

oppaga

Justification Review



September 2000

Report No. 00-10

Corporations Program Operates Well; Its Fee System Needs Streamlining

at a glance

The Corporations Program is meeting the needs of businesses and citizens of the state. However, the program could be improved by

- creating a departmental information management center to serve as a basis for sharing and reporting costs and services by all users;
- simplifying the program's fee structure to improve customer convenience and accountability; and
- modifying performance measures to more accurately report the program's workload and customer satisfaction.

The Legislature may wish to consider two policy options regarding the program.

- Update Florida law governing secured transactions by adopting a modification to the Uniform Commercial Code proposed by the National Conference of Commissioners for Uniform State Laws.
- Increase legislative budget flexibility by requiring program-generated funds to be deposited into general revenue rather than transferred to various trust funds.

Purpose

State law directs the Office of Program Policy Analysis and Government Accountability to complete a justification review of each state agency program that is operating under a performance-based program budget (PB²).¹ This report reviews the performance and identifies policy alternatives for the Department of State's Corporations Program. Appendix A summarizes our conclusions regarding each of nine issue areas the law directs OPPAGA to consider in a program evaluation and justification review.

Background

Businesses must operate within a legal framework established by constitutional, statutory, and case law. These laws provide that businesses may operate in Florida under a variety of corporate, limited liability, and partnership entities, but must register with the Corporations Program and file annual reports. Persons wishing to use a fictitious name or trademark in a business must also register this information.² These registrations and reports allow corporate officers or partners to be identified by the public and held accountable for their actions as well as help to prevent businesses from misrepresenting themselves in transactions.

¹ Section 11.513, *F.S.*

² A fictitious name is anything other than an individual's legal name. Registration of that name is required if it is used in business so as to inform the public of who is actually conducting business.

Florida's Uniform Commercial Code allows lenders to file liens on property that is held as collateral for loans. This makes the information available to other potential lenders. The Corporations Program files and maintains a database registry of most of these liens. Liens on crops, timber, minerals, and fixtures are filed with each county clerk of the circuit court. Although actual loan documents and the courts ultimately determine settlements of loan defaults or bankruptcies, the registry assists in preventing the same collateral from unknowingly being used to secure multiple loans.

In Fiscal Year 1999-2000, the program registered over 125,000 corporations, nearly 65,000 fictitious names, and over 1,400 trademarks. The program also filed nearly 246,000 Uniform Commercial Code secured transaction documents during the year. In total, the program's database contains 76 million official records.

The program charges fees for these services.³ These fees cover all program costs as well as assist in the funding of other programs. In Fiscal Year 1999-2000, the program collected \$141 million in fees and fines. For this period, the program's operating expenditures were \$12 million. Of the remaining revenues, \$24 million was transferred to other program trust funds, and \$105 million was deposited into general revenue through transfers and as trust fund service fees. The program was authorized staffing of 191 FTE employee positions. For Fiscal Year 2000-01, the program was appropriated \$11.7 million and 191 FTE.⁴

Program Need —————

The program's services are essential state government functions that contribute to the stability of the business environment and thus the state's economy. Businesses depend upon the reliability and availability of information recorded by the program in order to make

loans and business transactions, and the filing of these data serves the public benefit of ensuring accountability and preventing misrepresentation within Florida's business environment. Without accurate and readily available information on businesses and liens, fraud and misrepresentation could increase and the resulting costs would be passed on to citizens of the state.

Program Organization —

The Corporations Program is appropriately placed within the Department of State. The services provided by this program are constitutionally vested with the Secretary of State and are provided by similar organizations in most other states. OPPAGA found no compelling benefits to transferring this program to another state agency.

The program is administered by the Division of Corporations, which is sub-divided into five bureaus (see Exhibit 1). Generally, OPPAGA found the organizational structure of the program to be appropriate and efficient. However, we recommended one change to program organization later in this report (see pages 5 and 6), which would allow the cost of information services provided by the program to other Department of State units to be recovered from these department users.

