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PB² Performance Report

No. 98-65

February 1999

Investigations Program Workload and Customer Satisfaction Up, but Lab Timeliness Still a Problem

This report assesses the performance of the Florida Department of Law Enforcement's (FDLE) Criminal Justice Investigations and Forensic Science Program based on 1997-98 measures and comments on measures proposed for 1999-2000 under performance-based program budgeting (PB²)

Summary

- During Fiscal Year 1997-98, the Investigations and Forensic Science Program improved performance on the majority of its outcome measures. However, Laboratory Services has not yet achieved its standard of 35 days on average to complete lab service requests (excluding serology and DNA).
 - FDLE cites staff vacancies as a major factor in failing to meet its timeliness standards and has made the retention and recruitment of crime laboratory analysts a priority.
 - FDLE should continue to review its methodology for establishing performance standards. FDLE continues to exceed its performance standards, sometimes to a significant degree.
 - The program's accountability system met OPPAGA's expectations in three of the four key areas when it was reviewed in July 1998. The program needs to continue its efforts to improve data reliability.
 - We provided a draft of our report to the Commissioner of FDLE who generally concurred with our conclusions.
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Background

The purpose of the Criminal Justice Investigations and Forensic Science Program is to manage, coordinate, and provide investigative, forensic, prevention, and protection services.

Investigative and Support Services is the largest service area in this program. Staff conduct independent investigations and coordinate multi-jurisdictional and special criminal investigations with local, state, and federal authorities. Staff conduct investigations concerning violent crime, economic crime, major drug crime, and public integrity. Staff provide specialized investigative assistance, such as criminal profiling, to local law enforcement agencies. Staff also coordinate special investigative programs such as the Serious Habitual Offender Comprehensive Action Program. The Legislature approved 11 performance measures for Investigative and Support Services in Fiscal Year 1997-98.

Laboratory Services are provided to federal, state, and local law enforcement offices through regional crime laboratories in Tallahassee, Jacksonville, Pensacola, Tampa, Fort Myers, Orlando, Key West, and Daytona Beach. Staff provide expert and professional examination of evidence from crime scenes to aid in the investigation and prosecution of criminal offenses. They provide assistance in the areas of drug analysis, toxicology, serology, microanalysis, firearms, documents, latent prints, DNA, crime scene processing, and computer evidence recovery. Staff also provide expert testimony on their analyses in court. The Legislature approved 13 performance measures for Laboratory Services in Fiscal Year 1997-98.

Preventative Services include activities designed to prevent crimes and enhance security measures, including dignitary protection, background investigations, and coordination of state and local law enforcement emergency responses. The Legislature approved four performance measures for Preventative Services in Fiscal Year 1997-98.

Overall, the Investigations and Forensic Science Program works to improve the state's capacity to prevent crime and detect, capture, and prosecute criminal suspects through partnerships with local, state, and federal criminal justice agencies.

Performance

During Fiscal Year 1997-98, the Investigations and Forensic Science Program improved performance for the majority of its outcome measures.

However, Laboratory Services did not meet timeliness standards for completing laboratory service requests. For example, FDLE has not yet achieved its standard of 35 days on average to complete lab service requests (excluding serology and DNA). FDLE cites staff vacancies as a major factor in failing to meet its timeliness standards and has made the retention and recruitment of crime laboratory analysts a priority.

Investigative and Support Services

FDLE attributes the increase in performance for five of their measures to a large increase in the number of fugitive cases closed. In three additional measures, customer survey responses rated FDLE higher than expected. For example, 99% of customers found FDLE investigative intelligence valuable and current, while the standard was 90%.

Laboratory Services

Another area where FDLE exceeded expectations was the DNA database. During the 1997-98 fiscal year, 29,118 samples were added to the database, 32% more than the standard of 22,000. FDLE outsourced 15,000 samples to a private laboratory and used robotics and a new server to assist in increasing the number of samples input into the database.

However, Laboratory Services did not meet timeliness standards for completing laboratory service requests. Although labs have improved the average number of days to complete service requests (excluding serology and DNA) from 39 days to 36 days, FDLE has not yet achieved its standard of 35 days on average to complete lab service requests (excluding serology and DNA). FDLE also failed to meet the standard of 50 days on average to complete lab service requests for serology (performance was 59 days on average).

