

## Guiding Florida through Our Fiscal Storm: TaxWatch Offers \$700 Million Budget Cuts

Florida's Governor and Legislature will be making some tough decisions over the next few months as they face the reality that Florida will have less money than anticipated, both for the current budget year and the next. The economy had already slowed, then the tragedy of September 11 occurred. The state's economy, particularly the tourist industry, was hit hard.

### Revenue Projections Lowered

Florida's General Revenue Estimating Conference met soon after the terrorist attacks and forecast that the State's General Revenue receipts for the current budget year are expected to be \$673.2 (3.4%) million less than was anticipated and appropriated back when the Legislature crafted the budget. The revenue estimate for next year (fiscal year 2002-03) was also reduced by \$800.8 (3.8%) million.

Some upward revisions in items such as unused prior year appropriations mitigate the shortfall for this year's budget. These items, along with the money in the Working Capital Fund reduce the effective shortfall. This does not include \$970 million in the Budget Stabilization Fund, the State's emergency reserves.

However, the last Estimating Conference did not attempt to gauge the full effects of the attacks on Florida's economy. It is scheduled to meet again on October 15, and further reductions in revenue estimates are expected.

The Governor has called the Legislature into Special Session October 22 through November 1 if the general revenue deficit exceeds 1.5% it must meet to resolve it (the current shortfall is 1.3%.) Many ideas for coping with the shortfall have already been tossed about, but generally there are four options: raise taxes; use the Budget Stabilization Fund; reduce spending; or some combination.

### Implement Cost Savings, Non-/Low-Performing Activities and Reduce Non-Essential Spending First

While the Governor has rightly stated that everything should be on the table for discussion, appropriate budgetary policy and taxpayer concerns lead Florida TaxWatch to recommend that the Governor and Legislature opt for reducing spending first. Raising taxes in poor economic times is questionable policy. This is when taxpayers can least afford it and it can slow economic recovery. The Budget Stabilization Fund (BSF) should be the second option. It was established to meet emergency shortfalls. It is questionable as to whether this constitutes an emergency yet. These are very uncertain times and uncertainty is the enemy of good fiscal policy. With the questions the future holds, maintaining an adequate balance in the BSF would be prudent. Further, any funds taken from the BSF must be replenished within five years.

That leaves reducing spending. Instead of an across-the-board "meat-ax" approach, the State should target its cuts. **After first focusing on efficiencies, if broader budget cuts still need to be made, administration should be cut first, essential services last.** To achieve this Florida TaxWatch offers the following:

**1) Cost Savings/Productivity Enhancements.** Florida TaxWatch has compiled a list of 20 cost savings ideas worth \$400

million.. These are presented in this report. Some of these ideas may not be of immediate help in balancing the budget-- particularly this year's because it may take longer for the savings to accrue. Some of the savings are in trust funds, and without legislative action, can't be used to offset general revenue shortfalls. Still, all these items can help reduce the cost of government and lessen the impact of budget cuts. In addition, to the items on this list, the State should explore the implementation of all cost savings recommended by the Office of Program Policy Analysis and Government Accountability (OPPAGA.) OPPAGA has made a substantial number of recommendations over the years that have yet to be implemented. Some of these are reflected in the list of cost savers in this report.

**2) Davis Productivity Award "Adapt" Achievements.** Also listed in this report are 78 examples of over 500 achievements from the 1999, 2000 and 2001 DPA competition that can and should be implemented throughout state government to add an estimated \$350 million to the value of state services over the next three years. These cost saving and revenue enhancing achievements could prompt budget redirects and reductions and hold down budget increases in 2001-2003 and beyond.

**3) Limit "turkeys."** Florida TaxWatch has identified in excess of \$220 million in "turkeys" in each of the last three budgets, including \$282 million this year. Turkey are generally projects of limited local interest that find their way into the budget without the normal controls and accountability of the budget process. The Governor vetoed \$179 million of these last year. In this current budget year, any money not yet spent on "turkeys" that were not vetoed should be withheld. Next, year the Legislature must take a strict "no-turkey" stance. Call them what you will, "special projects," "member projects," "community budget issues," or just "turkeys," these have no place in a budget were budget cuts are being considered.

**4) Cut overhead and administration before direct services.** When instituting budget cuts, the Legislature should take care to look to administration first and, to the extent possible, avoid cuts in direct services. Program cuts should be targeted at non-essential programs, not core government services or programs that can save money over the long-term.

Florida TaxWatch recommends several guiding principles (listed below) that have served the state well in its continuing effort to manage its programs effectively. They have guided Florida TaxWatch's research and policy analysis of state programs as a government watchdog since 1979. They have served as guiding principles for Partners in Productivity, a public and private cooperative effort established in 1987 by The Florida Council of 100, Florida TaxWatch and the State of Florida to identify, implement, measure and reward major cost savings and performance enhancements in Florida state government. They similarly have ably served the Frederick Commission that was appointed by the late Governor Chiles in 1991 and charged with making Government more accountable to taxpayers. The guiding principles for evaluating spending to cope with the budget squeeze are:

*Meets Taxpayer Priorities*

*Accountable*

*Competitive*

*Effective*

*Market Driven*

*Customer Driven*

*Performance-Based*

*Efficient*

*Essential to State Core Functions*

*Subject to Legislative Oversight*

These principles also are consistent with the seven principles outlined by the Governor to guide the Legislature and Executive Branch and with what Florida statutes require:

- ✔ We must agree on the size of the new budget;
- ✔ Florida's highest priorities should be protected;
- ✔ We should be wary of obligating the state to new government programs that we temporarily cannot afford. New programs, yet to be implemented, should be first in line for cuts;
- ✔ We should not increase taxes;
- ✔ We must maximize management efficiencies in lieu of eliminating critical programs;
- ✔ There needs to be a balance between using our strong reserves and making the difficult recurring cuts in proposed expenditures; and

Shared sacrifice must guide us politically through this difficult process.