Privatization —————

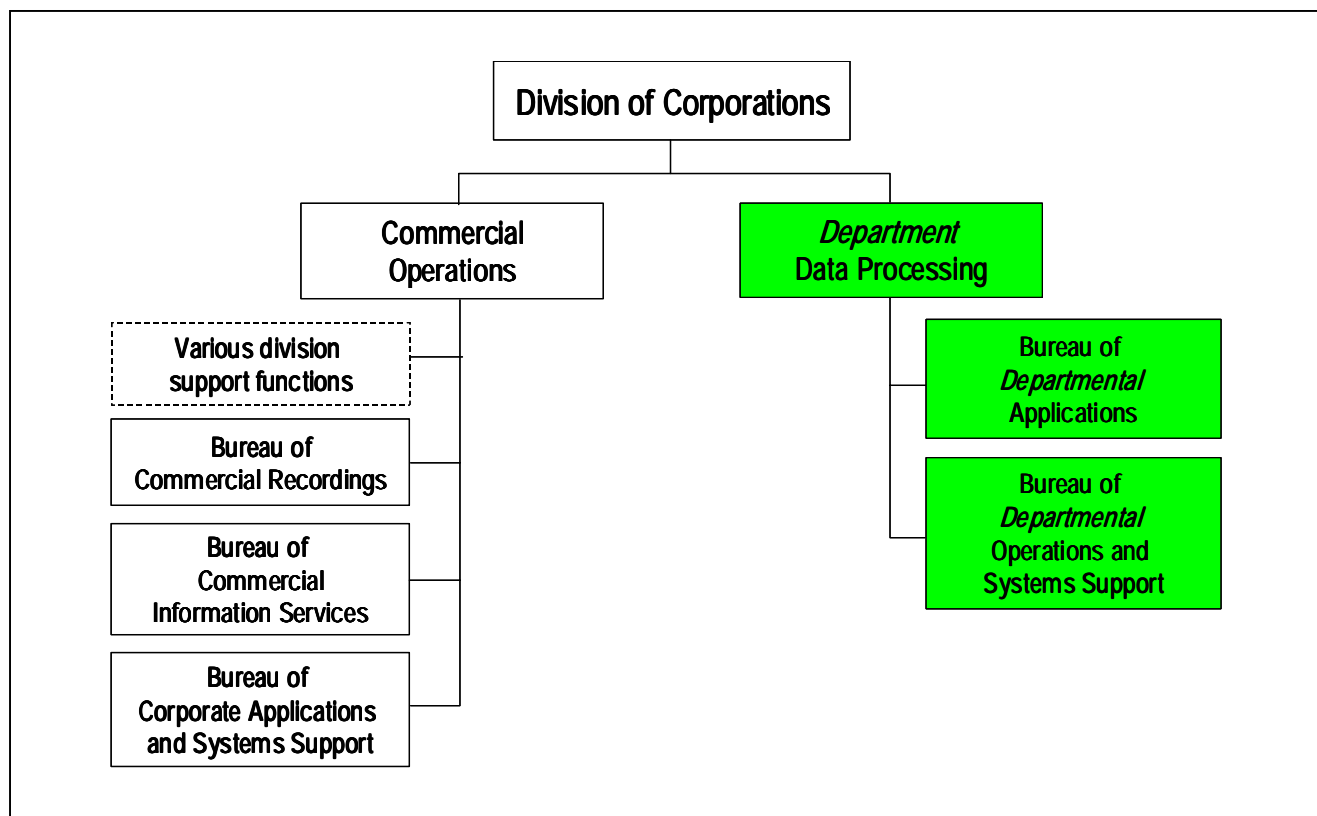
The program has appropriately privatized some of its activities. It has contracted with a private company to process mailed-in annual report filings, which generate the majority of program fee revenues. It has also contracted for the processing of fictitious names filings. During Fiscal Year 1999-2000, the private vendor processed nearly all of the over 591,000 annual reports and nearly 65,000 fictitious name filings. These functions are labor intensive, involve transferring information on forms into electronic data, and produce cyclical workload. Privatizing these functions has reduced the need for state program staff.

³ The program may also levy administrative fines for such violations as late filing of required annual reports.