FDLE cites staff vacancies as a major factor in failing to meet its timeliness standards. FDLE has made the retention and recruitment of crime laboratory analysts a priority and is considering alternate means to attract and keep qualified individuals, including incentive programs and productivity awards.

Preventative Services

FDLE responded to 14 emergencies or disasters resulting from natural, technological, or manmade causes in Fiscal Year 1997-98.

Proposed Performance Measures

Overall, performance measures for Investigative and Support Services and Laboratory Services continue to evolve, while performance measures in Preventative Services have stabilized. FDLE is proposing 31 performance measures and standards for Fiscal Year 1999-2000.

FDLE should continue to review its methodology for establishing performance standards. FDLE continues to exceed its performance standards, sometimes to a significant degree. It is challenging and difficult to set standards for measures that track workload and demand, but improvements can be made using past performance and external and internal factors.

Rating of Program Accountability

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 an accountability system against our established criteria to determine the rating.

PB² Performance Report

| 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

Summary: The Investigations and Forensic Science Program meets OPPAGA's expectations of an adequate accountability system in three of the four elements specified in the table above. This program has in place a clear goal and objectives, appropriate (but still improving) performance measures and standards, and effective procedures to report information to both the Legislature and the public. However, the program's procedures to ensure the reliability of performance data are still being revised. The program is also implementing a new data system called the Evidence Management System.

For More Information

See *Review of the Performance of Florida Department of Law Enforcement's Investigations and Forensic Science Program*, OPPAGA [Report No. 97-41](#), February 1998, and *Program Evaluation and Justification Review, Florida Department of Law Enforcement*, OPPAGA [Report No. 97-76](#), June 1998. OPPAGA reports are on-line at <http://www.oppaga.state.fl.us/reports/reports.html>.

Also see the FGAR program profile at <http://www.oppaga.state.fl.us/profiles/1061/> or call Bernadette Leyden at (850) 487-9219. Information from the department is available on its website at <http://www.fdle.state.fl.us/index.asp/> or by calling (850) 410-8300.

Appendix A: Investigative and Support Services

- Analysis of Program Performance for Each of Its Performance Measures
- OPPAGA Recommendations on FDLE's Proposed 1999-2000 Performance Measures

Past Performance Outcome Measures –Investigative and Support Services

| Performance | | 1997-98 | Met | Comments |
|--|------------|-----------|-----------|--|
| 1996-97 | 1997-98 | Standard | Standard? | |
| Number/ percentage of criminal investigations closed * | | | | |
| 1,169 | 1,492 /52% | 649 / 30% | Yes | <p>This measure combines two 1996-97 performance measures: "number/percent of local law enforcement cases assisted by FDLE closed" and "number/percent of FDLE-initiated cases closed." Of those investigations worked, this measure reports the number of cases closed during the year.</p> <p>FDLE attributes the increase in performance to a large number of fugitive cases.</p> |
| Number/percentage of criminal investigations closed resulting in an arrest * | | | | |
| 78 | 929 / 62% | 279 / 43% | Yes | <p>This measure is a modification of a 1996-97 performance measure, "number/percentage of major FDLE-initiated cases resulting in an arrest."</p> <p>The standard of 279 was based on FDLE-initiated cases only. During Fiscal Year 1997-98, FDLE revised the definition of a major case to include both FDLE and non-FDLE initiated cases, resulting in a much larger number. FDLE also attributes the increase in performance to a large number of fugitive cases.</p> |
| Number/ percentage of cases where FDLE investigative assistance aided in obtaining a conviction * | | | | |
| 96% | 154 / 97% | 268 / 96% | Yes | <p>Prosecutors rated FDLE's investigative assistance as useful in obtaining a conviction in 97% of the cases that resulted in court action. Customer survey responses rated FDLE higher than expected.</p> |

*Measures designated with an asterisk were listed in the Fiscal Year 1997-98 General Appropriations Act (GAA) as measures for program policy analysis. Since the GAA does not distinguish between outcome and output measures, we used the agency's categories in the Legislative Budget Request.

