

A Report On

Performance-Based Program Budgeting in Florida: Current Status and Next Steps

April 1997

OPPAGA Mission Statement

This Office provides objective, independent, professional analyses of state policies and services to assist the Florida Legislature in decision-making, to ensure government accountability, and to recommend the best use of public resources.

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Performance-Based Program Budgeting in Florida: Current Status and Next Steps

Abstract

- Florida is ahead of other states and the federal government in funding programs based on results.
- The Legislature has incorporated performance data into the budget process to improve accountability. The Legislature has also used the process to provide both budget flexibility and incentive funding.
- Some agencies have embraced performance measurement as a management tool and have obtained significant benefits.
- Agencies have proposed large programs to maximize budget flexibility, but this limits accountability. Agencies are now developing more realistic proposals.
- State agencies have made progress in measuring program results. However, improvements are needed before the Legislature and citizens can readily assess program results and costs.
- Performance-based program budgeting will take several years to implement. State agencies must continue to refine performance measures and standards.

Purpose and Background

Florida is changing the way it funds government programs from a process that emphasizes expenditures to a process that emphasizes results. Florida's efforts are part of a national reform in which governments at all levels are moving towards managing for results.

This is one of two Office of Program Policy Analysis and Government Accountability (OPPAGA) studies assessing performance-based program budgeting. This report assesses the implementation status of the Government Performance and Accountability Act of 1994 and highlights the next steps needed to implement performance-based program budgeting (PB²) in Florida. The companion report (No. 96-77A) describes the history of government budget reforms and compares Florida's initiative to those underway in the federal government and selected states.

Government Performance and Accountability Act of 1994

The Government Performance and Accountability Act (Ch. 94-249, Laws of Florida) establishes several reasons for this budgeting reform.

- Agencies need to be accountable, and their mission and goals should be clearly defined. Performance measures should be used to evaluate performance and used in planning and budgeting.
- Agencies should have their performance measured and evaluated to improve coordination, eliminate duplicative programs, and provide better information to decision makers.
- Agencies should keep citizens informed of the performance and public benefits of programs.
- Agencies need incentives to be more efficient and effective and to restructure ineffective programs, or eliminate unnecessary programs.
- Agencies need flexibility in using resources to be more efficient and effective.
- The legislative and judicial branches should develop performance measures to encourage efficient performance of their duties.

The PB² Process

By statute, PB² is being phased in for state government over a seven-year period. The law designates an average of five agencies to begin PB² every year until fiscal year 2001-2002. As shown in Exhibit 1, each agency implements PB² over a multi-year period.

In the first year, agencies propose programs to be funded under PB². After consultation with the Legislature, the Governor's Office approves the agency programs. The agency then submits measures of the program's outputs (products produced by the program) and outcomes (program results). The Governor approves these performance measures in consultation with the Legislature and OPPAGA.

In the second year, the agency uses the programs and measures to develop its Legislative Budget Request (LBR). The LBR includes data on the agency's past performance and proposed performance standards for each measure. The Legislature considers the request and designates the agency programs, performance measures, performance standards, and resources provided in the General Appropriations Act.

In the third year, the agency begins operating under PB². Finally, in the fourth year, OPPAGA conducts a program evaluation and justification review of each PB² program.

Considering the program's performance, the Legislature can use incentives (such as budget flexibility or retaining unspent funds) and disincentives (such as reducing staff or budget authority) to improve the program or restructure the program.

OPPAGA's Role

The Government Performance and Accountability Act created OPPAGA to help implement PB² and to evaluate agency programs. One role of OPPAGA is to assist in the development of programs and measures. OPPAGA does not approve programs or measures as that role is assigned to the Governor's Office. Instead, our mission is to comment on agency proposals and to help the Legislature evaluate the programs and performance measures proposed by agencies and the Governor's Office. Some but not all of OPPAGA's recommendations to improve programs and measures

