

PB² Performance Report

No. 98-53

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The DMS Support Program Saves Money; Some Services Have Rising Costs and Lower Demand

This report assesses the performance of the Department of Management Services (DMS) Support Program based on 1997-98 measures and comments on measures proposed for 1999-2000 under performance-based program budgeting (PB²).

Summary

- The program continues to obtain significant price discounts on commodities and services through its state-term contracts. However, the exact dollar savings cannot be readily verified.
- Program performance for federal property distribution fell short of the standard because the surplus property the state received for distribution to eligible organizations declined by 46% over Fiscal Year 1996-97.
- The program continues to provide vehicle maintenance costs for labor and parts below the private sector and continues to provide state rental pool vehicles at a lower price than that charged by the state vehicle rental contract.
- The cost per flight hour to operate the state aircraft pool has increased over the past two years with an increase of 3.5% over Fiscal Year 1996-97. However, the cost per flight hour is dependent on actually flying the number of hours estimated. Demand for aircraft pool flights dropped by 15% over the past year.
- The program's accountability system meets OPPAGA's expectations in one of four areas (*program purpose and goals*). The program's performance measures, data reliability, and use of information by management need some modifications.
- The program should develop additional outcome measures to provide a more comprehensive performance picture of the program's overall responsibilities.
- The secretary of the Department of Management Services, in his written response to our report, concurred with our findings and recommendations. The agency's response is public record and is available upon request.

Background

The Support Program provides government entities access to "best value" products through centralized purchasing contracts for commodities, services, and motor vehicles and by assisting state agencies, local governments, and other eligible organizations to obtain federal donated property. Best value focuses on the quality, service, timeliness, and functionality of an item or service over its useful life at the lowest cost to the state. Program staff deliver services through four major components: State Purchasing, Federal Property Assistance, Motor Vehicle and Watercraft Management, and Aircraft Management.

State Purchasing develops and administers state-term contracts and negotiated price agreements that agencies and local governments use to purchase commodities and services, thereby reducing their cost for acquiring such items through volume discounts. State Purchasing also promotes and provides for fair and open competition in the state's procurement of personal property and services. State Purchasing staff develop centralized procurement policies, rules, procedures, and forms for state agencies to use in making procurement decisions. State Purchasing staff also provide direct assistance to state agencies in formulating innovative purchasing solutions and techniques to meet their unique business needs and to make better purchasing decisions.

State Purchasing staff manage several programs that streamline the procurement process, such as the State Negotiated Agreement Price Schedules (SNAPS) that streamlines the procurement process for small dollar purchases for both agencies and vendors. Staff also manage EnergyDirect, which leverages the state's purchasing power through a consolidated consumption strategy for natural gas, electricity, fuels and other alternative energy sources.

Federal Property Assistance acquires and distributes federal excess and surplus material and equipment that is donated to eligible organizations in Florida including state agencies, local governments, and nonprofit health and educational organizations. Federal Property Assistance staff administer two separate programs. First, the Federal Surplus Property Donation Program enables public entities and eligible private/nonprofit educational and health agencies in Florida to obtain items such as bulldozers and generators at a nominal cost. This program has the fourth largest state entitlement to available federal surplus property nationwide. The entitlement per state is based on a state's population and per capital income. Second, the U. S. Department of Defense Excess Property Program for Law Enforcement enables state and local law enforcement agencies to acquire items such as helicopters and body armor at minimal cost. State agencies, local governments, and nonprofit organizations that obtain surplus property through these programs pay service charges currently averaging 2.6% of the original acquisition cost. Federal Property Assistance is self-supported from service charges assessed on property donated through these programs.

Motor Vehicle and Watercraft Management provides a cost-effective mechanism, through the state vehicle contracts, for state agencies to meet their transportation needs.

Program staff develop technical specifications and manage state contracts for vehicle rentals and for purchasing passenger and special purpose vehicles, watercraft, and heavy equipment. As part of their oversight responsibilities, Motor Vehicle and Watercraft Management staff approve the purchase, lease, and disposal of vehicles and watercraft, and establish and provide policies, rules, and procedures to guide agencies and local governments in making vehicle-purchasing decisions. Other functions of this component include maintaining a pool of 150 state-owned vehicles in Tallahassee that state employees may use for official business, managing the disposal of used and surplus vehicles and watercraft, and operating a vehicle maintenance garage. The garage services motor pool vehicles, as well as motor vehicles owned by other state agencies that want to use its services.

