includes Temples starting 2015-16 season.

The toll from citrus greening suggests a downward forecasted trend of sales over the short to medium term, which have been compounded by the losses sustained due to Hurricane Irma. Maintaining demand for Florida Citrus in the short-term and positioning global markets for growth in the long-term is imperative to the success of the Florida Citrus industry – an industry that, despite its current challenges, still generates an economic impact of over \$6.5 billion dollars for the State of Florida and supports more than 37,000 jobs.

The industry is fighting for its survival with hundreds of millions of industry, state, and federal dollars going toward research to find a cure for the devastating greening disease. FDOC is confident that these efforts will prove to be successful in the long-run and the Florida Citrus industry will overcome this disease and the effects of Hurricane Irma – as it has with similar diseases and natural disasters in the past. Even amidst reductions to FDOC’s budget, investments in marketing are equally important to preserve established markets for Florida

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

Citrus, maintain relevance, and support rising prices. This will ensure future sales growth is possible once production begins to rebound.

In addition to production issues, Florida Citrus growers are also facing the challenges associated with declining demand for grapefruit, grapefruit juice, and orange juice. Grapefruit consumption has steadily decreased over the last decade, in part due to unfounded reports about grapefruit's possible interaction with certain medications. Orange juice has faced similar problems as a result of the media positioning 100% OJ as an unhealthy beverage because of its sugar content.

Both domestically and internationally, the Florida Citrus Commission has directed the Department to focus its goals and objectives on Florida Orange and Grapefruit Juices and fresh Florida grapefruit as premium products that command higher prices than competing citrus. Programs will focus on the nutritional benefits of Florida Orange Juice, Grapefruit Juice and fresh Florida Grapefruit as well as Florida origin and its premium quality. This is accomplished through consumer education and engagement efforts using eCommerce, influencers, digital communications, social media, issues management, media relations and consumer/trade communications. To measure the marketing program's effectiveness, consumer's awareness, attitudes and perceptions of Florida Citrus products and consumer intent to purchase Florida Citrus are tracked. Recent efforts are focused on developing new messaging and expanding programs to include retail marketing that will make a positive impact on 100% orange juice sales in specific markets.

Domestic

FDOC's domestic marketing programs have recently focused on protecting and defending the Florida Citrus industry through a strategy that integrates both proactive and reactive elements:

1. Implement marketing programs that drive consumer purchase of Florida Orange Juice in channels where consumers most actively participate.
2. Educate and engage consumer audiences on the nutritional benefits of Florida Orange Juice as well as offset any incorrect information regarding the sugar content of Florida Orange Juice.
3. Educate the media and influencers about the nutritional benefits of Florida Orange Juice as well as offset any incorrect information regarding the sugar content of Florida Orange Juice.
4. Engage and educate consumers about the superior quality of Florida Grapefruit and Florida Orange Juice.

To implement the first strategic element, the FDOC has developed and executed eCommerce programs with online retailers including Instacart and Walmart as well as airing :15 and :30 commercials that run in Over-the-top (OTT) television which is delivered to consumers via streaming TV on their smartTVs and apps. Additionally, the FDOC has ramped up existing issues-management programs and conducted activities aimed at talking to influencers, such as registered dietitians and credentialed experts, one-on-one and in food/agriculture spaces. Furthermore, the Department has provided media and influencers with credible resources about the state of the industry. The tactics employed in the proactive engagement of consumers involve the publication of digital content, such as recipes and quick and engaging videos . These were created and used to engage with the audience and deliver the OJ nutrition message. Such messaging has been successfully activated during key moments of the year, such as during holiday and cold and flu seasons. FDOC program activities have also included partnering with bloggers and nutrition influencers as a third-party, trusted voice to assist in communicating the overall benefits of Florida Orange Juice.

International

At the international level, the FDOC's long-term strategy will utilize a mix of consumer PR, retail and trade promotion, and foodservice marketing efforts to:

1. Increase consumer awareness of the Florida origin and the "Florida Difference" by consistently emphasizing the superior quality and taste of Florida Grapefruit, by highlighting Florida Grapefruit's juiciness and sweetness compared to other origins, and its peak fresh-market season (January to April).
2. Emphasize the numerous health, wellness, and beauty attributes of Florida Citrus, and the dietary benefits of Florida Grapefruit, Orange Juice and Grapefruit Juice.
3. Expand the occasions in which Florida Citrus is consumed by highlighting diverse culinary and mixology application possibilities.
4. Support importers, wholesalers, and retailers who have a good Florida strategy (i.e., willingness to distinguish Florida as the most premium citrus) or are willing to develop one.
5. Position Florida Orange Juice within the current health conscious trend, while educating consumers that Florida Orange Juice consumption is part of an overall healthy lifestyle by emphasizing the Amazing 5 (www.floridacitrus.org/oj/health-nutrition/florida-orange-juice-nutrition/).
6. Vigorously defend the category against the increasing tide of criticism regarding the sugar content of Florida Orange Juice, reminding consumers that there's no added sugar in 100 percent OJ, and that it's one of the most nutrient dense and best tasting fruit juices.