⁴ In addition to the General Appropriations Act, s. 28, 2000-258, *Laws of Florida*, provides 14 additional FTE and \$1 million for a new state-level program for recording judgment liens.

Exhibit 1

The Program Is Administered by the Division of Corporations



Source: Division of Corporations.

Program Performance—

The program's performance-based program budgeting measures and other available data indicate that the program is accomplishing its mission in a reasonably effective manner. As shown in Exhibit 2, it has exceeded the performance standards established by the Legislature for each of its performance measures. Exhibit 3 shows that the program has met increased workload requirements with approximately the same resources for several years.

Notably, the program's unit costs for producing several of its outputs have declined in recent years, and its workload has increased since Fiscal Year 1995-96, while staffing has decreased and funding has stayed relatively constant. A primary reason for these improvements is that the program has updated its technology, and it

now makes corporate information available through the Internet. Citizens can search program databases via the Internet to obtain information on businesses and liens, thus saving program resources and effort. Previously, these inquiries were made through the telephone and postal system, which required staff processing, or were made electronically for a fee.⁵

In addition, the program has enabled businesses to file some types of documents and pay related fees via the Internet. As of January 2000, businesses may directly file annual reports and fictitious names via the Internet and pay related fees using credit cards. These steps will also help reduce program workload and improve customer service. Program management plans to make additional corporate filing services available through the Internet in the future.

⁵ The department contracted with two private firms to establish computer networks that allowed the public to search the division's database. Users were billed for the access time used.

Justification Review

Exhibit 2

The Program Met the Performance Standards Approved by the Legislature for Fiscal Year 1998-99

Performance Measure	Fiscal Year			
	1998-99 Performance Standard	1998-99 Actual Performance	1999-00 Performance Standard	1999-00 Actual Performance
Outputs				
Average cost per corporate filing	\$5.40	\$5.30	\$ 5.38	\$4.82
Average cost per uniform commercial code filing	1.83	1.78	1.81	1.75
Average cost per inquiry	0.08	0.05	0.075	0.04
Proportion of total inquiries handled by telephone	23%	12%	25%	8.5%
Proportion of total inquiries handled by mail/walk-ins	9%	2%	10%	1.7%
Proportion of total inquiries handled by electronic means	65%	86%	65%	89.8%
Outcomes ¹				
Percentage of public reporting satisfaction with the division's services	90%	93%	NA	NA
Percentage of businesses reporting satisfaction with the division's services	90%	93%	NA	NA
Percentage of law enforcement reporting satisfaction with the division's services	90%	100%	NA	NA
Percentage of client satisfaction with the division's services	NA	NA	91%	93%

¹ For Fiscal Year 2000-01, the Legislature approved consolidation of the three outcome measures reporting the results of customer satisfaction surveys into one measure. The division reported the new measure in 1999-2000 for comparability.

Source: Legislative Budget Request, Division of Corporations, Fiscal Year 2000-01, and agency reports.

Exhibit 3

The Program Has Met Increased Workload Requirements With Approximately the Same Resources for Several Years

	Fiscal Year					
	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01
Staffing	198	196	192	188	191	191 ¹
Funding (in millions)	\$11.3	\$11.6	\$10.8	\$10.8	\$12.4	\$11.7 ¹
Total number of filings processed	1,172,655	1,280,114	1,321,185	1,302,302	1,314,966	Not Available
Total number of inquiries received	15,046,724	14,846,456	19,823,724	23,242,220	23,678,543	Not Available

¹ Section 28, 2000-258, *Laws of Florida*, added an additional four FTE plus \$917,611 July 1, 2000, and nine FTE plus \$99,358 on March 1, 2001, to the division in response to a new mission of recording judgment liens in accordance with Chs. 55 and 56, *F.S.*

Source: General Appropriations Acts and Division of Corporations reports.

Another positive indication of program performance is that user survey results have indicated that over 90% of customers are generally satisfied with program services. In addition, the program generates over \$100 million in revenue for the state and reports that its unit costs of providing program services have declined over time.