The state has a fleet of 23,600 motor vehicles and watercraft with an acquisition cost of over \$300 million and an annual operating maintenance cost of over \$31 million. Motor Vehicle and Watercraft Management also manages the Equipment Management Information System (EMIS), which is responsible for providing reliable data on equipment use and expenditures and for providing useful information for managers to use to manage the state's vehicle fleet more efficiently and cost-effectively.

Aircraft Management is responsible for providing safe and secure flight services for Florida's state executives. Aircraft Management staff operate the executive aircraft pool essentially as a charter service. This service enables state executives and their authorized passengers to travel to locations where commercial airline service is limited or not available, thus saving time for these persons. There are three levels of priority fliers: Priority 1 fliers are the Governor, Lieutenant Governor, Cabinet members, Chief Justice of the Supreme Court, President of the Senate, and Speaker of the House. Of this group, the Governor has the top priority (bumping rights); Priority 2 fliers are the Supreme Court Justices, chairs of legislative committees, and state agency and commission heads; Priority 3 fliers are all other state employees as authorized by their agency managers. The pool currently has four aircraft available on a 24-hour basis for executive travel and for emergency purposes and 11 pilots.

Aircraft Management staff approve the purchase, lease and/or transfer of state aircraft, dispose of surplus aircraft for state agencies, handle routine aircraft maintenance functions at the state aircraft facility in Tallahassee, and maintain aircraft inspection schedules and maintenance logs. The inspection schedule and maintenance logs must comply with manufacturers' required inspection time frames and applicable Federal Aviation Administration regulations. Major repairs, such as propeller and power plant overhaul or radar and instrumentation systems repairs, are contracted out to the private sector.

The Legislature appropriated \$13.3 million and authorized 136 positions for the Support Program for Fiscal Year 1998-99. The program is primarily funded from various trust funds and general revenue. For Fiscal Year 1998-99 trust funds accounted for \$8.9 million, or 67%, while general revenue accounted for \$4.4 million, or 33%.

Performance

The Support Program's performance continues to improve in obtaining significant price discounts on commodities and services through its state-term contracts. State agencies and local governments receive tremendous cost-savings by using these contracts. For Fiscal Year 1997-98, the percentage of state-term contract savings was 42%. The program also continues to provide vehicle maintenance costs for labor and parts at a lower cost than the private sector. However, the program performance for distributing federal surplus property decreased over Fiscal Year 1996-97 because of a decline in the amount of surplus property and the quality of the property received by the state. The cost per flight hour to operate the state aircraft pool increased by 3.5 % over Fiscal Year 1996-97, and demand for aircraft pool flights dropped by 15% over the past year.

See Appendix A for a more detailed discussion of program performance for each of its measures.

Proposed Performance Measures

The Support Program has proposed to continue all but two of its current performance measures. As recommended by OPPAGA, the program has replaced the measure *percent of active federal property donees* with a measure that tracks visits to distribution centers and discarded the measure *disposal net return above wholesale vehicle disposal*. We recommend that the Legislature adopt the measures proposed by the Support Program. However, for two of the measures (*percent of state-term contracts savings* and *state-term contracts cost avoidance*), we recommend that the program change its methodology and data source to obtain more reliable data for determining vendor price discounts for state-term contracts savings and cost avoidance. The current data source, vendor certifications of contract savings, cannot be independently verified.

We also recommend that the Legislature consider expanding the measures for the Support Program to address the impact of new innovative purchasing techniques such as the purchase card; amount of recycled content products purchased and purchases from RESPECT and PRIDE programs; agencies satisfaction with EMIS; and market value of federal surplus property received by donees compared to program service charges. The program's current legislative measures do not cover the program's overall responsibilities in these areas. Program managers plan to propose these measures in the department's Fiscal Year 2000-2001 legislative budget request.

See Appendix B for more detailed discussion of our recommendations for the program's proposed measures.

Rating of Program Accountability

A key factor in PB² is that agencies need to develop strong accountability systems that enable the Legislature and the public to assess program performance. An *accountability system* consists of these key elements: program purpose and goals, performance measures, a process for valid and reliable data, and credible reports of performance that can be used to manage the program. OPPAGA's rating tells decision-makers whether they can rely on the program's performance information. We compared the components of the Support Program's accountability system against our established criteria to determine its rating.