These strategic aims are attained through a range of promotional and public relations tactics. Promotional events and point of sale materials customized to retail, wholesale and foodservice settings serve to increase awareness of Florida Citrus products and the diversity of their taste profiles, as well as the premium quality and health benefits of Florida Citrus. A combination of paid and social media campaigns, as well as partnerships with local spokespersons in international markets, ensures the delivery of seasonally relevant messaging to promote Florida Citrus products.

Ultimately, this strategy aims to build awareness, premium justification, and demand, which will in turn maintain and expand relevance for Florida Citrus in the current climate of production challenges and high prices.

Budget Entities

The services we provide are under three budget entities: agricultural products marketing, citrus research and executive direction and administrative support.

The main activity of the Agricultural Products Marketing Service continues to be marketing and promotion of Florida Citrus products, executing marketing initiatives in the United States, Canada, Europe, and Asia. Greening disease (HLB) has dramatically reduced citrus crops causing reduced Department budgets and limiting the supply of citrus products available for consumption, and higher prices due to lower supply. In order to maintain relevance and demand for Florida Citrus in this environment, the department has developed strategies and objectives to build awareness and improve perception of the benefit of Florida Citrus, overcome barriers to affinity for Florida Citrus products, and ensure the future of the Florida Citrus industry.

The objective of Citrus Research is to conduct research to understand consumer behavior, product attributes and benefits, and to explore health and wellness benefits of Florida Citrus. Economic research provides valuable information to the industry. The results of this research will be used in future public relations and marketing programs. The Citrus Research group also oversees the development of new citrus varieties which will meet consumer preferences and be resistant to diseases, such as greening.

It is the responsibility of Executive Direction and Support Services to oversee marketing and research activities, provide direction, administer the programs, monitor results, provide support services, and 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, ensuring fiscal accountability.

The Department received \$5.65 million in general revenue funds for 2018-19, to fund programs that support our marketing and public relations objectives, and one program to support research into development of new citrus varieties. The legislature decreased its general revenue funding support of FDOC in 2019-20 to \$1.6 million, which provided the opportunity to continue the work for new citrus varieties but reducing programming for consumer engagement and education programs. The legislature once again provided \$5.65 million in general revenue funding for FY2020-21 to support increased efforts to maintain and enhance demand for Florida Citrus.

An operating budget of approximately \$19.8 million is projected for 2020-21 which includes a general revenue allocation of \$5.65 million to support increased marketing efforts and the continued work for new citrus varieties. Revenue projections were developed using an early crop projection for 2020-21 and the assessment rates authorized by Chapter 601 F.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.

No legislative action is anticipated this year.

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

None

Performance Measures and Standards

LRPP

EXHIBIT II

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 2020-21 (Words) | Approved Prior Year Standard FY 2019-20 (Numbers) | Prior Year Actual FY 2019-20 (Numbers) | Approved Standards for FY 2020-21 (Numbers) | Requested FY 2021-22 Standard (Numbers) |
|---|--|---|--|--|
| 1. Return on Ad Spend (ROAS) of Commerce programs | NA | NA | \$3.00 | \$3.00 |
| 2. Percentage of Consumer's awareness of OJ promotions | NA | NA | 27% | 28% |
| 3. Percentage of consumers that have a positive perception of OJ | NA | NA | 66% | 66% |
| 4. Percentage of consumers in international markets who consider Florida Grapefruit to be sweeter and juicier than other origins | | | | |
| Japan | 17% | 43% | 18% | 19% |
| S. Korea | 17% | 45% | 17% | 17% |
| France | 17% | 38% | 18% | 18% |
| Pan-Europe – UK | 10% | 14% | 11% | 11% |
| Canada | 15% | 32% | 15% | 15% |
| 5. Percentage of consumers in international markets who are aware of Florida as an OJ supplier and associate superior taste and quality with Florida OJ | | | | |
| S. Korea | 41% | 52% | 41% | 41% |
| Canada | 41% | 42% | 41% | 41% |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Assessment of Performance for Approved Performance Measures

LRPP

EXHIBIT III

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Citrus

Program: Citrus

Service/Budget Entity: Citrus Research/57010000

Measure: Number of scientific research presentations to industry groups, stakeholders, and influencers

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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| 10 | 9 | -1 | -10% |

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: During the summer and fall of 2019, the department was working to redefine how to reach consumers and influencers. This required a change to the meeting and conference focus, and thus a reduction in presentations in the fall.

