

PB² Performance Report

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GFWFC Law Enforcement Accountability System Meeting Expectations; Measures Work Needed

This report assesses the performance of the Florida Game and Fresh Water Fish Commission's Law Enforcement Program based on 1997-98 measures and comments on measures proposed for 1999-2000 under performance-based program budgeting (PB²).

Summary

- Overall, the program's performance was mixed, meeting standards on slightly more than half of its measures. Program vacancies and response to state emergencies contributed to not meeting some of the standards.
- Patrol resources were generally deployed as planned with most time being spent on land patrols. However, staff spent about one-third fewer hours patrolling water bodies than expected. Program managers attributed the difference to staff vacancies and responding to state natural disasters that occurred during the fiscal year. Staff also conducted more inspections of captive wildlife facilities than expected.
- The number of violations decreased during the fiscal year. Commission enforcement staff attribute lower than expected violations to several factors including officer vacancies, staff commitment to natural disasters, and problematic patrol vehicles.
- The program recorded about as many boating accidents as expected, but fewer hunting accidents than anticipated.
- The program's accountability system met three out of four of OPPAGA's expectations, with some modifications being needed in its performance measures. We propose several measures that should improve understanding of program efficiency. Furthermore, we recommend rewording some measures to better determine outputs and outcomes.
- The Executive Director of the Game and Fresh Water Fish Commission provided a written response to our preliminary and tentative report. The Executive Director generally concurred with our findings and recommendations. However, he requested deferring our recommendations for new measures and modification of current measures until the Legislature completes the merger transition of the agency into the newly created agency, the Florida Fish and Wildlife Conservation Commission. The Executive Director's response is a public record and is available upon request.

Background

The Law Enforcement Program protects fish and wildlife resources, enforces the laws of the state, preserves the peace, protects life and property, and performs the necessary duties to fulfill law enforcement responsibilities. Moreover, it is the law enforcement arm of the Florida Game and Fresh Water Fish Commission.

The program had 432 sworn and non-sworn positions for Fiscal Year 1997-98. The sworn positions include wildlife officers, sergeants, lieutenants, captains, majors, and headquarters staff. The non-sworn positions include support staff, duty officers, hunter education officers and communication officers.

The program was appropriated \$25.2 million. General revenue is the primary funding source and accounted for \$19.6 million, or 78%, of the program budget. Two trust funds provide the other sources of funding. The State Game Trust Fund provided \$5.1 million, or 21%, of the program's budget. Revenues are derived mainly from the sale of hunting and fishing licenses and permits. The Florida Panther Research and Management Trust Fund collects fees from the annual sale of Florida panther license plates and amounted to \$334,000, or 1%, of the program's total revenue.

The program is organized into a central office located in Tallahassee and five regional offices located in Lake City, Lakeland, Panama City, West Palm Beach, and Ocala.

Performance

Overall, the Law Enforcement Program's performance in protecting state fish and wildlife resources, people, and property was mixed. Patrol resources were generally deployed as planned with the most time being spent on patrolling land, air, and the state's two largest freshwater bodies; however, it did not commit as much time to investigating illegal activities and patrolling the state's other freshwater bodies as anticipated.¹ During the fiscal year, in addition to staff vacancies, the program reassigned many officers to assist with recent state wildfire and hurricane emergencies. Staff vacancies and the manpower demands of responding to state emergencies resulted in some standards not being met. Program staff anticipate filling most vacancies once they have sufficient graduates from their training academy. Law enforcement personnel spent a total of 11,225 hours responding to emergency conditions.

Program staff also conducted 18% more captive wildlife facilities inspections and 25% more boating vessel inspections than expected, reflecting a greater emphasis on these activities. As a result of increased inspections, staff found more violations than expected. However, the program does not provide information describing the seriousness of the violations found during its inspections. This information would show the level of risk

¹ The state's two largest freshwater bodies are the St. Johns River and Lake Okeechobee.

posed to captive animals as well as boating recreators. Program managers report that currently they are restructuring the program's computer system and plan to make this information available during the 1999-2000 fiscal year.²

Program staff generally identified fewer violations in other areas than anticipated. However, we believe performance standards on violations are problematic because enforcing the standard could have the adverse consequence of setting a quota. In approving the measures, legislators have consistently cautioned program staff against letting numerical violation standards drive officers' behavior and judgment.