Exhibit 1
PB² Is Implemented Over a Multi-Year Period for Each Agency

<i>Fiscal Year</i>	July	September	October	January	March /April	June
<i>Year 1</i>			Agency proposes Program			Agency proposes measures
<i>Year 2</i>		Agency submits PB ² budget request		Governor recommends PB ² budget	Legislature passes PB ² budget for Program	
<i>Year 3</i>	Agency begins PB ²	Agency submits PB ² budget request			Legislature passes PB ² budget for Program	
<i>Year 4</i>		Agency submits PB ² budget request	OPPAGA conducts justification review of Program		Legislature considers incentives and disincentives	

Source: OPPAGA.

have been incorporated by agencies. OPPAGA also conducts training for agency staff, legislative staff, and Senate and House members, and publishes critiques of agency measures. OPPAGA also works with agency Inspectors General to validate performance data, and makes presentations to legislative committees on agency programs and measures.

OPPAGA's primary role in PB² is to evaluate agency performance once the Legislature has funded programs under PB² for one year. OPPAGA conducts program evaluation and justification reviews to assess program performance, determine if the program serves a public benefit, and make recommendations to cut costs and improve effectiveness. OPPAGA may recommend that the Legislature terminate programs when it finds little or no public benefit.

Current Status of PB²

Florida is approaching the mid-point of the schedule for phasing in PB². As of March 1997, the Legislature has funded PB² programs in five agencies. Appendix A specifies these five agencies and the implementation schedule for the remaining agencies.

However, none of the agencies scheduled for PB² have fully adopted this method of budgeting for all of their operations. For example, some agencies have submitted only portions of their operations for PB² and are proposing to phase in the rest of their programs in succeeding years. No agency

has yet proposed to fund its administrative services under PB². Further, the implementation of PB² for the Substance Abuse and Mental Health Programs within the Department of Children and Families was postponed for one year due to a lack of baseline data.

The State Is Using PB² to Re-Engineer Programs

PB² has been successful in encouraging agencies to re-engineer and re-define their operations. This has occurred because the process forces agencies to re-examine both what they are trying to accomplish with programs and how they provide program services. The process of reviewing agency proposals also allows the Legislature to re-examine and clarify the purpose of agency programs. Several departments have made organizational or other changes as a result of PB².

The Legislature Has Made

Examples

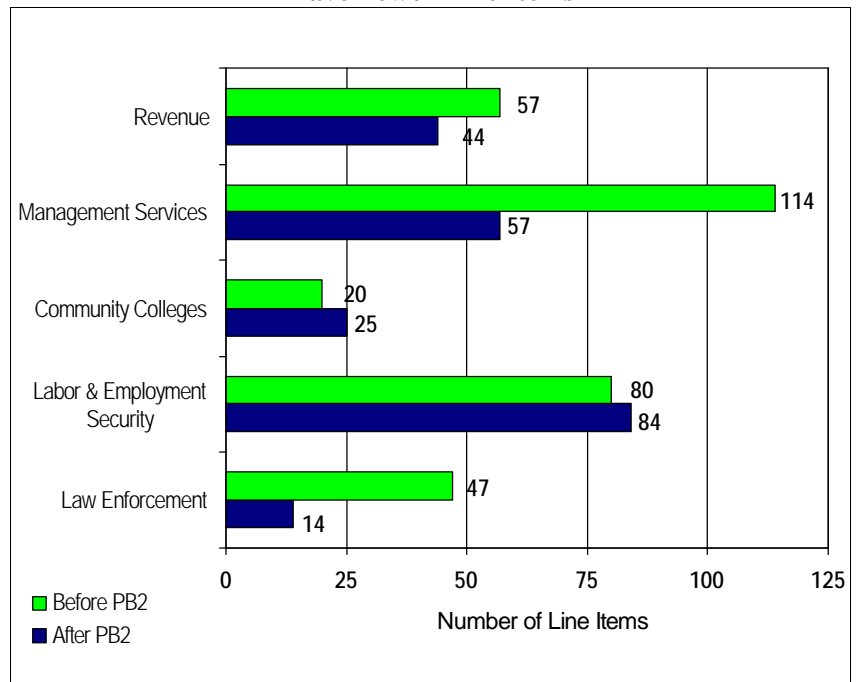
- Revenue examined the steps in collecting various state taxes and flattened the organizational structure. It combined activities in the regional offices and reduced the number of managers. At the central office, divisions were combined and the number of managers reduced.
- Management Services studied its products and services and the cost to produce them. It reorganized ten divisions into four programs and streamlined operations.
- Law Enforcement reorganized its divisions into three new programs to better focus its efforts. The Department also restructured its chain of command to improve the delivery of services.
- Children and Families proposed programs around key client groups, such as persons with mental health problems. This allows the agency to focus on achieving outcomes such as improving mental health status, rather than outputs such as providing a certain number of hours of counseling.