External Factors (check all that apply):

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

Explanation: In the spring of 2020, travel and conferences were limited due to the COVID-19 pandemic, and many were rescheduled for the following fiscal year.

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

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

Recommendations: The department began to make the shift to web-based presentations and education events later in the fiscal year. Periodic webinars on various research topics will be presented in the coming year. Due to the increased on-line environment in all sectors, participation in additional conferences and meetings will become possible.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Citrus
Program: Citrus
Service/Budget Entity: Executive Direction & Support Services/57020000
Measure: Administrative Costs as a percentage of Total Agency Costs

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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| 10% | 12.3% | +2.3% | +23% |

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 Due to reduced crops and lower assessment rates, revenue is at an all-time low. With the loss of \$4.0 million in general revenue for FY2019-20, the fixed costs in administration are a higher percentage of overall budget.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input checked="" 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: Due to reduced crops and lower assessment rates, revenue is at an all-time low. With the loss of \$4.0 million in general revenue for FY2019-20, the fixed costs in administration are a higher percentage of overall budget.

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

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

Recommendations: The department continues to explore all avenues to reduced administrative and support costs. At the end of FY2019-20, we removed all services from the SDC, which will result in a cost saving for future years. We continuously review all vacancies for possible reductions in staff or salary, while continuing to meet the needs of the industry and state regulations.

Performance Measure Validity and Reliability

LRPP

EXHIBIT IV

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Citrus

Program: Citrus

Service/Budget Entity: Agric Products Marketing/57030000

Measure: Return on Ad Spend (ROAS) of eCommerce 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:

Edible, Inc., marketing agency implementing eCommerce programs.
Calculation of return of attributed sales divided by ad spend

Validity: The new measure accurately measures the performance of the eCommerce programs which play an important role in achieving FDOC marketing goals and objectives.

Reliability:

The performance measure is provided by ecommerce retail partners and recalculated internally to ensure accuracy.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Citrus

Program: Citrus

Service/Budget Entity: Agric Products Marketing/57030000

Measure: Percentage of consumer's awareness of OJ promotions

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:

FDOC Consumer OJ Tracker administered by the University of Florida Agricultural Marketing Research Center. The data consists of monthly survey of 500 respondents launched in July 2016 that is demographically and geographically representative of the US population. Ages 18+. Primary or Shared Shopping responsibility. The methodology is detailed in the following publication: Heng Y, Ward RW, House LA, Zansler M. Assessing key factors influencing orange juice demand in the current US market. *Agribusiness*. 2019; 35:501–515. <https://doi.org/10.1002/agr.21596>

Validity:

The new measure accurately measures the performance of our current public relations and marketing programs

Reliability:

The performance measure is evaluated based on responses to valid, internally consistent survey questions appearing in each monthly survey instrument. The survey instrument is consistently administered to a geographic and demographically representative sample of consumers.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Citrus
Program: Citrus
Service/Budget Entity: Agric Products Marketing/57030000
Measure: Percentage of consumers that have a positive perception of OJ

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:

FDOC Consumer OJ Tracker administered by the University of Florida Agricultural Marketing Research Center. The data consists of monthly survey of 500 respondents launched in July 2016 that is demographically and geographically representative of the US population. Ages 18+. Primary or Shared Shopping responsibility. The methodology is detailed in the following publication: Heng Y, Ward RW, House LA, Zansler M. Assessing key factors influencing orange juice demand in the current US market. Agribusiness. 2019; 35:501–515.<https://doi.org/10.1002/agr.21596>

Validity:

The new measure accurately measures the performance of our current public relations and marketing programs.