Past Performance Outcome Measures –Investigative and Support Services

| Performance | | 1997-98 | Met | Comments |
|-------------|---------|----------|-----------|----------|
| 1996-97 | 1997-98 | Standard | Standard? | |

Number/ percentage of cases where FDLE investigative assistance was of value to the investigation*

| | | | | |
|--------------|-----------|-----------|-----|---|
| Not Reported | 237 / 98% | 371 / 93% | Yes | This was a new performance measure in 1997-98. Customer survey responses rated FDLE higher than expected. |
|--------------|-----------|-----------|-----|---|

Percentage of customers who found investigative intelligence valuable and current*

| | | | | |
|--------------|-----|-----|-----|---|
| Not Reported | 99% | 90% | Yes | This was a new performance measure in 1997-98. Customer survey responses rated FDLE higher than expected. |
|--------------|-----|-----|-----|---|

*Measures designated with an asterisk were listed in the Fiscal Year 1997-98 General Appropriations Act (GAA) as measures for program policy analysis. Since the GAA does not distinguish between outcome and output measures, we used the agency's categories in the Legislative Budget Request.

Past Performance Output Measures –Investigative and Support Services

| Performance | | 1997-98 | Met | Comments |
|-------------|---------|----------|-----------|----------|
| 1996-97 | 1997-98 | Standard | Standard? | |

Number of criminal investigations worked

| | | | | |
|-------|-------|-------|-----|--|
| 2,636 | 2,845 | 2,167 | Yes | This measure combines two 1996-97 performance measures: "number of FDLE-initiated cases worked" and "number of non-FDLE cases worked." FDLE attributes the increase in performance to a large number of fugitive cases. |
|-------|-------|-------|-----|--|

Number of criminal investigations commenced

| | | | | |
|-------|-------|-------|-----|--|
| 1,419 | 1,498 | 1,140 | Yes | This was a new measure in 1997-98. FDLE attributes the increase in performance to a large number of fugitive cases. |
|-------|-------|-------|-----|--|

Past Performance Output Measures –Investigative and Support Services

| Performance | | 1997-98 | Met | Comments |
|--|-----------|----------|-----------|---|
| 1996-97 | 1997-98 | Standard | Standard? | |
| Number/percentage of closed criminal investigations successfully concluded, i.e., case resolved by (1) allegation determined unfounded, OR (2) suspect identified and/or arrested, OR (3) requested assistance fully provided, OR (4) exceptional clearance | | | | |
| Not Reported | 1,163/78% | 457/70% | Yes | <p>This measure was replaced in Fiscal Year 1997-98 with the measure "number/percentage of closed criminal investigations resolved."</p> <p>The standard of 457 was based on FDLE-initiated cases only. During Fiscal Year 1997-98, FDLE revised the definition of a major case to include both FDLE- and non-FDLE initiated cases, resulting in a much larger number. FDLE also attributes the increase in performance to a large number of fugitive caes.</p> |
| Number of criminal profiling assists | | | | |
| Not Reported | 171 | 40 | Yes | The increase in performance is due to the training of four additional profilers. |
| Number of new profilers receiving training | | | | |
| Not Reported | 4 | 3 | Yes | The number of new profilers who received training was greater than expected. |
| Number of short-term technical assists | | | | |
| Not Reported | 600 | 150 | Yes | Prior to Fiscal Year 1997-98, there was no mechanism in place to capture this data. As a result, the standard appears to have been set too low. The number of short-term technical assists was greater than expected. |

Source: Fiscal Year 1997-98 measures and standards from the Fiscal Year 1997-98 General Appropriations Act; performance data from the Department of Law Enforcement's Fiscal Year 1999-2000 Legislative Budget Request (Exhibit D-2A)