Accountability System Component	Meets Expectations	Needs Some Modifications	Needs Major Modifications
Program Purpose and Goals	X		
Performance Measures		X	
Data Reliability		X	
Reporting Information and Use by Management		X	

Source: OPPAGA analysis

Accountability System Rating Summary. The Support Program meets OPPAGA's expectations for an accountability system in one of the four elements specified above. The program has developed a clear and comprehensive purpose/goal statement as well as measurable objectives that are consistent with program's purpose/goal.

The program's performance measures, data reliability, and use of information by management need some modifications. While the program had 111 performance measures for Fiscal Year 1997-98, only 15 were reported to the Legislature as performance-based program budgeting measures. These measures did not include functions such as oversight of agency purchasing practices, promoting the purchase of recycled, RESPECT and PRIDE products, and managing the fleet management information system (EMIS). Program staff intend to develop measures for these functions and include them in the department's Fiscal Year 2000-2001 legislative budget request.

Program staff are taking steps to correct the validity and data reliability problems by deleting measures that are invalid and replacing them with more useful measures. Program staff intend to continue data reliability improvements which include maintaining source documents and calculation records and revising the performance standards when measures' methodologies are changed. Due to problems with some of the measures' validity and data reliability, managers' use of the reported data is limited. While the department routinely provides information on program resources and performance to the Legislature through agency documents, such as the agency strategic plan and agency

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annual performance report, some of the data reported may be questionable. However, DMS has developed a comprehensive accountability management system, which includes information on all of the Support Program's measures, standards, performance, and other supportive documents on the department's website. The website is readily accessible to the public at http://fcn.state.fl.us/oraweb/owa/www_dmsnet.dms_net.homepage.

For More Information

See OPPAGA Report Nos. 97-55 and 98-08 for the results of the comprehensive program evaluation and justification review of DMS's Support Program. OPPAGA reports are on-line at <http://www.oppaga.state.fl.us/reports/reports.html>. Information regarding the Support Program can also be found in the program's on-line FGAR profile at <http://www.oppaga.state.fl.us/profiles/6086/> or by calling Cleo Johnson at (850) 487-1183. Information from the department is available on its website at http://fcn.state.fl.us/oraweb/owa/www_dmsnet.dms_net.homepage or by calling (850) 488-2786.

Appendix A

Analysis of Program Performance for Each of Its Performance Measures

Outcome Measures

Performance		1997-98	Met	Comments
1996-97	1997-98	Standard	Standard?	
Percent of state-term contracts savings (percent discount from normal price based on vendor certifications)				
36.7%	42%	31%	Yes	<p>Program performance continues to improve. Program staff attribute the increase in performance to adding more multiple award contracts to accommodate new technologies, which increased competition and resulted in higher discounts.</p> <p>Even though performance continues to improve, the actual performance cannot be verified using the current data because of data reliability problems. However, based on recommendations made by OPPAGA, program staff plan to work with all stakeholders to develop a valid and reliable methodology for verifying price discounts by vendors for Fiscal Year 1998-99.</p>
State-term contracts cost avoidance (based upon vendor certification)				
\$203,753,000	\$177,901,856	\$146,570,000	Yes	<p>Program performance continues to improve. Program staff attribute the increase in performance to adding more multiple award contracts to accommodate new technologies, which increased competition and resulted in higher discounts</p> <p>Even though performance continues to improve, the price discounts could not be verified with current data because of data liability problems. Program managers plan to work with stakeholders to develop a valid and reliable methodology for verifying price discounts by vendors for Fiscal Year 1998-99.</p>

Outcome Measures

Performance		1997-98	Met	Comments
1996-97	1997-98	Standard	Standard?	
Percent below private sector fleet maintenance - labor				
18% ¹	13%	13%	Yes	Performance met the standard but decreased over the prior year. This measure compares the average cost-per-hour for vehicle labor repair at private sector garages to the cost per hour at the state motor pool garage.
Percent below private sector fleet maintenance -retail parts				
28%	25.2%	26%	No	Performance dropped over time, but the decline was not a substantial difference between the actual performance and the standard.
Average percent state rental vehicles below state rental contract rates				
44%	44%	45%	No	The performance standard was not met due to the changes in the rental patterns of users. However, performance remained consistent with prior year performance and the decline was not a significant change.
Passenger load factor - large corporation compared to DMS				
3.4/2.6	3.3/2.9	3.3/4.0	No	Performance was not met because there were fewer passengers per flight during this period. The aircraft pool is an <i>on demand service</i> that meets the needs of the state's chief executives and employees for fulfilling their statutory responsibilities, which means that some flights may not have more than one or two passengers. Also, overall use of the planes declined.