In addition to the legislatively required performance measures, program managers also

use internal measures to monitor and adjust program performance. For example, the program monitors customer wait time on hold for those who are making telephone inquiries. This has enabled managers to adjust staffing and work schedules to better match customer demand for services, which can cut waiting time and improve customer satisfaction.

While we concluded that the program's performance measures can reasonably be used

to assess its overall performance, we noted several areas where it should improve its accountability system.⁶

Specifically, the program should adjust the methods it uses to conduct customer satisfaction surveys by sending survey forms to a random sample of customers based on proportional sampling of all of its service areas. Currently, program staff can select which customers will be surveyed, which allows for potential bias.

Also, the program should use actual expenditures rather than budget allocations to calculate its unit costs, and it should include all indirect costs in these calculations. At present, the unit costs reported do not include all expenses related to handling electronic inquiries (such as support and maintenance of the division's database) even though Internet inquiries are by far the most frequent means of inquiry. Further, the program should report its output (workload) measures in terms of effort (whole numbers), not ratios. This is particularly important when the level of program effort required to respond to the inquiries varies significantly (e.g., walk-in inquiries take substantially more time to process compared to inquiries made by users via self-directed internet searches).⁷ Finally, after making these improvements, the program needs to adjust its baseline and past reported performance data for these output measures to allow future comparison of its performance.

⁶ The department's Office of Inspector General has also issued a report that identified weaknesses in the program's performance measures, *Reliability and Validity Assessment of Performance Measures for the Commercial Recordings and Registration Program*, May 9, 2000. There were no inconsistencies in findings and recommendations made by OPPAGA and the Inspector General. Section 11.513(2), *F.S.*, requires an agency's inspector general to develop a plan for monitoring and reviewing the agency's performance data to ensure that it is maintained and supported by agency records.

⁷ For example, the number of electronic inquiries substantially increased between Fiscal Years 1995-96 and 1998-99, while phone inquiries declined by 18%. However, when reported as percentages of the total workload, telephone calls appear to have declined by 29%. Reporting only the proportional share of workload can mislead program management or the Legislature as to the need for resources in this area.

Options for Improvement —

OPPAGA identified four ways the program could be improved.

- Create an information management center within the department to ensure that all programs bear their fair share of costs for information services.
- Simplify the fee structure for services provided by the program.
- Revise Florida law governing secured transactions under the Uniform Commercial Code.
- Streamline accounting for funds generated by the program by depositing these funds directly into general revenue rather than through multiple trust funds.

Creating an information management center

Other programs within the Department of State are not bearing their fair share of costs for information services. Over time the Division of Corporations has increasingly provided automated information systems support to other department programs without reimbursement for these services. Consequently, the Corporations Program has been overstating its expenses while the expenses of the other programs within the department have been understated. Mis-statement of costs distorts unit costs, which are now under closer review by the Legislature.

Division staff reported that although the other programs purchased some of the equipment items that were needed, such services as database and network maintenance are provided and paid for by the Division of Corporations. During Fiscal Year 2000-01 the cost of providing department-wide automated information services will total \$1.8 million, or 16.7% of the division's operating budget.⁸

Other agencies in Florida have addressed this issue by creating an information center that serves all department users and is funded

⁸ OPPAGA's estimate is based on budgeted direct labor cost of \$1 million for 26 FTE positions, \$0.3 million for benefits, and \$0.5 million for other operational expenses.

through an internal service trust fund. This approach has the advantage of allowing program costs to be more appropriately reflected in each budget entity and program. Managers can make better economic decisions in the area of information management when it is known that the full cost of a project will be allocated to their program's budget.

To establish a central information center, the Division of Corporations' Bureaus of Departmental Applications and Departmental Operations and Systems Support (Exhibit 1) could be established as a separate budget entity, or as a component of the Office of the Secretary and Administrative Services. Use of a separate budget designation would allow for all programs within the department to bear appropriate information systems costs. These costs should be based on direct services plus a share of common information services, such as network maintenance. The unit could physically remain in its current location with no change in the manner in which it provides its services.

Restructuring fee schedule

The fee structure for the program's services has become highly complex for both customers and program management. Differing fees are now charged for similar services. This complexity is shown in the examples below.

