



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](http://www.FloridaCitrus.org)



STEVE JOHNSON  
CHAIRMAN  
FLORIDA CITRUS COMMISSION

LONG-RANGE PROGRAM PLAN

Florida Department of Citrus  
Bartow, Florida

September 30, 2021

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

Tim Sadberry, 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 2021-22 through Fiscal Year 2026-27. 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  
2022-2023 through 2026-2027**

**FloridaCitrus.org**

# TABLE OF CONTENTS

<b>Title Sheet .....</b>	<b>1</b>
<b>Table of Contents .....</b>	<b>2</b>
<b>Agency Mission Statement .....</b>	<b>3</b>
<b>Agency Goals, Objectives, Outcomes with Performance Projection Tables .....</b>	<b>4</b>
<b>Linkage to Governor’s Priorities .....</b>	<b>7</b>
<b>Trends &amp; Conditions Statement .....</b>	<b>8</b>
<b>Performance Measures and Standards.....</b>	<b>13</b>
<b>Performance Measure Validity and Reliability.....</b>	<b>17</b>
<b>Associated Activity Contributing to Performance Measures .....</b>	<b>24</b>
<b>Agency-Level Unit Cost Summary .....</b>	<b>26</b>
<b>Glossary of Terms &amp; Acronyms .....</b>	<b>27</b>

# **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 2019-20	FY 2022-23	FY2023-24	FY 2024-25	FY 2025-26	FY 2026-27
\$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 2022-23	FY2023-24	FY 2024-25	FY 2025-26	FY 2026-27
27%	28%	29%	29%	29%	29%

**Objective 1C:**

Increase the percentage of consumers of OJ media.

Outcome: Measure the percentage of consumers of OJ media.

Baseline FY FY 2020-21	FY 2022-23	FY2023-24	FY 2024-25	FY 2025-26	FY 2026-27
31%	28%	29%	29%	29%	29%

**Objective 1D:**

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 2022-23	FY2023-24	FY 2024-25	FY 2025-26	FY 2026-27
66%	66%	67%	67%	67%	67%

**Objective 1E:**

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 2022-23	FY2023-24	FY 2024-25	FY 2025-26	FY 2026-27
70%	70%	71%	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 2022-23	FY2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Japan	10%	19%	20%	20%	21%	21%
S. Korea	16%	18%	18%	18%	18%	18%
France	17%	19%	19%	19%	19%	19%
Pan-Europe – UK	10%	12%	12%	12%	12%	12%
Canada	14%	16%	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 2022-23	FY2023-24	FY 2024-25	FY 2025-26	FY 2026-27
S. Korea	40%	20%	20%	20%	20%	21%
Canada	40%	20%	20%	20%	20%	21%

**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	FY 2022-23	FY2023-24	FY 2024-25	FY 2025-26	FY 2026-27
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	FY 2022-23	FY2023-24	FY 2024-25	FY 2025-26	FY 2026-27
4	4	4	4	4	4

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

Baseline FY 2017-18	FY 2022-23	FY2023-24	FY 2024-25	FY 2025-26	FY 2026-27
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	FY 2022-23	FY2023-24	FY 2024-25	FY 2025-26	FY 2026-27
7	13	14	15	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	FY 2022-23	FY2023-24	FY 2024-25	FY 2025-26	FY 2026-27
5	4	5	4	5	4

# 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; the industry is still in recovery mode four seasons later. Uncertainty in the

wake of Hurricane Irma led to a substantial increase in orange juice and grapefruit juice imports that negatively impacted the value of Florida production by 2019.