¹ Program staff miscalculated performance and reported the state labor rate at 15% below the private sector rate. The actual performance rate was 18% below the private sector rate for Fiscal Year 1996-97.

Outcome Measures

Performance		1997-98 Standard	Met Standard?	Comments
1996-97	1997-98			
Cost per flight hour: DMS Aircraft Pool				
\$987.00	\$1,021.80	\$973.00	No	The cost per flight hour has increased over the past two years. This measure identifies the full operating costs of the executive aircraft pool as an average hourly cost. Thus, meeting the standard for the <i>cost per flight hour</i> is dependent on actually flying the number of hours estimated. If fewer flight hours are needed, the program may not meet the standard. The program does not control the demand for flight hours.
Average percent direct cost per flight hour below industry direct cost				
44% ²	35%	44%	No	Program staff reported that an error was made in setting the standard of 44% for Fiscal Year 1997-98; the standard should have been set at 27%. The standard for 1998-99 was set at 30% based on published industry standards. This measure shows from year to year the operational costs (variable) over which management has direct control.
Federal property distribution rate				
75%	57.5%	80	No	Performance fell short of the standard for three reasons. First, the law enforcement distribution rate was not included in calculating the performance because its beginning inventory was not available. Program staff will include the law enforcement rate in the performance for Fiscal Year 1998-99. Second, the property received by the program for distribution to eligible organizations declined by 46%, from \$39 million in Fiscal Year 1996-97 to \$21 million in Fiscal Year 1997-98. Third, the overall quality of the property declined. Thus, fewer customers are willing to invest time and money in repairing or refurbishing surplus property.

² According to program staff, the performance of 44% for Fiscal Year 1996-97 was reported in error. The actual performance was 32%. However, program staff were not able to provide evidential documentation to support the inaccurate reporting.

Output Measures

Performance		1997-98	Met	Comments
1996-97	1997-98	Standard	Standard?	
Number of commodities /services on term contracts (estimated)				
233,000	166,526	182,500	No	Performance decreased because program staff deleted contracts that generated low sales volume.
Number and percent of agencies using SPURS				
28/70% ³	30/93.8%	33/78.5% ³	No	Performance fell short of the standard. Program staff reported that they had expected the Department of Children and Family Services, the Department of Health, and the Public Service Commission to begin using SPURS and, therefore, included these agencies in calculating the standard. However, staff reported that implementing on-line service for the Department of Children and Family Services and the Department of Health did not occur as anticipated because DMS did not get the necessary funding for Fiscal Year 1997-98, but did get the funding for Fiscal Year 1998-99. The Public Service Commission, which is a voluntary agency, was in the implementation stage during this period. Program staff expect to bring both departments and the Public Service Commission on-line by February 1999.
Number of federal property orders processed				
2,334	2,411	2,150	Yes	While the availability of equipment in the Federal Surplus Donation Program has declined, program staff made an effort to bring in other available properties from the Military Defense Program for distribution to state agencies and eligible organizations. This resulted in more law enforcement agencies participating in the program due to the availability of military equipment.

³ The reported percentage of state agencies using SPURS is incorrect. The standard is based on previous statutory requirements that have been amended to exempt some agencies and the state universities. Program staff revised the methodology to reflect the number of agencies required or opting to use SPURS in setting the correct standard for Fiscal Year 1999-2000. See Appendix B.

Output Measures

Performance		1997-98	Met	Comments
1996-97	1997-98	Standard	Standard?	
Hours of vehicle maintenance service provided				
8,391	8,426	8,900	No	Performance exceeded that of the prior year, but still fell short of meeting the approved standard for Fiscal Year 1997-98. However, with a combination of the program's service activities and outsourcing, the program met all service requests. Program staff use this measure to assess the productivity of staff operating the maintenance garage.
Days/miles of state rental vehicle service provided				
41,023 /	41,781/	44,620/	No	Performance exceeded that of the prior year, but still fell short of meeting the approved standard for Fiscal Year 1997-98 because fewer travelers used the rental vehicles for state business. These measures track the days and miles of rental service provided by the DMS motor pool. Program staff use these measures to assess how many vehicles are needed in the pool to provide the needs of its customers and how often to replace the vehicles.
1,672,354	1,722,584	1,758,108		
Total flights per year				
1,957 ⁴	1,651 ⁵	1,850	No	Total flights on the executive pool aircraft declined slightly over the past year. This was likely in part due to the increase in the percentage of actual flight costs that were charged to agencies. The program does not control the demand for flights. The ability to meet or not meet the performance standard is strictly a variance in the demand for aircraft service by state agencies.