- Fees for certified copies of corporation documents are \$8.75 for the first 8 pages and \$1 for each additional page with a maximum charge of \$52.50; however, certified copies of partnership documents are \$52.50 for 15 or fewer pages and \$1 for each additional page.
- The fee for filing annual reports is \$61.25 for corporations, \$50 for limited liability companies, and varies from \$52.50 to \$1,750 for uniform limited partnerships.
- A supplemental fee of \$88.75 is charged for filing an annual report, except for those filed by not-for-profit corporations. Supplemental fee payments are segregated from other annual report filing fees even though both types of revenue are subject to being ultimately deposited as general revenue.

Some states, such as Utah and Pennsylvania, have created simpler fee structures and provide

consistent fee levels for similar types of transactions. For example, both states have one fee for photocopies, even dollar amounts for all filing fees, and no supplemental or add-on fees. This restructuring reduces the potential for erroneous filings, which require returned documents, delays, and costly special handling by staff. A streamlined fee structure could be configured to be revenue neutral for both customers and the program.

Revise Florida's Uniform Commercial Code

The National Conference of Commissioners on Uniform State Laws has developed a proposed revision to the secured transaction portion of the Uniform Commercial Code (UCC). To date, according to the conference, 22 states have adopted this revision. Although Florida is a participant in the conference, its law governing secured transactions has not been significantly revised since 1966.

Chapter 679, *F.S.*, addresses UCC-secured transactions, which, except for crop and timber liens, are filed with the Division of Corporations and publicly shared in a statewide database.⁹ This database includes the names and addresses of the debtor and secured party plus a description of the collateral. All UCC filings must be submitted on approved forms for encoding and input to the database by program staff. The program may choose to reject a filing for any missing or known inaccurate information.

The proposed revision is designed to more readily allow direct electronic filing of UCC secured transactions with less division involvement. One significant change in the revision is that it reduces the amount of detail that would be recorded in the program's database to only the names of the debtor and secured party and a broad description of the collateral. It also limits the program's authority to reject a filing for incomplete or inaccurate information.

There has been debate about the proposed revision. Program management is concerned

⁹ Crop and timber liens are filed at county level with real property titles and liens.

with the revision as drafted and would likely seek to modify the proposed code to require at least as much information as currently contained in the program's database. Management also would likely seek to retain the program's authority to monitor and reject incomplete or inaccurate information. Proponents of the revision as drafted could consider the filing database to have less need for accuracy since the court and legal system will ultimately decide the sequencing of liens and the identification of assets and debts. Proponents can also point out that it is more costly to process paper records than to allow electronic filing of this information. But from either perspective, adopting a uniform code that simplifies requirements for businesses, operates in multiple states, and can contribute to a good business climate, is important for economic development.

Florida can modify the proposed UCC, and other states have adopted the revision with modification. In determining whether to adopt and/or modify the proposed revision, the Legislature should consider whether modifications can be made that would better serve the needs of Florida government, businesses, and the public.

Streamlining transfer of program funds to other programs

Most fees paid to the Division of Corporations are deposited into the Corporations Trust Fund.¹⁰ Funds that are not appropriated for program operations are then by law either transferred to specific trust fund accounts external to the program or to general revenue.¹¹ As shown in Exhibit 4, \$24 million in program-generated funds were transferred to external programs during Fiscal Year 1999-2000, while \$105 million were transferred to general revenue. Recent legislation increased the

amount transferred to other programs by approximately \$3.6 million.¹²

The use of trust funds to transfer program-generated funds directly to external programs limits the Legislature's budget flexibility because it cannot readily appropriate these funds to other priority programs. The Legislature can increase its flexibility by requiring all program-generated funds not needed for Corporation Program operations to be directly deposited into general revenue. It could then make specific appropriations to the external programs from general revenue. Exhibit 4 illustrates the suggested change in the distribution of revenue.

This change would also eliminate the need for at least three trust funds and simplify the accounting function at both the state and program levels.¹³ It would also provide the Legislature with more control over the use of these funds, which may be of particular concern during periods of reduced state revenue collections, when budget adjustments are generally limited to general revenue. The more monies appropriated through trust funds, the fewer the options available to the Legislature to make budget adjustments.