Changes in Budgeting

A critical feature in PB² is that it enables the Legislature to directly link performance information with the budget. Specifically, PB² provides the Legislature with data on program outputs and outcomes that it can consider when making policy and budgetary decisions about the programs. When program performance information is included in budget documents, accountability for program results improves. The Legislature has reviewed the performance of the agencies it has funded under PB².

In conjunction with designating performance measures, recent Legislatures generally provided agencies funded under PB² with additional flexibility in using resources. As shown in Exhibit 2, the Legislature appropriated funding with fewer line items for most of these agencies. Some agencies, such as the Division of Community Colleges and Department of Labor and Employment Security, however, saw increases in the number of line items for their programs not funded under PB². Fewer line items give agencies more latitude in how they can use their resources.

Exhibit 2
Most Agencies Funded in Part Under PB²
Have Fewer Line Items



Source: OPPAGA analysis of recent General Appropriations Acts.

Agencies have used this flexibility to shift funds within their programs. Agencies report that PB² has allowed managers to make quick changes in resource use to purchase needed equipment and provide salary incentive payments.

In 1996, the Legislature also used PB² to create an incentive fund for the state's community colleges to distribute funding based directly on performance.¹ Individual community colleges earned incentive funds based on performance measures, such as the number of graduates and the number of graduates placed in employment. This incentive fund encourages community colleges to focus their efforts on achieving these outcomes.

Nonetheless, performance is only one factor the Legislature considers in making budget decisions because these decisions must also reflect the state's priorities and values. Given current resource constraints and competing needs, the Legislature cannot be expected to fund every program based solely on its reported performance. However, PB² adds meaningful information to the decision-making process.

Florida Leads Other States and the Federal Government in PB²

The federal government and most states are moving towards some form of performance reporting or budgeting. Almost half the states place or have plans to place some performance measures in their budget document. Florida, however, is one of the few states using performance data in the budget process. In addition, Florida is one of only two states that have created formal mechanisms for imposing incentives and disincentives based on agency performance, although neither state has begun using these mechanisms. (See Exhibit 3.) Our review of other states' efforts found that they are facing similar issues in implementing performance-based budgeting as is Florida. For more information, see OPPAGA report No. 96-77A.

¹ Specific appropriation 172A of the General Appropriation Act for fiscal year 1996-97.

Exhibit 3 Florida Has One of the Nation's Most Comprehensive Approaches to PB²

PB ² Components	Other States	Florida	Federal Government
Has Performance Measures	45	Yes	Yes
Performance Measures Presently Shown or Planned to Be Shown in Budget Document	36	Yes	No
Electronic Performance Tracking System	0	No ¹	No
Statutory Incentives and Disincentives for Performance ²	1	Yes	Yes

¹ OPPAGA's Florida Government Accountability Report will track performance.

² In Texas, incentives and disincentives are authorized in statute but have not been used to date.

Source: OPPAGA October 1996 telephone survey and August 1996 site visits.

Key Issues in PB² to Date

Several key issues have arisen in Florida's PB² budget reform effort. These include balancing agencies' desire for budget flexibility with the need for accountability, ensuring that agencies develop adequate program outcome measures, problems in the quality of agency performance data, the need for early and ongoing Legislative involvement in the PB² process, and deciding how to use incentives and disincentives.

Budget Flexibility Needs to Be Balanced With Accountability

The 1994 Legislature declared that agencies need flexibility in using their resources but must also be held accountable for results. Agencies' desire to maximize their budget flexibility has tended to drive the way they define programs in their PB² proposals. Some departments have proposed to combine their activities into very large programs.