⁴ Program staff's reported performance of 2,416 was incorrect. The actual performance was 1,957 as report in OPPAGA's *Review of the Support Program's Performance-Based Program Budgeting Measures and Standards*, Report No. 97-55, March 1998.

⁵ Program staff previously reported 1,706 flights per year in error.

Other Performance Measures

Measures	1997-98 Performance	Comments
These measures are not part of the program's PB ² measures but provide useful information about program performance.		
Dollar volume of recycled content products from state term contracts	\$17,995,000	This measure allows the program to assess its performance in supporting activities with environmental goals, such as recycling products and using environmentally safe fuels. Currently, this is an internal program measure. However, the performance data that program staff collected and reported for Fiscal Year 1997-98 include both recycled and non-recycled products because vendors do not separate the sale of these products in their sales summary data. Program staff reported that they would request current vendors and subsequent vendors to separate the sales of recycled and non-recycled products in order to collect valid data for this measure. Program staff said that the dollar volume of recycled products reported in the department's internal performance accountability system (\$17,995,000) included both recycled and non-recycled products.
Dollar volume (value) of purchases of RESPECT Program	\$21,631,065	This measure allows the program to assess its performance in supporting state preferential purchasing programs such as RESPECT, which provides jobs for and benefits to Florida's citizens with disabilities. The dollar volume of purchases increased by 11% since Fiscal Year 1995-96. ⁶

Source: DMS Legislative Budget Request for Fiscal Year 1999-2000, the department's internal performance accountability system, and OPPAGA comments

⁶ RESPECT is the registered service mark for the Florida Association Rehabilitation Facilities, Inc., a non-profit organization, and is the acronym for Rehabilitative Enterprises: Services and Products.

Appendix B

OPPAGA Recommendations for the Support Program's Fiscal Year 1999-2000 Measures

Outcome Measures, Fiscal Year 1999-2000

Measures Proposed by DMS	Proposed Standards	Comments
Percent state term contracts savings (percent discount from normal price based on vendor certifications)	36%	We recommend adopting this measure. Program staff are requesting a higher standard than the Fiscal Year 1997-98 standard because staff are realigning the standard based on past performance. However, program staff still need to obtain data on vendor price discounts that can be verified by an external entity.
State term contracts cost avoidance (based upon vendor certification)	\$180,000,000	We recommend adopting this measure. Program staff are requesting a higher standard than the Fiscal Year 1997-98 standard because staff are realigning the standard based on past performance. However, program staff still need to obtain data on vendor price discounts that can be verified by an external entity.
Percent below private sector fleet maintenance - labor	10%	We recommend adopting this measure. Program staff are requesting a lower standard than the Fiscal Year 1997-98 performance and standard, even though the standard was met. Staff expect to increase the state's maintenance rates to better cover program costs, which will compress the difference between state and commercial rates.
Percent below private sector fleet maintenance - parts	26%	We recommend adopting this measure. Program staff are requesting the same level standard as for Fiscal Year 1997-98.
Average percent state rental vehicles below state rental contract rates	30%	We recommend adopting this measure. Program staff are requesting a lower standard than the Fiscal Year 1997-98 performance and standard for two reasons. First, the current state rental contract is up for bid and staff anticipate much higher rental rates. ⁷ Second, DMS program managers plan to increase the state rental rates to better cover program costs.

⁷ Program staff reported that the current rental rate prices are lower than the prices were six years ago. Therefore, the new contract rental rates are expected to be much higher.

Outcome Measures, Fiscal Year 1999-2000

Measures Proposed by DMS	Proposed Standards	Comments
Passenger load factor - large corporation compared to DMS	3.4/3.5	We recommend adopting this measure. Program staff are requesting a higher standard than for Fiscal Year 1997-98 performance because staff anticipate that more state executives and employees will use the aircraft pool. This measure identifies the average number of passengers occupying seats on a flight; it is a passenger utilization measure that allows management to plan aircraft purchases relative to seat capacity.
Cost per flight hour: DMS Aircraft Pool	\$1,000	We recommend adopting this measure. This measure identifies the full operating costs of the executive aircraft pool. Program staff are requesting a higher standard than for Fiscal Year 1997-98 performance because staff expect engine repairs which may raise the cost per flight hour.
Average percent direct cost per flight hour below industry direct cost	30%	We recommend adopting this measure. This is a new performance standard as of Fiscal Year 1998-99. Program staff set the standard based on published industry standards.
Federal property distribution rate	75	We recommend adopting this measure. Program staff are requesting a lower standard than for Fiscal Year 1997-98 because of the recent decline in property quantity and quality for federal donated properties.