¹⁰ The supplemental fee, which is an added charge to annual report filings, is deposited in the General Revenue Fund.

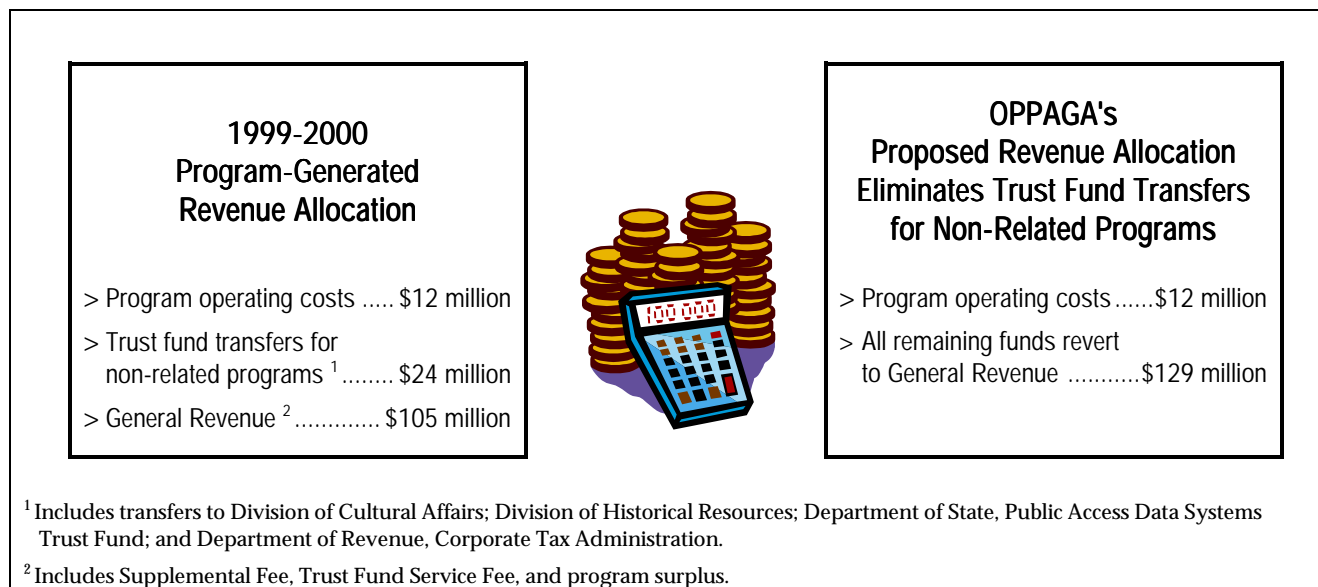
¹¹ Section 607.1901, *F.S.*, requires that program-generated funds be transferred to the Corporation Tax Administration Trust fund, Cultural Institutions Trust Fund, and Historical Resources Operating Trust Fund.

¹² Section 29, 2000-258, *Laws of Florida*, directed that effective October 1, 2001, an additional \$2 million will be transferred to the Cultural Institutions Trust Fund and no more than \$1.6 million to the department's Grants and Donations Trust Fund.

¹³ By adopting the change in funding method, the following trust funds could be eliminated: Corporation Tax Administration Trust Fund, Cultural Institutions Trust Fund, and the Public Access Data Systems Trust Fund.

Exhibit 4

OPPAGA's Proposed Allocation of Program-Generated Revenue
Would Provide Greater Flexibility to the Legislature



Source: Division of Corporations data and OPPAGA analysis.

Recommendations

The program's performance measurement system has flaws that limit the Legislature's use of the reported information. OPPAGA recommends that the program make changes in the methods used to conduct its customer satisfaction surveys and to calculate and report its output measures to ensure that accurate and reliable information is reported to the Legislature on its performance.

Currently, the Division of Corporations is providing automated information systems support to all of the programs within the Department of State, without reimbursement for services. OPPAGA recommends that the department propose and the Legislature approve a separate, department-wide information management center that will allow the costs of services to be borne by all users.