Agencies have proposed large programs largely to maximize their budget flexibility. Under traditional line-item budgets, the Legislature appropriates funds for specific expenditure categories, such as salaries or expenses, within budget entities that describe major activities, such as statewide health programs or student financial assistance. Agencies may transfer a limited amount of funds among budget entities, or they may transfer a limited amount of funds between different expenditure categories within the same budget entity.

Under PB², agencies have more transfer flexibility within a program but cannot transfer funds between programs. Because this can reduce flexibility, some agencies identified large PB² programs to maximize flexibility.

Large PB² programs pose a problem because they often contain too many activities and goals to be meaningful. Ideally, PB² programs should consist of a logical set of activities that are all directed towards a common purpose. When agencies consolidate activities with dissimilar purposes into large programs, the Legislature and the public cannot easily assess program results.

Examples

- *Highway Safety and Motor Vehicles initially proposed consolidating all its functions into two programs: Highway Safety and Licensing. The Licensing program contained divergent activities such as licensing motor vehicles and licensing drivers. The program was later divided to provide a more clear focus.*
- *Transportation proposed combining its functions into two programs: Transportation Systems Development and Operations. These two programs contained numerous different activities and were later divided into six programs to improve accountability.*

The Governor's Office and the Legislature have instructed agencies to modify their PB² proposals to reduce the scope of programs. Agencies have been counseled not to consider PB² solely as a means for obtaining more budget flexibility. Legislation has been proposed in the 1997 Session to enable agencies to transfer funds between PB² programs, thus removing the incentive for agencies to combine activities with dissimilar purposes into programs to increase flexibility.

Regardless of program size, agencies may need additional flexibility in using resources. In order for the Legislature to consider changes in agency flexibility, the Governor's Office has asked agencies to make specific proposals. Such agency proposals should specify the laws, rules, or other restrictions that are creating inefficiencies. Further, agencies should demonstrate how increased flexibility will improve program efficiency and results. Such proposals will allow the Legislature to consider the benefits of increasing agency flexibility.

Agencies Are Not Developing Adequate Performance Measures

While agencies have made progress in developing program performance measures, much improvement is needed. Many agencies have proposed measures that do not cover all of their programs' critical functions, do not adequately assess program outcomes, or are difficult to interpret. Such measures do not enable the Legislature and Florida's citizens to readily assess agency performance.

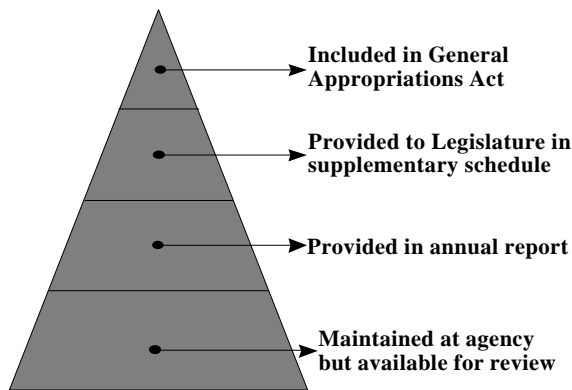
Additional Measures Needed. Many agencies have proposed sets of measures that do not address critical program functions. In order for PB² to be successful in improving government, agencies must develop comprehensive sets of performance measures that assess all of their major functions.

Examples

- *Management Services only proposed measures for new building construction to assess performance in managing construction projects. However, such construction accounts for only about 31% of the projects it manages. The Department's performance for other construction tasks such as renovations, local government construction, and permitting and inspecting projects is not covered by the measures.*
- *Revenue has no PB² measures for its oversight of tangible personal property tax collection. The Legislature thus has no PB² measures to assess how effectively the Department assists local officials for this historically difficult area of tax collection. The Department has proposed measures for this function for 1997-98.*
- *Transportation did not propose PB² measures for developing design plans for highways and bridges, an important function that costs \$300 million annually.*

Although agencies should check the accuracy of all measures, they should include only some of these measures in their legislative budget requests. Agencies should make the remaining measures available to Legislators, staff, and managers who want more in-depth information on program performance. Exhibit 4 illustrates the types of reporting systems for different types of performance measures.