OPPAGA Recommendations for Investigative and Support Services

Fiscal Year 1999-2000 Outcome Measures

| Measures Proposed by Agency | Proposed Standards | OPPAGA Recommendations/Comments |
|--|--------------------|---|
| Number/percentage of closed criminal investigations resolved | 1,008/85% | We recommend adopting this measure, but revising the standard. FDLE agreed to revise the standard. Performance in Fiscal Year 1997-98 was 1,163/78%. Agency staff agree that the proposed standard may be too low and are considering raising it. |
| Number/percentage of cases where FDLE investigative assistance aided in obtaining a conviction | 96% | FDLE recommended deleting this measure and replacing it with "percentage of customers satisfied with investigative assistance." We concur. |
| Number/percentage of cases where FDLE investigative assistance was of value to the investigation | 96% | FDLE recommended deleting this measure and replacing it with "percentage of customers satisfied with investigative assistance." We concur. |
| Percentage of criminal justice users who found investigative intelligence valuable and current | 95% | FDLE recommended deleting this measure and replacing it with "percentage of customers satisfied with investigative intelligence." We concur. |
| Number/percentage of criminal investigations closed resulting in a conviction | * | This is a new measure, and we recommend adopting it. This is the number of criminal investigations, closed during a specific period, which resulted in arrests and convictions of persons on criminal charges. This measure will report on the effectiveness of the program. |

* FDLE is in the process of retrieving data to provide estimates.

Fiscal Year 1999-2000 Outcome Measures

| Measures Proposed by Agency | Proposed Standards | OPPAGA Recommendations/Comments |
|--|--------------------|--|
| Number of agencies provided dispatch services | * | <p>This is a new measure, and we recommend deleting it. FDLE agreed with this recommendation. When the measure was initially established, FDLE was providing dispatch services to the Division of Alcoholic Beverages and Tobacco and the Department of Transportation, and the addition of other agencies was a possibility. However, once the 800MHz system is implemented statewide (Phase 2 is complete), the agencies for which FDLE is currently providing dispatch services will move toward a system of statewide law enforcement joint dispatch and the Florida Highway Patrol will assume the lead role. When this occurs, the measure will be meaningless for FDLE to track.</p> |
| Number of computer crime and major fraud investigations worked | * | <p>This is a new measure, and we recommend deleting it. FDLE agreed with this recommendation. This measure is a count of the criminal investigations that were open at some point during a specified period and that were concerned with fraud and computer crime. FDLE presently tracks this in its output measure, "number of criminal investigations worked (report % violent crime; % economic crime; % major drug crime; % public integrity)." FDLE can report information on computer crime and major fraud investigations when requested.</p> |
| Number/percentage of successful prosecutions of individuals involved in computer crime and major fraudulent activities | * | <p>This is a new measure, and we recommend deleting it. FDLE agreed with this recommendation. This will count the number of persons arrested and convicted of computer crime and/or major fraudulent activity. FDLE presently reports the effectiveness of their efforts in the measure "number/percentage of criminal investigations closed resulting in a conviction." FDLE can report information on the number of convictions in computer crime and major fraud investigations when requested.</p> |

* FDLE is in the process of retrieving data to provide estimates.

Fiscal Year 1999-2000 Outcome Measures

| Measures Proposed by Agency | Proposed Standards | OPPAGA Recommendations/Comments |
|--|--------------------|---|
| Return on anti-fraud investment (total dollar judgement per state dollar spent) | * | This is a new measure, and we recommend adopting it. This is a unit cost measure that will report the total dollar judgement in fraud cases involving economic crime, computer crime, or fraud. This will include all monetary judgements against a defendant in a case, including restitution to the victim, reimbursement of investigative costs, and any fines or forfeitures. |
| Number of local/state criminal justice officers provided basic and advanced computer crime investigative training | * | This is a new measure, and we recommend deleting it. FDLE agreed with this recommendation. This measure counts the number of local/state criminal justice officers provided with basic and/or advanced computer crime-related training by FDLE personnel, or through an FDLE-sponsored school or training class. This measure was developed to track training provided through the Florida Computer Crime Center. However, FDLE did not receive the requested grant dollars. Therefore, the number of officers provided with computer crime-related training by FDLE personnel will still be tracked, but the numbers will not be as great as originally anticipated. Since the workload is minimal when compared to other services, we do not recommend adoption of this measure. |

* FDLE is in the process of retrieving data to provide estimates.