Reliability:

The performance measure is evaluated based on responses to valid, internally consistent survey questions appearing in each monthly survey instrument. The survey instrument is consistently administered to a geographic and demographically representative sample of consumers.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Citrus

Program: Citrus

Service/Budget Entity: Agric Products Marketing/57030000

Measure: Percentage of consumers that believe 100% OJ is a natural source of vitamins and minerals

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:

FDOC Consumer OJ Tracker administered by the University of Florida Agricultural Marketing Research Center. The data consists of monthly survey of 500 respondents launched in July 2016 that is demographically and geographically representative of the US population. Ages 18+. Primary or Shared Shopping responsibility. The methodology is detailed in the following publication: Heng Y, Ward RW, House LA, Zansler M. Assessing key factors influencing orange juice demand in the current US market. *Agribusiness*. 2019; 35:501–515. <https://doi.org/10.1002/agr.21596>

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Office of Policy and Budget – July 2020

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Citrus
Program: Citrus
Service/Budget Entity: Agric Products Marketing/57030000
Measure: Percentage of consumers in international markets who consider Florida Grapefruit to be sweeter and juicier than other origins

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:

International Tracker Study – University of Florida

Florida Agricultural Market Research Center

Online surveys of approximately 8,000 consumers fielded in the spring of each year.

Representative sample of female food shoppers ages 20+ in the following countries:

Belgium

Canada

France

Japan

Netherlands

S. Korea

United Kingdom

United States

Validity:

The new measures accurately measure the performance of our current public relations and marketing programs using demographically and geographically sample of consumers for each respective market in conjunction with summary analysis commonly used in evaluating the effectiveness of generic promotion.

Reliability:

The performance measure is evaluated based on responses to valid, internally consistent survey questions appearing in each annual survey instrument. The survey instrument is consistently administered to a geographic and demographically representative sample of consumers in each country annually.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Citrus

Program: Citrus

Service/Budget Entity: Agric Products Marketing/57030000

Measure: Percentage of consumers in international markets who are aware of Florida as an OJ supplier and associate superior taste and quality with Florida OJ

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:

International Tracker Study – University of Florida

Florida Agricultural Market Research Center

Online surveys of approximately 8,000 consumers fielded in the spring of each year.

Representative sample of female food shoppers ages 20+ in the following countries:

Belgium

Canada

France

Japan

Netherlands

S. Korea

United Kingdom

United States

Validity:

The new measures accurately measure the performance of our current public relations and marketing programs using demographically and geographically sample of consumers for each respective market in conjunction with summary analysis commonly used in evaluating the effectiveness of generic promotion.

Reliability:

The performance measure is evaluated based on responses to valid, internally consistent survey questions appearing in each annual survey instrument. The survey instrument is consistently administered to a geographic and demographically representative sample of consumers in each country annually.

Office of Policy and Budget – July 2017

Associated Activities Contributing to Performance Measures

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EXHIBIT V

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

| Measure Number | Approved Performance Measures for FY 2020-21 (Words) | Associated Activities Title |
|----------------|--|--|
| 1 | Number of active sponsored research programs within fiscal year | Citrus Research – sponsored research |
| 2 | The number of unique internal projects and external collaborations | Citrus Research – industry research |
| 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 | Return on Ad Spend (ROAS) of eCommerce programs | Domestic Marketing Measure of success of eCommerce programs |

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

| Measure Number | Approved Performance Measures for FY 2020-21 (Words) | Associated Activities Title |
|----------------|---|---|
| 6 | Percentage of consumer awareness of OJ promotions | Domestic Marketing retail promotions advertising |
| 7 | Percentage of consumers that have a positive perception of OJ | Domestic Marketing public relations (consumer engagement) |
| 8 | Percentage of consumers that believe 100% OJ is a natural source of vitamins and minerals | |
| 9 | Number of cartons of fresh orange, grapefruit, and specialty fruit shipped domestically | Domestic Marketing public relations retail promotions |
| 10 | Number of cartons of fresh Florida grapefruit shipped/exported | International Marketing -advertising -promotions -public relations |
| | | |

Agency-Level Unit Cost Summary

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EXHIBIT VI

GLOSSARY OF TERMS AND ACRONYMS

Citrus Greening Disease (HLB) – also called Huanglongbing or yellow dragon disease, is a bacterial disease caused by a vector-transmitted pathogen spread by psyllid insects. HLB causes premature decline in the health of the citrus trees with small, irregularly-shaped fruit that remains green at the bottom and tastes bitter. The disease is responsible for the rapid decrease in Florida citrus production since it was first discovered in 2005.

FCC – Florida Citrus Commission

FDOC – Florida Department of Citrus