Actual and Forecasted Production for Round Oranges, Grapefruit and Specialty Citrus			
Season	Oranges <sup>a</sup>	Grapefruit	Specialty <sup>e</sup>
	..... million boxes* .....		
2005-06 <sup>b</sup>	147.70	19.30	7.60
2006-07 <sup>b</sup>	129.00	27.20	5.85
2007-08 <sup>b</sup>	170.20	26.60	7.00
2008-09 <sup>b</sup>	162.50	21.70	5.00
2009-10 <sup>b</sup>	133.70	20.30	5.35
2010-11 <sup>b</sup>	140.50	19.75	5.80
2011-12 <sup>b</sup>	146.70	18.85	5.44
2012-13 <sup>b</sup>	133.40	18.35	4.35
2013-14 <sup>b</sup>	104.70	15.65	3.78
2014-15 <sup>b</sup>	96.95	12.90	2.93
2015-16 <sup>b</sup>	81.70	10.80	1.81
2016-17 <sup>b</sup>	68.85	7.76	1.62
2017-18 <sup>b</sup>	45.05	3.88	0.75
2018-19 <sup>b</sup>	71.85	4.51	0.99
2019-20 <sup>b</sup>	67.40	4.85	1.02
2020-21 <sup>c</sup>	52.80	4.10	1.00
2021-22 <sup>d</sup>	51.48	3.16	1.00
2022-23 <sup>d</sup>	51.22	3.01	1.00
2023-24 <sup>d</sup>	51.70	3.04	1.00
2024-25 <sup>d</sup>	52.15	3.00	1.00
2025-26 <sup>d</sup>	53.80	2.96	1.00
2026-27 <sup>d</sup>	54.40	2.95	1.00

<sup>a</sup> Includes Temples through 2014-15 season  
<sup>b</sup> Florida Agricultural Statistics Service  
<sup>c</sup> Preliminary  
<sup>d</sup> Florida citrus forecasts for 2021-22 through 2026-27 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.  
<sup>e</sup> 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 \$6.6 billion dollars for the State of Florida and supports more than 32,000 jobs and provides \$140 million on total state and local tax contributions.

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 faced with the challenge of maintaining demand for grapefruit, grapefruit juice, and orange juice for the long-term. 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 ([www.floridacitrus.org/oj/health-nutrition/florida-orange-juice-nutrition/](http://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. Scientific Research includes funding observational and clinical studies to investigate the nutritional and health benefits of Florida Citrus.

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.

The legislative budget submitted includes a request for nonrecurring general revenue for maintenance/renovation of two buildings adjacent to Citrus headquarters building in Bartow. The buildings require maintenance in order to bring them into compliance with Florida building code and to become ADA compliant.

### **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: Citrus Research	Code: 57010000

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

Approved Performance Measures for FY 2021-22 (Words)	Approved Prior Year Standard FY 2020-21 (Numbers)	Prior Year Actual FY 2020-21 (Numbers)	Approved Standards for FY 2021-22 (Numbers)	Requested FY 2022-23 Standard (Numbers)
Number of Periodic Reports disseminated to industry	14	17	16	17
Number of unique reports that relate to economic and market research supporting citrus industry including outlook updates	4	5	4	4
Number of economic and market research presentations to industry groups and stakeholders	4	14	4	10
Number of research presentations to industry groups, stakeholders, and influencers	10	12	12	13
Number of active projects and/or sponsored research contracts	5	7	4	4

## LRPP Exhibit II - Performance Measures and Standards

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

Program: Citrus	Code: 57000000
Service/Budget Entity: Exec Direction & Support	Code: 57020000

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

Approved Performance Measures for FY 2021-22 (Words)	Approved Prior Year Standard FY 2020-21 (Numbers)	Prior Year Actual FY 2020-21 (Numbers)	Approved Standards for FY 2021-22 (Numbers)	Requested FY 2022-23 Standard (Numbers)
Administrative cost as a percent of total agency costs	10%	10%	10%	10%
Administrative positions as a percent of total agency positions	46%	44%	50%	50%

*Office of Policy and Budget - June 2021*



## LRPP Exhibit II - Performance Measures and Standards

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

Program: Citrus	Code:
Service/Budget Entity: Agric Products Marketing/57030000	Code:

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

Approved Performance Measures for FY 2021-22 (Words)	Approved Prior Year Standard <b>FY 2020-21</b> (Numbers)	Prior Year Actual <b>FY 2020-21</b> (Numbers)	Approved Standards for <b>FY 2021-22</b> (Numbers)	Requested <b>FY 2022-23</b> Standard (Numbers)
Return on Ad Spend (ROAS) of eCommerce programs meet or exceed \$3.00	\$3.00	\$9.73	\$3.00	\$3.00
Percentage of consumers awareness of OJ promotions	27%	24%	28%	28%
New Measure - Percentage of consumers awareness of OJ Media	NA	NA	NA	28%
Percentage of consumers that have a positive perception of OJ	66%	71%	66%	66%
Percentage of consumers that believe 100% OJ is a natural source of vitamins and minerals	70%	75%	70%	70%
Percentage of consumers in international markets who consider Florida Grapefruit to be sweeter and juicier than other origins				
Japan	12%	59%	19%	19%
South Korea	17%	51%	17%	18%
France	18%	40%	18%	19%
Pan-Europe/UK	11%	9%	11%	12%
Canada	15%	33%	15%	16%
Percentage of consumers in international markets who are aware of Florida as an OJ supplier and associate superior taste and quality with Florida OJ				
South Korea	41%	30%	41%	42%
Canada	41%	46%	41%	41%

Office of Policy and Budget - June 2021

# **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:** Agric Products Marketing/57030000  
**Measure:** Percentage of Consumer's Awareness of OJ Promotions

**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
27%	24%	3	-11.7%

**Factors Accounting for the Difference:**

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

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

**Explanation:**

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

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

**Explanation:**

During this same period of time, the overall marketing spend by OJ brands decreased contributing to the decline of 11.7% from previous year in consumers awareness of OJ promotions. However, consumers awareness of OJ media increased by 11.09% during the same time period helping to offset declines in awareness of OJ promotions. This ultimately resulted in 71% of consumers having a positive perception of OJ, an increase of 7.3% from the previous year. A measure of OJ media will be included in future assessments to provide a clearer picture of consumer's overall awareness of OJ promotions as well as media and their attitudes and perceptions around OJ.

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

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

**Recommendations:**

# **Performance Measure Validity and Reliability**

**LRPP**

**EXHIBIT IV**

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Florida Department of Citrus

Program: Economic and Market Research

Service/Budget Entity: \_\_\_\_\_

Measure: Number of Periodic Reports disseminated to the industry

**Action** (check one):

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

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

The data originates from various governmental and private sources and is processed through established procedures and internal review for errors/anomalies to ensure the data is valid before being compiled into a periodic report and disseminated. The number of periodic reports is tracked using a spreadsheet.

### **Validity:**

The raw data originates from known and trusted sources.

### **Reliability:**

The standard operating procedure can be reproduced to ensure accuracy.

*Office of Policy and Budget – June 2018*

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Florida Department of Citrus

Program: Economic and Market Research

Service/Budget Entity: \_\_\_\_\_

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

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:

Economic research reports are disseminated to key industry stakeholders and other researchers for peer-review and feedback. Authors of reports provide reviewers with response and make revisions when appropriate. The number of unique reports is tracked using a spreadsheet.

### Validity:

Peer review is an effective quality control measure used to ensure that the assumptions, methodology and data of each research study is valid.

### Reliability:

Peer review process works to effectively reinforce confidence in the results of the research.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Florida Department of Citrus

Program: Economic and Market Research

Service/Budget Entity: \_\_\_\_\_

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

**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:**

Economic and market research presentations are disseminated to key industry stakeholders and other researchers for peer-review and feedback before and after presentations. The number of presentations and feedback will be tracked using a spreadsheet.

### **Validity:**

Peer review and audience feedback is an effective quality control measure used to ensure that the presentation is clear, and information is valid.

### **Reliability:**

The feedback process works to effectively reinforce the usefulness of presentations to industry and ensure the work of the department is shared by all.

*Office of Policy and Budget – June 2018*

# **Associated Activities Contributing to Performance Measures**

**LRPP**

**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**

**LRPP**

**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