Fiscal Year 1999-2000 Output Measures

| Measures Proposed by Agency | Proposed Standards | OPPAGA Recommendations/Comments |
|--|--------------------|--|
| Number of criminal investigations worked (report % violent crime; % economic crime; % major drug crime; % public integrity) | 2,794 | We recommend adopting this measure, but revising the standard. FDLE agreed to revise the standard. Performance in Fiscal Year 1997-98 was 2,845 criminal investigations worked, higher than the proposed standard for Fiscal Year 1999-00. We recommend that the standard be increased. |

Fiscal Year 1999-2000 Output Measures

| Measures Proposed by Agency | Proposed Standards | OPPAGA Recommendations/Comments |
|--|--------------------|---|
| Number of criminal investigations commenced (report % violent crime; % economic crime; % major drug crime; % public integrity) | 1,504 | We recommend adopting this measure. The new standard appears to be a reasonable balance between the anticipated reduction in the number of cases commenced (due to program strategy of working complex and protracted cases) and the potential increase in the number of cases commenced if requested funding is received for the Fraud Against Government Strike Force and three new drug squads in Orlando and Miami. |
| Number/percentage of criminal investigations closed | 1,276/46% | We recommend adopting this measure. |
| Number/percentage of criminal investigations closed resulting in an arrest (include actual number of arrests) | 829/65% | We recommend adopting this measure, but revising the standard. FDLE agreed with this recommendation. Performance in Fiscal Year 1997-98 was 929 criminal investigations closed resulting in an arrest, higher than the proposed standard for Fiscal Year 1999-00. We recommend that the standard be increased. |
| Number of short-term investigative assists (includes criminal profiling assists) | 566 | We recommend modifying this measure, but revising the standard. FDLE agreed with this recommendation. We recommend adding "worked" to the end of the measure to ensure a consistent definition and the proper collection of data (OPPAGA recommendation in Report No. 97-41, <i>Review of the Performance of the FDLE's Investigations and Forensic Science Program</i>). We recommend increasing the standard because performance in Fiscal Year 1997-98 was 600, higher than the proposed standard for Fiscal Year 1999-00. |

Source: Exhibit D-2, FDLE Legislative Budget Request for Fiscal Year 1999-2000

Appendix B: Laboratory Services

- *Analysis of Program Performance for Each of Its Performance Measures*
- *OPPAGA Recommendations on FDLE's Proposed 1999-2000 Performance Measures*

Past Performance Outcome Measures –Laboratory Services

| Performance | | 1997-98 | Met | Comments |
|---|---------|----------|-----------|--|
| 1996-97 | 1997-98 | Standard | Standard? | |
| Average number of days to complete lab service requests (excluding serology and DNA) | | | | |
| 39 | 36 | 35 | No | This measure was modified in 1997-98 to exclude serology and DNA. FDLE attributes not meeting the standard to staff vacancies in 1997-98 which affected the department's ability to complete service requests in a timely manner. Time was lost in recruiting and training new analysts. |
| Average number of days to complete lab service requests for serology | | | | |
| 74 | 59 | 50 | No | This was a new measure in 1997-98. FDLE attributes not meeting the standard to vacancies in serology in Fiscal Year 1997-98. Serologists have left FDLE once their training was complete. Retaining and recruiting qualified Serologists and other analysts continues to be a priority. FDLE is considering alternate means to attract qualified individuals, including incentive programs and productivity awards. FDLE is also exploring options to reward current analysts for performance as well as longevity. |
| Average number of days to complete lab service requests for DNA | | | | |
| 202 | 132 | 190 | Yes | This was a new measure in 1997-98. Technological advances assisted in streamlining this service area. As a result, staff were able to increase productivity and turnaround for DNA service requests. |