The fee structure for the services provided by the program has become complex for both customers and the program. OPPAGA recommends that the department propose and the Legislature approve a revised fee schedule that is simpler to use but revenue neutral.

The National Conference of Commissioners on Uniform State Laws has developed a proposed revision to the secured transaction portion of the Uniform Commercial Code. If the Legislature wishes to adopt the proposed revision into Florida law, OPPAGA recommends that legislative staff work with program management and business representatives to develop a modification to the proposed revision that best meets the needs of state government, businesses, and the public.

The use of trust funds to transfer program generated funds to support external programs limits the Legislature's budget flexibility. If the Legislature wishes greater budget flexibility, OPPAGA recommends that s. 607.1901, *F.S.*, be revised to require that all program-generated funds not needed for operations be transferred to general revenue. Specific appropriations can then be made directly to the external programs from the general revenue account.

Agency Response

STATEMENT OF RESPONSE TO OPPAGA JUSTIFICATION REVIEW RECOMMENDATIONS REGARDING THE DIVISION OF CORPORATIONS

To delineate and clarify the agency's response, the recommendation is stated followed by the response.

1. *The program should adjust the methods used to conduct customer satisfaction surveys by sending survey forms to a random sample of customers based on proportionate sampling of all its service areas.*

Concur. The process utilized was that which was agreed upon by all parties concerned. While we believe that the current survey sampling process is a viable mechanism to assess customer satisfaction, we will review the process to determine if a more controlled process is achievable.

2. *The program should use actual expenditures rather than budget allocations to calculate its unit costs, and it should include all indirect costs in these calculations (referring to Internet requests and the cost associated with Web maintenance activities) and adjust baseline and performance data to account for this change.*

Concur. The process utilized was that which was agreed upon by all parties concerned. In the future we will utilize actual expenditures.

3. *The program should create an information management center within the Department as a separate budget entity or as part of the Office of the Secretary and Administrative Services to ensure that all programs bear their fair share of costs for information services.*

Do not concur. The Department is composed of seven divisions with varying levels of resources and equal levels of need for public access. At the time the Central Computing Facility was established, the greatest degree of expertise and resource capabilities was readily available within the Division of Corporations. The Secretary of State made the determination based on the above two factors that the Central Computing Facility would be housed within the Division of Corporations and host all divisions' needs equally. This arrangement has served the Department well.

4. *The program could be improved by simplifying the fee structure for services it provides.*

Concur. We agree that the fee structure has become varied and complex. We also believe that in some areas the fees are excessive. However, establishing and modifying fees falls under the purview of the Legislature. We will attempt to seek fee changes and uniformity as opportunities present themselves.

5. *Revise Florida's Uniform Commercial Code to simplify and standardize requirements for businesses (a negotiated modification of the NCCUSL proposal).*

Concur. While we are working with members of the Bankruptcy/U.C.C. Committee of the Florida Bar Business Law Section to iron out differences and develop a consensus proposal for submission to the Legislature, it is the Department's position to support the Governor's call for a twenty-five percent budget reduction with a proposal for the privatization of this activity.

6. *Transfer all program generated funds to General Revenue (no disbursement to other trust funds).*

Do not concur. Current revenue disbursements were designed, through the legislative process, to support specific program activities within the cultural and historic tourism industries. These activities in turn foster the general economic wellbeing of the state's business community as a whole.

Appendix A

Statutory Requirements for Program Evaluation and Justification Review

Section 11.513(3), *F.S.*, provides that OPPAGA Program Evaluation and Justification Reviews shall address nine issue areas. Our conclusions on these issues as they relate to the Department of State's Corporations Program are summarized in Table A-1.