Finally, program staff recorded about as many boating accidents as expected, but fewer hunting accidents than anticipated. The number of boating accidents on the St. Johns River, the state's largest river, was almost twice the number expected by the program. Program managers believe that this was due to several factors including exceptionally warm weather conditions encouraging more boaters to use this water body than usual and increased reporting of boating accidents. To better demonstrate its impact on the rate of boating accidents, we recommend that the program identify the number of people involved in boating accidents who attended its boating safety courses as it currently does with its hunting course. See Appendix A for detailed comments on the program's past performance.

Proposed Performance Measures

Current measures need some modifications. Program managers are planning to rename measures related to poaching to better reflect program activities. In addition, they believe that these measures should be moved to the uniform patrols category because it encompasses all investigation hours by sworn staff. We agree with moving these measures to uniform patrols; however, we also believe that such a shift would require that all investigation measures be shifted for consistency.

One shortcoming of the program's measures is that they are largely output measures, meaning that they indicate the amount of work accomplished. However, we believe that some of the measures are also indicators of outcome and could be improved by rewording the measure to use language such as the "percentage change in services or goods" that would indicate the program's actual impact or public benefit. Outcome measures would provide information on the results of program staff efforts and whether conditions are getting better, worse, or staying about the same.

The program should add information to some measures to ensure better interpretation of law enforcement's effectiveness. Current measures on violations, accidents, fatalities, and misdemeanors can be interpreted in several ways; low figures in these areas suggest highly

² The program plans to restructure its computer system to capture data on felonies, misdemeanors, or infractions, with the first year's performance results available by the 1999-2000 fiscal year. It typically did not capture this type of data. Furthermore, the Legislature did not set standards for many measures because the commission lacked data. Program managers plan to set baselines and propose standards using at least three years of actual performance results. While it may take three years to set a more reliable standard, the program should proceed by using one year of data as an interim standard.

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effective law enforcement and higher figures suggest less effective detection efforts. This measurement problem should not be resolved by enforcing the violation standard. We believe that it is important that the number of violations not become a quota. We recommend that more information be reported on the type and significance of the violations, particularly those offenses that impact state fish and wildlife resources, to allow for better assessment of performance. Tracking this type of information over time will allow legislators and agency management to weigh this against the total number of violations, thereby indicating more clearly the significance of violations and how well law enforcement is addressing them. Program staff are currently working with the data to make needed changes. Additional information about the significance of violations would also provide the program with stronger outcome measures.

We also recommend that the program add several measures. Current indicators do not offer enough information to fully assess the program's impact and efficiency in investigations, air contacts, and boating safety. To correct this, we recommend additional measures in these areas. To avoid burdening decision-makers with more detail than is needed for their policy decisions, many of these additional measures could be maintained in the performance ledger or internally monitored by the agency rather than placed in the General Appropriations Act. See Appendix B for detailed comments on the program's proposed performance 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 or goals, performance measures, a process for valid and reliable data, and credible reports of performance that can be used to manage the program. Our rating tells decision-makers whether they can rely on the program's performance information. We compare the components of the Law Enforcement Program's accountability system against our established criteria to determine the 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

The Law Enforcement Program's accountability system generally meets OPPAGA's expectations except for the need to make some minor modifications to its performance measures. The program's purpose statement and objectives cover its major aspects of ensuring public safety during outdoor recreation and wildlife viewing. The program's performance-based program budgeting measures cover all major law enforcement responsibilities: prevention patrols, investigations, inspections, and boating and hunting safety. However, we recommend that the program add measures to identify its impact on state fish and wildlife resources and public safety. Further, we believe that the program should develop measures to indicate the efficiency of investigations and airborne law enforcement patrols.

Information supporting the program's performance data are valid and reliable. The program uses several review stages including the agency inspector general to ensure data accuracy and completeness. The inspector general checked the accuracy of the data supporting the program's performance measures and concludes that the data is reasonably error free. Finally, we conclude that the program makes information available to the public and that its managers use performance information in decision-making.