Past Performance Outcome Measures –Laboratory Services

| Performance | | 1997-98 | Met | Comments |
|---|----------------|----------------|-----------|--|
| 1996-97 | 1997-98 | Standard | Standard? | |
| Number of matches (hits) as a result of DNA database * | | | | |
| 32 | 55 | 54 | Yes | This was a new measure in 1997-98. The DNA database is a collection of DNA analyses. A hit occurs when a suspect's sample is matched with a sample in the database. |
| Number of matches (hits) as a result of AFIS database * | | | | |
| 2,190 | 2,139 | 2,100 | Yes | This was a new measure in 1997-98. A hit occurs when a fingerprint from a crime scene is matched to one in the Automated Fingerprint Identification System (AFIS) database. The number of hits is difficult to predict. |
| Number/percentage of physical evidence collection and analyses which were of value to customers in their investigation * | | | | |
| Not Reported | 66,983/ 96% | 57,440/ 85% | Yes | This was a new measure in 1997-98. The percentage of collections and analyses valuable to customers was greater than expected. |
| Percentage of cases in which physical evidence collection and analyses was useful in establishing a DUI offense * | | | | |
| Not Reported | 96% | 89% | Yes | This was a new measure in 1997-98. The percentage of cases in which physical evidence collections and analyses were useful in establishing a DUI offense was greater than expected. |

*Measures designated with an asterisk were listed in the Fiscal Year 1997-98 General Appropriations Act (GAA) as measures for program policy analysis. Since the GAA does not distinguish between outcome and output measures, we used the agency's categories in the Legislative Budget Request.

Past Performance Output Measures –Laboratory Services

| Performance 1996-97 | Performance 1997-98 | 1997-98 Standard | Met Standard? | Comments |
|---|------------------------|---------------------|------------------|---|
| Number/ percentage of service requests by lab discipline completed | | | | |
| 68,551 | 69,774/ 96% | 67,576/ 95% | Yes | This measure reflects a slight modification of the 1996-97 measure "number/percent of physical evidence analysis requests completed by FDLE." Between February 1998 and June 1998, laboratory staff were participating in a productivity program. During this time, staff completed 3,273 more service requests than average. This program most likely had an effect on the increased productivity for this measure. |
| Number of crime scenes processed | | | | |
| Not Reported | 563 | 500 | Yes | This was a new measure in 1997-98. FDLE responds to all requests for crime scene assistance. These requests are unpredictable and may vary. The demand for assistance was greater than expected. |
| Number of DNA samples added to DNA database | | | | |
| 7,000 | 29,118 | 22,000 | Yes | This was a new measure in 1997-98. In Fiscal Year 1997-98, the Legislature appropriated \$436,147 for outsourcing DNA samples to a private laboratory facility. The use of robotics and a new server also impacted the number of samples input into the database. |
| Number of expert witness appearances in court proceedings | | | | |
| Not Reported | 1,661 | 1,900 | No | This was a new measure in 1997-98. Laboratory service staff provide testimony on their expert scientific findings upon request from officers of the court. These requests are unpredictable and may vary. Expert witness services were not requested as frequently as anticipated. |

Past Performance Output Measures –Laboratory Services

| Performance 1996-97 | 1997-98 | 1997-98 Standard | Met Standard? | Comments |
|--|---------|---------------------|------------------|---|
| Number of inspections of law enforcement agencies utilizing breathtesting instruments | | | | |
| Not Reported | 990 | 900 | Yes | This was a new measure in 1997-98. The number of inspections completed was greater than expected. |
| Number of DUI breathtesting operators certified/recertified | | | | |
| Not Reported | 3,728 | 2,750 | Yes | This was a new measure in 1997-98. In January, 1997, the rules were changed to require that breathtesting operators be recertified every two years instead of every six years. Every operator who had a permit at least two years old had to be recertified, which accounts for the increase in performance. |

Source: Fiscal Year 1997-98 measures and standards from the Fiscal Year 1997-98 General Appropriations Act; performance data from the Department of Law Enforcement's Fiscal Year 1999-2000 Legislative Budget Request (Exhibit D-2A)