Output Measures, Fiscal Year 1999-2000

Measures Proposed by DMS	Proposed Standard	Comments
Number of commodities /services on term contracts (estimated)	170,000	We recommend adopting this measure. Program staff are requesting a higher standard than for Fiscal Year 1997-98 performance, but lower than the standard for Fiscal Year 1997-98 because program staff deleted contacts that generated low sales volume.

Output Measures, Fiscal Year 1999-2000

Measures Proposed by DMS	Proposed Standard	Comments
Number and percent of agencies using SPURS	33/100%	<p>We recommend adopting this measure. Program staff are requesting the same level standard as for Fiscal Year 1997-98 for the number of agencies using SPURS. The program has three more agencies to bring on-line to complete the 33 agencies.</p> <p>Program staff are requesting a higher standard than for Fiscal Year 1997-98 for the percentage of agencies using SPURS. The program has three more agencies to bring on-line to complete the 33 agencies and come up to 100%. Once the program has met this standard, the standard should be discontinued.</p>
Number of federal property orders processed	2,400	<p>We recommend adopting this measure. Program staff are requesting a higher standard than the Fiscal Year 1997-98 performance. More law enforcement agencies are expected to participate in the program. However, the quantity and quality of property donated to the federal property assistance programs will affect this measure.</p>
Number of government and non-government organizations visiting a surplus property distribution center	3,400	<p>We recommend adopting this measure. This is a new measure proposed by program staff in accordance with OPPAGA's recommendation in its <i>Review of the Support Program's Performance-Based Program Budgeting Measures and Standards</i>, Report No. 97-55, March 1998.</p>
Hours of vehicle maintenance service provided	8,600	<p>We recommend adopting this measure. Program staff are requesting a lower standard than for Fiscal Year 1997-98 performance. However, program staff reported that the new standard is more in line with past performance levels.</p>
Days and miles of state rental vehicle service provided	41,000/ 1,700,000	<p>We recommend adopting this measure. Program staff are requesting a lower standard than for Fiscal Year 1997-98. Program staff reported that this standard is being realigned based on better performance information.</p>
Total flights per year	1,850	<p>We recommend adopting this measure. Program staff are requesting the same standard as that for Fiscal Year 1997-98.</p>

Source: DMS Legislative Budget Request and OPPAGA analysis

OPPAGA Recommendations for Additional Measures Fiscal Year 1999-2000

Measures	Comments
Dollar volume/percentage of recycled content products purchased from state-term contracts	This measure will allow program staff to assess performance in supporting activities with environmental goals, such as recycling products and using environmentally safe fuels. Currently, this is an internal measure. However, program staff reported that they will request vendors to separate their sales summary data to accurately report information on recycled products.
Dollar volume/percentage of purchases from RESPECT Program	This is an internal measure that the program has for which staff are collecting data and can be adapted for an external measure to be reported to the Legislature. This measure will allow program staff to assess performance in supporting state preferential purchasing programs such as RESPECT, which provides benefits and jobs for Florida's citizens with disabilities.
Dollar volume (value) of PRIDE purchases based on the number of products and services certified for PRIDE	This measure will allow program staff to assess performance in supporting state preferential purchasing programs such as Prison Rehabilitative Industries and Diversified Enterprises, Inc., which involves the state prison system.
Percent of agencies whose staff responded that EMIS meets their fleet information needs	This is a customer satisfaction measure that assesses the program's performance in meeting the needs of agencies for making informed management decisions regarding their vehicle fleet. The program will need to conduct a survey of the agencies that use EMIS. Program staff could redesign the existing customer satisfaction survey and adapt it for this measure.
Ratio of market value of federal surplus property obtained by donees to program service charges	This measure will provide information for determining the Federal Property Assistance Program's efficiency in providing eligible donees with desired materials and equipment at a nominal cost.

Source: DMS Legislative Budget Request for Fiscal Year 1999-2000, review of program documents, interview with program staff, and OPPAGA comments

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