For More Information

See the FGAR Game and Fresh Water Fish Commission Law Enforcement (PB²) Program profile at <http://www.oppaga.state.fl.us/profiles/3061/> or call Lyndon Rodgers at (850) 487-3805. Information from the commission is available on its website at <http://www.state.fl.us/gfc/gfchome.html> or by calling Colonel Bob Edwards, Division Director, (850) 488-6251.

Appendix A

Analysis of Program Performance for Each of Its Performance Measures

Output Measures

Performance 1997-98	1997-98 Standard	Met Standard?	Comments
Uniform Patrol			
Number of hours spent patrolling land			
513,518	516,259	Substantially met	We conclude that the program substantially met the standard because there is only a 0.5% difference. Program managers attribute this slight shortfall to officer vacancies that occurred after the standard was set.
Number of hours spent patrolling water			
45,996	68,320	No	Uniform officers patrolled 22,324, or 33%, fewer hours on the state's freshwater bodies than expected. Program managers attribute the difference to officer vacancies and committing personnel to state floods and wildfires.
Number of hours spent patrolling air			
8,218	8,244	Substantially met	We conclude that the program substantially met the standard because there is only a 0.3% difference. Program managers attribute the difference to personnel availability, weather conditions, and an aircraft being out of service. The respective aircraft returned to service in November 1998.

Output Measures

Performance 1997-98	1997-98 Standard	Met Standard?	Comments
Number of violations			
24,332	29,130	No	<p>Uniform officers identified fewer violations than expected. Program managers believe staff vacancies account for lower numbers. We believe that the performance standard for this measure is problematic because enforcing the standard could have the adverse consequence of setting a quota.</p> <p>This measure refers to criminal acts found by uniformed patrol officers only. It contrasts with the "number of violations encountered" measure that includes all law enforcement staff (uniform patrol officers, investigators, inspectors, and aviators) who detect illegal hunting and fishing.</p>
Felony violations, misdemeanor violations, and infraction violations			
Not available	Not available	Not available	The program did not capture data relating to each of these measures. Program managers report that staff are presently modifying citation methodology and believe that the first year's performance results should be available during Fiscal Year 1999-2000.
Investigations			
Number of hours devoted to investigating poaching and related illegal activities			
242,402	297,167	No	Investigators spent nearly 25% fewer hours investigating poaching and other illegal activities than expected. Program managers attribute the difference to officer vacancies and committing personnel to state floods and wildfires.

Output Measures

Performance 1997-98	1997-98 Standard	Met Standard?	Comments
Number of violations encountered			
12,328	14,050	No	Law enforcement staff encountered fewer occurrences of illegal fishing and hunting than expected. Program managers believe staff vacancies account for lower numbers. These results cannot be readily interpreted without additional information about the significance of the state fish and wildlife species being illegally caught. Further, we recommend rewording this measure to clarify that it refers to the number of illegal hunting and fishing incidences detected by all law enforcement staff-uniform patrol officers, investigators, inspectors, and aviators.
Number of investigations opened			
1,034	806	Yes	Investigators opened 228, or 28%, more cases than expected. Program managers attribute this level of performance to improved response to investigative intelligence, improved data tracking, and better supervision of staff. Investigations are open to determine criminal wrongdoing.
Felonies-opened			
101	Not set	Not set	The Legislature did not set a standard for this measure because the commission did not have data available at that time. Program managers believe that at least three years of actual performance results is needed in order to establish a reliable standard. However, we believe that the program should use one year of data to set an interim standard. Felonies include illegal killing of alligator eggs and are punishable by more than one year in jail.

Output Measures

Performance 1997-98	1997-98 Standard	Met Standard?	Comments
Misdemeanors-opened			
618	Not set	Not set	The Legislature did not set a standard for this measure because the commission did not have data available at that time. Program managers believe that at least three years of actual performance results is needed in order to establish a reliable standard. However, we believe that the program should use one year of data to set an interim standard. Misdemeanors include importing fish into state freshwater bodies without a permit and carry a punishment of not more than one year in jail.
Infractions-opened			
51	Not set	Not set	The Legislature did not set a standard for this measure because the commission did not have data available at that time. Program managers believe that at least three years of actual performance results is needed in order to establish a reliable standard. However, we believe that the program should use one year of data to set an interim standard. Infractions include hunting without a hunting safety certification card and are noncriminal offenses punishable by fines.
Number of investigations closed			
848	725	Yes	Program managers attribute this favorable performance to improved response to investigative intelligence, enhanced data tracking, and better supervision of staff. Examples of closed cases include instances in which defendants are convicted or found not guilty.