Exhibit 4
Agencies Should Develop
Comprehensive Measures, But Only Some
Are Needed in State Budget



Source: OPPAGA.

Agencies Must Measure Their Results. It is critical that agencies develop sufficient outcome measures. However, agencies are reluctant to provide outcome measures for functions in which they have only limited control over results because they fear being sanctioned if performance is negative. For example, the state's juvenile crime prevention programs are not solely responsible for reducing overall juvenile crime. Parents, schools, churches, and other institutions and programs play a role. The Legislature should, however, hold prevention programs accountable for changing the behaviors of the juveniles they serve. The state makes significant investments of tax money in programs to change complex social, economic, and environmental conditions. The Legislature and the public need to know what effects these programs have on the condition of the state.

Other government programs with indirect results have developed intermediate outcomes. For example, the Florida Department of Law Enforcement is not directly responsible for reducing the state's crime rate. Instead, it provides many services that help local law enforcement agencies investigate crimes. To assess its outcomes, the Department will ask local law enforcement agencies whether its services have contributed to apprehending and prosecuting criminals. Similarly, other agencies with indirect outcomes, such as those with regulatory programs, should measure how quickly they investigate identified violations, how many citizens are satisfied with program services, and how many of their cases are successfully prosecuted.

Some agencies have developed comprehensive sets of internal performance measures that greatly improve their ability to manage their operations. These comprehensive measures allow agency managers to quickly diagnose and resolve performance problems. They also allow agency managers to better understand how program inputs (dollars and agency staff) relate to their outputs and results. Such linkage enables managers to streamline processes and identify and limit functions that add little value.

Examples

- *Management Services developed 535 internal performance measures covering a wide range of agency activities.*
- *Revenue maintains 517 internal performance accountability measures.*

In addition to developing comprehensive measurement systems, agency managers can initiate other forms of internal analysis to help them improve performance. For example, agencies that have undertaken internal reviews such as core process mapping have a better understanding about the actions needed to attain desired outcomes and the potential costs of these actions.

Measures Are Often Hard to Interpret. Performance measures must be readily understandable for the Legislature and citizens to assess government results. Measures need to provide a context for interpreting performance, such as the ratio of accidents to the number of miles driven on state roads rather than just the total number of accidents that occur. However, many agencies have proposed measures that are difficult to interpret. For example, some agencies have developed measures that provide only the number of outcomes their programs have attained, such as the number of licensed professionals sanctioned for failure to meet standards. These numbers indicate program activity but do not determine program effectiveness. A better measure, such as the percentage of licensed professionals sanctioned, would provide a context for interpreting results.

Agencies can make their performance measures easier to interpret by providing explanatory factors. Explanatory factors would be information relevant to the agency service that helps users understand performance. Such factors could describe conditions that are substantially outside the control of the agency. For example, a job training program could report the unemployment rate to consider in evaluating the success of the program in placing participants in jobs. The current budget instructions require agencies to explain performance on measures that

do not meet standards but not to routinely provide such information. The Legislature's review of performance could be improved if agencies provided specific explanatory factors relevant to the program's performance.

Agency Data Is Limited and Sometimes Unreliable

With the Legislature using performance measures as a factor in making policy and budget decisions, data availability and quality becomes critical. However, agencies often lack the data needed to identify the outcomes and costs, and the available data frequently is not reliable.

Outcome Data Not Always Available. One reason why agencies often propose weak outcome measures is that they lack data on program results. This occurs because agencies have traditionally tracked program outputs (i.e., number of services delivered) rather than program results. Some agencies will need to collect new data in order to develop good performance measures. For example, the Florida Highway Patrol will need to collect data on the percentage of drivers who speed on state highways if it is to assess the results of its speeding enforcement efforts. Reducing accidents, injuries, and deaths due to poor compliance with traffic laws is a principle reason why the Legislature invests taxpayer dollars in the Patrol.