OPPAGA Recommendations for Laboratory Services**Fiscal Year 1999-2000 Outcome Measures**

| Measures Proposed by Agency | Proposed Standards | OPPAGA Recommendations/Comments |
|--|-----------------------|---|
| Average number of days to complete lab service requests (excluding serology and DNA) | 30 | We recommend adopting this measure. |
| Average number of days to complete lab service requests for serology | 50 | FDLE has proposed deleting this measure because serology is included in the DNA analyses. We concur. |
| Average number of days to complete lab service requests for DNA | 115 | We recommend adopting this measure. Program staff are requesting a higher standard than for Fiscal Year 1997-98 due to technological advances. |
| Number of matches (hits) as a result of the DNA database | 54 | We recommend adopting this measure. |

Fiscal Year 1999-2000 Outcome Measures

| Measures Proposed by Agency | Proposed Standards | OPPAGA Recommendations/Comments |
|--|--------------------|--|
| Number of matches (hits) as a result of the AFIS database | 2,400 | We recommend adopting this measure. |
| Number/percentage of physical evidence collection and analyses which were of value to the customers in their investigation | 65,601/90% | FDLE has proposed to replace this measure with "percentage of customers who were satisfied with physical evidence collection and analyses." We concur. |

Fiscal Year 1999-2000 Output Measures

| Measures Proposed by Agency | Proposed Standards | OPPAGA Recommendations/Comments |
|--|--------------------|---|
| Number/percentage of service requests by lab discipline completed | 73,500/95% | We recommend modifying this measure. We recommend that the Legislature eliminate the "by lab discipline" language. In its present form, this measure specifies that data be presented by lab discipline. However, for practical reasons, the information is presented as a total of all completed requests. |
| Number of crime scenes processed | 600 | We recommend adopting this measure. |
| Number of DNA samples added to the DNA database | 7,000 | We recommend adopting this measure. |
| Number of expert witness appearances in court proceedings | 1,762 | We recommend adopting this measure. |
| Number of inspections of law enforcement agencies utilizing breath testing instruments | 900 | We recommend deleting this measure, but requiring FDLE to retain it as internal workload measure. FDLE agreed with this recommendation. Because these inspections are required by statute, FDLE must achieve this standard every year. In addition, the resources FDLE dedicates to testing instruments are modest. This measure is not linked to an outcome measure. |

Fiscal Year 1999-2000 Output Measures

| Measures Proposed by Agency | Proposed Standards | OPPAGA Recommendations/Comments |
|--|--------------------|---|
| Number of DUI breath testing operators certified/recertified | 2,750 | <p>We recommend deleting this measure, but requiring FDLE to retain it as an internal workload measure. FDLE agreed with this recommendation. The resources FDLE dedicates to the certification and recertification of DUI breath testing operators is modest. This measure is not linked to an outcome measure.</p> |

OPPAGA Recommendations for Additional Measures, Fiscal Year 1999-2000

| Measures | Comments |
|--|--|
| <p>Number/percentage of laboratory service requests completed within acceptable "average number of days" standard (should include all laboratory disciplines)</p> | <p>We recommend adopting this measure. FDLE agreed with this recommendation and will add it as an internal measure. According to local criminal justice agencies, the timeliness of lab analyses was one of their key concerns. Using the "average number of days" standard set in the three separate measures, this measure would gauge the number of service requests completed within that time period. This measure gauges the efficiency of Laboratory Services.</p> <p>FDLE does not currently have a mechanism in place to capture the data for this proposed measure. However, staff indicate that a "crystal report" could be developed to extract such information from the Evidence Management System.</p> |

Source: Exhibit D-2 of the Department of Law Enforcement's Legislative Budget Request for Fiscal Year 1999-2000

Appendix C: Preventative Services

- *Analysis of Program Performance for Each of Its Performance Measures*
- *OPPAGA Recommendations on FDLE's Proposed 1999-2000 Performance Measures*

Past Performance Outcome Measures –Preventative Services

| Performance | | 1997-98 | Met | Comments |
|--|---------|----------|-----------|--|
| 1996-97 | 1997-98 | Standard | Standard? | |
| Number/ percentage of customers who found FDLE's emergency preparedness and response efforts useful * | | | | |
| 19/97% | 6/100% | 19/95% | Yes | This was a new measure in 1997-98. This measure requires FDLE to survey users of Mutual Aid efforts concerning recent emergencies. Six responses were received to surveys regarding FDLE's response to emergencies, and all six were overwhelmingly positive. Not all incidents classified as "emergencies" and reported toward the performance measure involve a direct customer (i.e., monitoring the Challenger launch). Therefore, surveys are not disseminated for every incident counted toward this measure, so the number of survey responses may never match the number of emergencies reported. |

* Measures designated with an asterisk were listed in the Fiscal Year 1997-98 General Appropriations Act (GAA) as measures for program policy analysis. Since the GAA does not distinguish between outcome and output measures, we used the agency's categories in the Legislative Budget Request.