Output Measures

Performance 1997-98	1997-98 Standard	Met Standard?	Comments
Felonies-closed			
66	Not set	Not set	The Legislature did not set a standard for this measure because the commission did not have data available at that time. Program managers believe that at least three years of actual performance results is needed in order to establish a reliable standard. However, we believe that the program should use one year of data to set an interim standard.
Misdemeanors-closed			
499	Not set	Not set	The Legislature did not set a standard for this measure because the commission did not have data available at that time. Program managers believe that at least three years of actual performance results is needed in order to establish a reliable standard. We believe that the program should proceed by using one year of data to set an interim standard.
Infractions-closed			
41	Not set	Not set	The Legislature did not set a standard for this measure because the commission did not have data available at that time. Program managers believe that at least three years of actual performance results is needed in order to establish a reliable standard. Again, we believe that the program should proceed by using one year of data to set an interim standard.

Output Measures

Performance 1997-98	1997-98 Standard	Met Standard?	Comments
Total violations			
1,022	1,368	No	<p>Investigators found 346, or 25%, fewer violations than expected. Program managers believe staff vacancies account for the lower numbers. This measure reflects the aggregate number of felonies, misdemeanors, and infractions as well as warnings issued by investigation staff. The precise number of felonies, misdemeanors, and infractions that comprise total violations would be reflected in the measures below.</p> <p>We believe that a performance standard for this measure is problematic because enforcing the standard could have the adverse consequence of setting a quota.</p>
Felony violations, misdemeanor violations, and infraction violations			
Not available	Not available	Not available	Data for these measures are not currently available because the program did not typically capture data for these penalty levels. Program managers report that staff are presently modifying citation methodology and believe that the first year's performance results should be available during Fiscal Year 1999-2000. These measures would identify the number of felonies, misdemeanors, and infractions that make up total violations, but it does not include warnings issued by investigators.
Conviction Rate			
98%	Not set	Not set	Although a standard has not been set, the program was effective at getting convictions on persons who had committed criminal acts. Program managers believe that at least three years of actual performance results is needed in order to establish a reliable standard. Again, we believe that the program should proceed by using one year of data to set an interim standard.

Output Measures

Performance 1997-98	1997-98 Standard	Met Standard?	Comments
Felony-conviction rate			
100%	Not set	Not set	The program was effective at getting convictions on felony charges. The Legislature was unable to set a standard for this measure because the commission did not have data available. Program managers believe that at least three years of actual performance results is needed in order to establish a reliable standard. We believe that the program should proceed by using one year of data to set an interim standard.
Misdemeanor-conviction rate			
95%	Not set	Not set	The program was effective at getting convictions on misdemeanors charges. The Legislature was unable to set a standard for this measure because the commission did not have data available. Program managers believe that at least three years of actual performance results is needed in order to establish a reliable standard. We believe that the program should proceed by using one year of data to set an interim standard.
Infraction-conviction rate			
99%	Not Set	Not Set	The program was effective at getting convictions on people who have committed infractions. The Legislature was unable to set a standard for this measure because the commission did not have data available. Program managers believe that at least three years of actual performance results is needed in order to establish a reliable standard. We conclude that the program should proceed by using one year of data to set an interim standard.

Output Measures

Performance 1997-98	1997-98 Standard	Met Standard?	Comments
Inspections			
Number of inspections of licensed and permitted captive wildlife facilities			
5,280	4,446	Yes	Inspectors conducted 18% more inspections of captive wildlife facilities than expected. Program managers attribute the level of performance to increased demand for inspection services and increased complaints or reporting of violations.
Number of violations			
667	534	Yes	As a result of conducting more inspections, the program found 25% more violations than it expected. Program managers attribute the change in performance to increased demand for inspection services, increased complaints, and to inspectors not being reassigned to state emergencies.
Aviation			
Number of air contacts resulting in detection and apprehensions			
534	445	Yes	The program's aviation section detected more criminal activities or apprehended more lawbreakers through airborne law enforcement patrols than in the past. Program managers attribute the level of performance to increased reporting of criminal activities and favorable results from other aviation services such as search and rescue.
Number of hours of biological flight time requested/provided			
1,350/ 1,026	1,666/ 1,220	No	Program aviators spent less time conducting flights for biological and environmental surveys than anticipated. Program managers attribute the difference to a decrease in the number of requested flights because of unusual weather conditions in the past year. The agency's Wildlife Management Program and Fisheries Management Program use the Law Enforcement Program's pilots and aircraft to collect data on state natural resources.