Better Cost Data Needed. Information on the costs of programs along with PB² will improve decision making by the Legislature. Cost data allows the Legislature to weigh the benefits of a program against its costs. Cost data would also provide decision makers with better estimates of the cost of providing higher levels of service or improving program performance. Currently most agencies lack unit cost data. Instead, agencies usually account for their spending by organizational units or by funding sources, rather than by programs or services. Agencies also typically do not allocate their indirect costs, such as overhead, to individual programs. The state's primary accounting system (SAMAS) does not readily support allocating all direct and indirect costs to programs and services.² Thus, the Legislature cannot easily consider both the cost and the benefit of agency programs.

Examples

² The Department of Banking and Finance has established a team to revise the state's accounting system. A replacement system may not be available until after 2000.

- *Law Enforcement is attempting to provide unit cost data as part of PB².*
- *Children and Families plans to provide the average cost to serve individuals in each of the client groups.*
- *The Legislature required the local school districts to report both the direct and indirect costs of educational programs.*

Data Reliability Needs Improvement. Another problem is that agency performance data is often unreliable. Performance data must be sufficiently complete and error free to be useful to decision makers and the public. Agencies have not historically put the same premium on the reliability of performance data as on financial data. Unlike financial data, performance data is rarely audited. Agencies have few internal controls over performance data. This can leave agencies unable to accurately answer basic questions such as how many people they serve.

Agency Inspectors General must ensure that the performance data provided to the Governor and Legislature is valid and reliable. Our reviews found reliability problems in the measures and data that the Department of Revenue reported to the Legislature.³

Early Legislative Involvement Needed

The PB² timeline set out in law can limit critical legislative involvement. Agencies propose programs in October and measures the following June. Because the Legislature is not likely to be in session during these times, the Governor's Office must approve agency proposals without a formal review by the Legislature.

A lack of consensus over programs and measures causes agencies difficulties in developing their proposals. Early consensus is also essential for establishing the baselines and standards. Agencies must collect a year's worth of data to develop a baseline for each performance measure used in its budget request. Legislation has been proposed to require agencies to propose programs and measures simultaneously, which would allow the Legislature to review the agency programs and measures in one step.

³ OPPAGA Report No. 96-55 Review of Performance of the Department of Revenue's Property Tax Administration Program and Report No. 96-56 Review of Performance of the Department of Revenue's General Tax Administration Program

Both the Senate and the House have developed procedures and devoted extensive committee time to consider agency PB² proposals. This input is critical to ensure that agencies can develop programs and measures that are responsive to the needs of decision makers. Joint Senate and House policies that establish criteria for agency PB² proposals would help ensure that agencies receive consistent Legislative direction.

Criteria for Incentives and Disincentives Is Unclear

While the law authorizes a range of incentives and disincentives for agencies, when and how the Legislature uses these tools remains unclear. The Legislature has provided some incentives such as budget flexibility and incentive funds for performance in making initial PB² appropriations.

In 1996 only one agency, the Department of Revenue, was under a performance-based budget long enough to be eligible for performance incentives or disincentives. The Legislature considered authorizing the Department to retain 50% of its unspent funds in fiscal year 1995-96 as an incentive for good performance in its General Tax Administration Program. The program had exceeded the performance standards for some measures, met the performance standards for other measures, but did not meet some standards. The Legislature chose not to award the proposed incentive. Other agencies indicate that they are skeptical that they will receive incentives if they meet performance goals under PB² but are worried that they will receive disincentives if they fail to meet these goals.

The Legislature's decision to use incentives and disincentives is also complicated by limitations in the state's electronic budgeting system, the Legislative Appropriations System/Planning and Budgeting Subsystem (LAS/PBS). This system provides only limited support for the development of a PB² budget and does not track performance on specific measures.

To assist the Legislature on PB² incentives and disincentives, the law requires OPPAGA to conduct program evaluation and justification reviews of programs. These reviews assess performance and determine whether the program provides a public benefit or could be administered in a more effective or less expensive manner. Our first reviews, covering the Department of Revenue General Tax and Property Tax Administration Programs, and the Department of Management Services' Facilities Program, will be published this year. Prior to completing such reviews,

OPPAGA provides written assessments of the agency's measures and performance.