Past Performance Output Measures –Preventative Services

| Performance | | 1997-98 | Met | Comments |
|--|---------|----------|-----------|--|
| 1996-97 | 1997-98 | Standard | Standard? | |
| Number of times FDLE responded to an emergency as defined by Chapter 252, Florida Statutes: emergencies or disasters resulting from natural, technological, or manmade causes * | | | | |
| 25 | 14 | 20 | No | This measure is a modification of the 1996-97 measure, "number of emergency responses." FDLE does not have control over the number of emergencies occurring in the state. In Fiscal Year 1997-98, the number was lower than expected. |

Past Performance Output Measures –Preventative Services

| Performance | | 1997-98 | Met | Comments |
|---|---------|----------|-----------|--|
| 1996-97 | 1997-98 | Standard | Standard? | |
| Number of background investigations performed | | | | |
| 4,081 | 4,458 | 3,500 | Yes | FDLE does not have control over the number of background investigations performed. The number will be affected by the turnover rate within the department and the turnover on state commissions. |
| Number of individuals provided with FDLE protective services | | | | |
| 151 | 139 | 52 | Yes | This measure is a modification of the 1996-97 measure, "number of individuals protected." FDLE does not have control over the number of dignitaries that may require protective services. During Fiscal Year 1997-98, the number of individuals requiring this service was greater than expected. |

Source: Fiscal Year 1997-98 measures and standards from the Fiscal Year 1997-98 General Appropriations Act; performance data from the Department of Law Enforcement's Fiscal Year 1999-2000 Legislative Budget Request (Exhibit D-2A)

* Measures designated with an asterisk were listed in the Fiscal Year 1997-98 General Appropriations Act (GAA) as measures for program policy analysis. Since the GAA does not distinguish between outcome and output measures, we used the agency's categories in the Legislative Budget Request.

OPPAGA Recommendations for Preventative Services

Fiscal Year 1999-2000 Outcome Measures

| Measures Proposed by Agency | Proposed Standards | OPPAGA Recommendations/Comments |
|---|--------------------|--|
| Number/percentage of customers who found FDLE's emergency preparedness and response efforts useful | 95% | We recommend adopting this measure. |

Fiscal Year 1999-2000 Output Measures

| Measures Proposed by Agency | Proposed Standards | OPPAGA Recommendations/Comments |
|---|--------------------|---|
| Number of times FDLE responded to an emergency as defined by Ch. 252, F.S.: emergencies or disasters resulting from natural, technological, or manmade causes. | Not Applicable | We recommend adopting this measure. Due to the unpredictability of the number of emergencies (i.e., hurricanes, wildfires, floods, etc.) that will occur during the next fiscal year, a meaningful standard cannot be established. FDLE requested and was granted permission to not set a standard for this measure. |
| Number of background investigations performed | 3,500 | We recommend adopting this measure, but revising the standard. FDLE agreed to revise the standard. Performance in Fiscal Years 1996-97 and 1997-98 was over 4,000, higher than the proposed standard for Fiscal Year 1999-00. We recommend that the standard be increased. |
| Number of dignitaries provided with FDLE protective services | 52 | We recommend adopting this measure, but revising the standard. FDLE agreed to revise the standard. Performance in Fiscal Years 1996-97 and 1997-98 was over 100, higher than the proposed standard for Fiscal Year 1999-00. We recommend that the standard be increased. |

Source: Exhibit D-2 of the Department of Law Enforcement's Legislative Budget Request for Fiscal Year 1999-2000

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