Output Measures

Performance 1997-98	1997-98 Standard	Met Standard?	Comments
Boating Safety			
Number of vessel safety inspections			
192,256	154,408	Yes	Program staff conducted 25% more boating vessel inspections than expected. Program managers attribute performance to increasing emphasis on vessel safety inspections. In addition, they report that a large number of the inspections were land-based.
Number of accidents investigated (fewer is better)			
199	210	Yes	Program staff investigated slightly fewer boating accidents than it expected. Program managers attribute these results to normal fluctuations in the yearly number of boating accidents.
Number of fatalities investigated (fewer is better)			
24	26	Yes	Program staff investigated slightly fewer boating fatalities than it expected. Program managers attribute these results to normal fluctuations in the yearly number of boating fatalities.

Output Measures

Performance 1997-98	1997-98 Standard	Met Standard?	Comments
Number of injuries investigated (fewer is better)			
144	136	No	Program staff recorded slightly more boating injuries than it expected. Program managers attribute these results to several factors including increased reporting of boating injuries and boaters exercising poor judgment. For example, violation of navigation rules and operator inattention accounted for a significant number of boating accidents that occurred during the fiscal year.
Number of hours devoted to vessel safety inspections on the St. Johns River			
10,879	9,318	Yes	Program inspectors spent more time conducting boating vessel inspections than anticipated. Program managers attribute performance to increasing emphasis on vessel safety inspections. In addition, they report that a large number of the inspections were land-based.
Number of boating accidents on the St. Johns River (fewer is better)			
40	21	No	Program staff recorded about twice as many boating accidents on the St. Johns River than expected. Program managers attribute the higher accident rate to several factors including exceptionally warm weather conditions encouraging boaters to spend more time on water bodies, increased reporting of boating accidents and typical fluctuations in the annual number of boating accidents.
Number of hours devoted to vessel safety inspections on Lake Okeechobee			
6,336	5,861	Yes	Program inspectors spent more time conducting boating vessel inspections on Lake Okeechobee than expected. Program managers attribute performance to increasing emphasis on vessel safety inspections. In addition, they report that a large number of the inspections were land-based.

Output Measures

Performance 1997-98	1997-98 Standard	Met Standard?	Comments
Number of boating accidents on Lake Okeechobee (fewer is better)			
8	15	Yes	Program staff recorded fewer boating accidents on Lake Okeechobee than expected. Program managers attribute this difference to boaters exercising better judgment than in the past.
Hunter Education			
Number of hunter education classes offered			
302	350	No	Program hunting education staff did not conduct as many hunting courses as planned. Program managers attribute the difference to a change in hunter education laws. The new law, which became effective January 1, 1997, eliminated the requirement for hunters less than 16 years of age to take the hunter safety course.
Number of students graduating courses			
9,439	12,125	No	The program did not graduate as many students from the hunting courses as anticipated. Program managers attribute the difference to a change in hunter education laws. The new law, which became effective January 1, 1997, has eliminated the requirement for hunters less than 16 years of age to take the hunter safety course.
Percentage of students meeting minimum standards for graduation			
86%	87%	Substantially met	The program saw slightly fewer students meeting minimum standards for graduation than anticipated. Program managers report that hunting courses traditionally have a lower than average graduation rate because many students do not attend the required range portion of the course held on Saturdays.