Further, OPPAGA's Florida Government Accountability Report (F-GAR) will provide an online electronic data base on state agency programs and performance measures. This will ensure that the Legislature has current data on agency performance. F-GAR will also grade each agency's accountability systems. F-GAR will be on-line later this summer.

Next Steps for Florida

Florida is embarking on an ambitious reform of the way it funds government programs and the way it holds agencies accountable for the results provided to citizens. The state has made substantial progress in this effort. The benefits of PB² include redefining programs, streamlining or eliminating inefficient activities, linking funding to performance, and improving government's accountability to the people.

However, the Legislature and state agencies need to take additional steps to enable PB² to fully achieve its goals.

Specifically, the Legislature Should

1. Continue to clarify the purpose and expected results of programs in law and in the General Appropriations Act.
2. Consider creating joint procedures for approving agency PB² programs and measures. Such procedures could be included in the instructions issued to agencies for developing their legislative budget requests. This would help ensure that agencies receive consistent guidance on how to implement PB².
3. Revise Ch. 216, F.S., to require agencies to propose PB² programs and measures simultaneously. Currently, the Governor's Office and the Legislature must review programs without knowing the program's specific performance measures. Combining these steps would allow a better evaluation of proposed programs.
4. Revise Ch. 216, F.S., to allow agencies limited authority to transfer funds between PB² programs. This would reduce the incentive for agencies to propose large programs that do not lend themselves to performance accountability.

5. Take steps to ensure that the revisions to the state's accounting system (SAMAS) currently underway provide better cost reporting for PB² programs. The state should also consider modifying the Legislative Appropriations System/Planning and Budgeting Subsystem (LAS/PBS) to support PB² by eliminating parts of the system that do not provide useful information and including PB³ programs and measures in the system.
6. Hold hearings to review agency performance after receipt of OPPAGA's program evaluation and justification review to consider agency incentives and disincentives.

In Addition, State Agencies Should

1. Develop comprehensive measurement systems that assess the results of all their major program functions, including support functions such as administration and management information systems. All measures should not be included in agency Legislative Budget Requests. However, agencies should maintain and validate their full set of measures. Agencies should provide such information to legislators, staff, and managers who need in-depth information on how state programs and services are performing.

2. Adopt a management philosophy that emphasizes results, not processes. Managers should continually seek to improve government services, eliminate activities that do not add value for taxpayers, and reduce costs.
3. Continue to use PB² to clarify and re-focus their programs.
4. Ensure that Inspectors General validate performance information included in Legislative Budget Requests. This will enable the Legislature to make decisions based on reliable performance data.
5. Develop measures that the Legislature can readily interpret without additional explanation. Whenever possible, measures should place agency outcomes in context to make them more understandable.
6. Identify factors that the Legislature should consider when assessing program performance. This will make it easier for the Legislature to assess the impact of the programs, particularly those that have only an indirect impact on social conditions.

Appendix A

Schedule of Agency Participation in PB³

Participation	Fiscal Year	Department	Programs
<i>Programs Operating Under PB²</i>	1994-95	<i>REVENUE¹</i>	<ul style="list-style-type: none"> • General Tax Administration
	1995-96	<i>REVENUE</i>	<ul style="list-style-type: none"> • Property Tax Administration
		<i>MANAGEMENT SERVICES¹</i>	<ul style="list-style-type: none"> • Facilities
	1996-97	<i>EDUCATION (COMMUNITY COLLEGES)</i>	<ul style="list-style-type: none"> • Associate in Arts Degree • Associate in Science Degree and Certificates • College Preparatory
		<i>LABOR & EMPLOYMENT SECURITY¹</i>	<ul style="list-style-type: none"> • Disability Determination • Rehabilitation
		<i>LAW ENFORCEMENT</i>	<ul style="list-style-type: none"> • Criminal Justice Investigations/Protection • Criminal Justice Information • Criminal Justice Professionalism
		<i>MANAGEMENT SERVICES</i>	<ul style="list-style-type: none"> • Support • Technology • Workforce
		<i>DIVISION OF RETIREMENT</i>	<ul style="list-style-type: none"> • Retirement