Table A-1

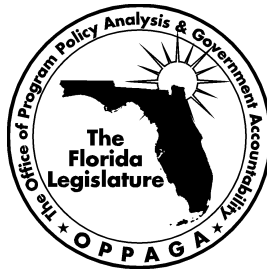
Summary of the Program Evaluation and Justification Review of the Corporations Program

Issue	OPPAGA Conclusions
The identifiable cost of the program	During Fiscal Year 1999-2000 the program collected \$141 million in fees, had operating expenditures of \$12 million, transferred \$24 million to other trust funds, and generated \$105 million in general revenue funds.
The specific purpose of the program, as well as the specific public benefit derived therefrom	The purpose of the program is to (a) fulfill the state's constitutional and statutory responsibilities in the creation of a legal entity as well as in securing the property rights of trademark and service mark registrants; (b) fulfill the public record requirement of identifying who is conducting business under a business entity name in order to permit service of process and redress of grievances before the courts; and (c) fulfill lien registrations for public notice, which assists in determining credit status of loan applicants and collateral used to secure existing loans.
The consequences of discontinuing the program	By law, business entities cannot exist or perpetuate without government action. This action fosters stability for commerce. Conversely, without stability, the business environment would deteriorate. Thus, businesses and citizens of the state would experience higher prices and diminished legal protection in business transactions. In addition, the state would lose the program as a source of revenue to fund other government operations.
Determination as to public policy, which may include recommendations as to whether it would be sound public policy to continue or discontinue funding the program, either in whole or in part	The program performs some essential government functions when it registers business entities. Proper performance of the function is critical to a stable commercial environment for businesses and citizens of the state. Since the authority is vested in the federal and state constitutions plus the advantage of unbiased record keeping, it is sound public policy for the program to continue and be performed by a state government agency.
Progress towards achieving the outputs and outcomes associated with the program	Generally, the program is achieving its outputs and outcomes as approved by the Legislature. However, several program outputs related to the level of program effort need to be changed from percentages to whole numbers to make them more meaningful. In addition, the reliability of customer surveys needs improvement. This is especially important since it is the only measure used to report program outcome.
An explanation of circumstances contributing to the state agency's ability to achieve, not achieve, or exceed its projected outputs and outcomes, as defined in s. 16.011, <i>F.S.</i> , associated with the program	The program's workload has been relatively stable and therefore predictable. Program management is also aware of the seasonal nature of some workloads such as annual report filings. Most significantly, future transactions and interface with its clients will increasingly use electronic media, versus written documents and manual means. Through management of its resources and forethought, the agency has been able to achieve or exceed its output and outcome standards as approved by the Legislature. Even greater achievements are possible if the program is encouraged and funded to progress even further in this direction.

Issue	OPPAGA Conclusions
Whether the information reported pursuant to s. 216.031(5), <i>F.S.</i> , has relevance and utility for the evaluation of the program	As is, information reported by the program has limited value for evaluating the program. With modifications recommended by the department's inspector general and OPPAGA, information reported by the program will become more relevant and clearer and thereby more useful by for evaluating the program's performance.
Whether state agency management has established control systems sufficient to ensure that performance data are maintained and supported by state agency records and accurately presented in state agency performance reports	The program's reporting control system needs improvement. The department's inspector general reported that management has not established adequate written procedures, documentation, or techniques to ensure accuracy its customer satisfaction surveys used to measure program outcome. Although reported consistently, the inspector general reported that in some cases the division was not using actual expenses to calculate its unit cost for corporate and Uniform Commercial Code filings. Program management should modify its procedures and use actual costs when available. Adjusted baseline and performance measures should also be developed and reported for accurate comparisons within the new improved procedures.
Alternative courses of action that would result in administering the program more efficiently and effectively	<p>Program management should propose and the Legislature adopt an information management center within the department that is fully funded by all departmental programs served by the center. Funding should be based on program-specific services provided plus an equitable sharing of common costs of the center.</p> <p>Program management should develop and the Legislature should adopt a new simplified and revenue neutral fee structure for the program.</p> <p>The Legislature should include program management in its consideration of adoption of revision of the secured transaction portion of Florida's Uniform Commercial Code.</p> <p>To increase legislative budget flexibility, OPPAGA recommends eliminating all transfers to other programs from the Corporations Trust Fund and replace the current funding stream for the other programs with general revenue.</p>

The Florida Legislature

Office of Program Policy Analysis and Government Accountability



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