Output Measures

Performance 1997-98	1997-98 Standard	Met Standard?	Comments
Number of hunting accidents (fewer is better)			
18	23	Yes	Program staff recorded less hunting accidents than expected. Program managers indicate that the number of accidents can fluctuate yearly and that fewer accidents occurred because hunters exercised better judgment than in the past. For example, accidental discharge while handling firearms accounted for over 38% of hunting accidents and victims mistaken for game accounted for 28% of the accidents during the 1997-98 fiscal year.
Number of people involved in hunting accidents who had attended/graduated from hunting courses			
6	7	Yes	Program staff recorded slightly less hunting accidents involving hunting course graduates than expected. Program managers believe that these results are due to hunters following good hunting safety practices.

Source: Florida Game and Fresh Water Fish Commission and 1997-98 General Appropriations Act and Summary Statement of Intent

Appendix B

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

Fiscal Year 1999-2000 Measures

Measures Proposed by Agency	Proposed Standards	OPPAGA Recommendations/Comments
Number of hours devoted to investigating illegal taking of fish and wildlife resources (replacing <i>number of hours devoted to investigating poaching and other illegal activities</i>)	297,167	<p>We recommend modifying this measure. Program managers recommend several modifications of the current measure. First, the measure "number of hours devoted to investigating poaching and other illegal activities" should be revised because the current legal definition of poaching is unclear. Second, the measure should be removed from the investigation category and placed in the uniform patrols category because the patrols classification encompasses all investigation hours by all sworn full-time employees.</p> <p>We support changing the measure and moving it to uniform patrols; however, we also believe that such a shift will require an output measure reflecting the number of hours investigators spent on illegal takes and other criminal activities.</p>
Number of illegal takes encountered by all law enforcement staff (replacing <i>number of violations encountered</i>)	14,050	<p>We recommend modifying this measure. Program managers are recommending several modifications of the current measure. First, the measure "number of violations encountered" should be revised to make it better understood that the violations found are illegal hunting and fishing. The measure should be removed from the investigation category and placed in the uniform patrols because the patrols classification encompasses all investigation hours by all sworn full-time employees.</p> <p>We support changing the measure and moving it to uniform patrols.</p>

Fiscal Year 1999-2000 Measures

Measures Proposed by Agency	Proposed Standards	OPPAGA Recommendations/Comments
Number of hours of biological flight time requested/ provided to wildlife and fisheries management programs (replacing <i>number of hours of biological flight time requested/provided</i>)	1,666/1,220	We recommend modifying this measure. We recommend rewording the current measure "number of hours of biological flight time requested/provided." In general, it reflects the use of the law enforcement programs' staff and aircraft for biological research conducted by the agency's Wildlife Management Program and Fisheries Management Program. Accordingly, we agree that language should be added to clarify that biological flights are requested by agency programs for research on state natural resources.

OPPAGA Recommendations for Additional Measures, Fiscal Year 1999-2000

Measures	Comments
Percentage of closed cases out of total cases investigated	This outcome measure would relate closed cases to total cases investigated.
Percentage of closed cases with convictions	This outcome measure would indicate that there was sufficient probable cause when arrest was made.
Number of hours investigators spent on illegal takes	This efficiency measure would indicate the amount of time that program investigators spent opening and closing cases related to illegal hunting and fishing.
Percentage of total facilities with violations	This outcome measure would indicate the proportion of captive wildlife facilities complying with state and federal regulations.
Percentage of total flights devoted to biological flights	This outcome measure would indicate the proportion of total flights comprised by biological flights. Biological flights are requested by the agency's Fisheries Management Program and Wildlife Management Program and serve to collect data on Florida's fish and wildlife resources.
Percentage of boat vessels with safety violations	This outcome measure would indicate the proportion of boating vessels fully in compliance with boating rules. Program managers report that accessing this information would require modification of reporting procedures.

OPPAGA Recommendations for Additional Measures, Fiscal Year 1999-2000

Measures	Comments
Percentage of people involved in boating accidents who had attended/graduated from boating courses	This outcome measure would reflect the effectiveness of the program's boating safety courses.
Open/closed cases per investigator	This efficiency measure would indicate the productivity of each investigator in opening and closing cases.
Cost per flight hour	This efficiency measure would indicate the financial expenditure of each flight.
Percentage of hours devoted to assisting with state emergencies	This measure would indicate the number of hours the program spent assisting with state emergencies, and would help explain when responding to emergencies adversely affects the agency's performance on other measures.

Source: OPPAGA and the Florida Game and Fresh Water Fish Commission

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