(Continued)

Participation	Fiscal Year	Department	Programs
<i>Programs Proposed for PB² in Fiscal Year 1997-98</i>	1997-98	<i>AGENCY FOR HEALTH CARE ADMINISTRATION¹</i>	<ul style="list-style-type: none"> • Health Care Quality Improvement
		<i>EDUCATION (STATE UNIVERSITY SYSTEM)¹</i>	<ul style="list-style-type: none"> • Instruction • Research
		<i>GAME & FRESH WATER FISH COMMISSION¹</i>	<ul style="list-style-type: none"> • Law Enforcement
		<i>HIGHWAY SAFETY & MOTOR VEHICLES¹</i>	<ul style="list-style-type: none"> • Highway Patrol
		<i>STATE¹</i>	<ul style="list-style-type: none"> • Libraries, Archives, and Information
		<i>TRANSPORTATION</i>	<ul style="list-style-type: none"> • Transportation Systems Development • Transportation Systems Operations
		<i>LABOR & EMPLOYMENT SECURITY¹</i>	<ul style="list-style-type: none"> • Workers' Compensation and Safety
		<i>CHILDREN & FAMILIES^{1,2}</i>	<ul style="list-style-type: none"> • Alcohol, Drug Abuse, and Mental Health
<i>Programs Proposed for PB² in Subsequent Fiscal Years</i>		<i>AGENCY FOR HEALTH CARE ADMINISTRATION</i>	<ul style="list-style-type: none"> • State Health Care Purchasing
		<i>EDUCATION (STATE UNIVERSITY SYSTEM)</i>	<ul style="list-style-type: none"> • Public Service
		<i>GAME & FRESH WATER FISH COMMISSION</i>	<ul style="list-style-type: none"> • Fish and Wildlife Conservation
		<i>HIGHWAY SAFETY & MOTOR VEHICLES</i>	<ul style="list-style-type: none"> • Driver Licenses • Motor Vehicles
		<i>STATE</i>	<ul style="list-style-type: none"> • Elections • Historic Preservation • Commercial Recordings and Registrations • Grants/Cultural • Licensing
		<i>LABOR & EMPLOYMENT SECURITY</i>	<ul style="list-style-type: none"> • Employment Security
		<i>LEGAL AFFAIRS</i>	
<i>Remaining Statutory Schedule of PB² Participation (s. 216.0172, F.S.)</i>	1998-99	<i>BANKING & FINANCE</i>	
		<i>CORRECTIONS</i>	
		<i>EDUCATION (PUBLIC SCHOOLS)</i>	
		<i>ENVIRONMENTAL PROTECTION</i>	
		<i>EXECUTIVE OFFICE OF THE GOVERNOR</i>	
		<i>CHILDREN & FAMILIES</i>	
		<i>JUVENILE JUSTICE³</i>	
		<i>LEGAL AFFAIRS</i>	
	1999-2000	<i>AGRICULTURE & CONSUMER SERVICES</i>	
		<i>ELDER AFFAIRS</i>	
		<i>LOTTERY</i>	
		<i>MILITARY AFFAIRS</i>	
	2000-01	<i>DIVISION OF ADMINISTRATIVE HEARINGS</i>	
		<i>BUSINESS & PROFESSIONAL REGULATION</i>	
		<i>PAROLE & PROBATION COMMISSION</i>	
		<i>PUBLIC SERVICE COMMISSION</i>	
	2001-02	<i>CITRUS</i>	
		<i>COMMUNITY AFFAIRS</i>	
		<i>INSURANCE</i>	
		<i>VETERANS' AFFAIRS</i>	

¹ These agencies submitted or plan to submit additional programs for PB in successive years. The statutory schedule provided in s. 216.0172, F.S., lists each agency only once.

² Previously the Department of Health and Rehabilitative Services. This program was deferred from fiscal year 1996-97 for lack of baseline data.

³ Added to the schedule by Ch. 96-398, Laws of Florida.

Source: Office of Program Policy Analysis and Government Accountability analysis.