Florida TaxWatch uses the following criteria for identifying programs and spending as worthy of retention, elimination, consolidation, outsourcing or efficiency/effectiveness enhancement:

1. whether the program is constitutionally or statutorily derived;
2. whether the program is duplicative (whether its function was a part of another program within the agency or across agencies);
3. whether the services or products of the program could be more competitively provided via some other mechanism such as being contracted out or privatized;
4. whether the program has an accountability mechanism (such as output or outcome measures); and
5. whether the program is provided as efficiently or as effectively as possible (as measured from its unit cost and performance measures).

### Recommended Budget Cuts / Cost Savings / Productivity Improvements

	AGENCY	TOTAL \$	GR \$	TF \$
1 Eliminate the Recycling and Education Grant Program	DEP	10,300,000		10,300,000
2 Property Tax Administration	DOR	5,000,000	3,131,500	1,868,500
3 Reduce Child Support Enforcement Reliance on GR	DOR	4,900,000	4,900,000	
4 Change Eminent Domain Laws to Reduce the Cost of Right-of-Way	DOT	36,500,000		36,500,000
5 Overweight Motor Carrier Fines and Permits	DOT	56,000,000		56,000,000
6 Eliminate GR Support of Regulation, Marketing and Technical Assistance	DACS	65,000,000	65,000,000	
7 Petroleum Inspection Program	DACS	2,976,939		2,976,939
8 Regulation of Professions	DBPR	21,400,000		21,400,000
9 State Employees' Group Health Insurance	DMS	41,000,000	17,261,000	23,739,000
10 Reduce university funding of all but direct instructional activities by 20%	DOE	105,000,000	105,000,000	
11 Eliminate prescription drug destruction in nursing homes	DOE	11,340,000	11,340,000	
12 Cancel 2.5% Pay Raise for All State Employees Earning \$90,000 Annually	Statewide	11,600,000	4,640,000	6,960,000
13 Reduce Legislator Salaries by 5%.	Legislature	230,000	230,000	
14 Sanction Under-Performing Contracted Health and Human Services Providers	DOH/AHCA	10,800,000	4,000,000	6,800,000
15 Worker's Comp Program	DLES	727,929		727,929
16 Highway Safety Efficiencies	HSMV	1,418,643	1,418,643	
17 Centralized Vehicle Maintenance System	DMS	1,590,000	636,000	954,000
18 Eliminate Over-Sampling in DHSMV's Quality Assurance Title Review.	DHSMV	145,000		145,000
19 First DCA Annex	Courts	15,800,000	15,800,000*	
20 Negotiate better rates	Statewide			
<b>Subtotal</b>		<b>397,619,624</b>	<b>229,228,256</b>	<b>168,371,368</b>

\* Does not include future funding requirements equipment, operating, staffing and maintenance costs, which will cost many times over the cost of construction.

### 1999, 2000 and 2001 Davis Productivity Awards / Cost Savings / Added Value

1. Medicaid field offices staffing cut	AHCA	\$ 3,000,000
2. Diabetes Discovery community-based initiative	AHCA	6,000,000
3. Retroactive buy-in of Medicare coverage	AHCA	300,000
4. Improved detection of fraud in home meal delivery	AHCA	3,000,000
5. Medicaid transportation cost reduction	AHCA	800,000

6. Coordinated primary care for at-risk Medicaid recipients	AHCA	200,000
7. Improved Medicaid billing practices	AHCA	2,200,000
8. Computerized Medicaid database	AHCA	150,000
9. Standardized expert witness contracts	AHCA	300,000
10. PB2 accountability system	DBPR	300,000
11. Reduced time of dependent children in emergency care	DCF	30,000,000
12. Reduced number of children in residential group foster care	DCF	15,000,000
13. Reduced time in foster care	DCF	7,500,000
14. Combined quarterly reports for foster care and protective services	DCF	2,500,000
15. More effective handling of termination of parental rights cases	DCF	10,000,000
16. Improved processes for finalizing adoptions	DCF	300,000
17. Improved workers compensation programs	DCF	12,400,000
18. Diverting elderly clients from institutions to Community Centers	DCF	42,000,000
19. Improved process for restoring competency of impaired defendants	DCF	6,500,000
20. Fraudulent Food Stamp error management information system	DCF	20,000,000
21. Decreased institutional food services costs	DCF	700,000
22. Developmental disability clients' risk management program	DCF	5,000,000
23. Internet on-line document review/approval	DCF	1,500,000
24. Bidding maintenance of computer network devices statewide	DCF	2,000,000
25. Improved contract monitoring procedures	DCF	1,900,000
26. Paperless electronic grants routing system	DCA	375,000
27. Automated substance abuse screening system	DOC	2,200,000
28. "Rocket Docket" criminal defendant scoring sheet	DOC	300,000
29. Overtime reporting process	DOC	5,800,000
30. Steel security windows for prison cells	DOC	150,000
31. Reduced waste of medications	DOC	500,000
32. Telephone Answering Program using prison inmates	DOC	1,800,000
33. Satellite learning centers at employer and community agency sites	DOE	2,400,000
34. Immersion program for 5th and 8th grade students	DOE	12,900,000
35. Centralization of cash receipts -- teacher certification revenue	DOE	2,000,000
36. Technical support request application linking databases	DEP	1,000,000
37. Water quality enforcement	DEP	100,000
38. Automated payment system	DEP	300,000
39. Electronic storage and retrieval of vouchers	DEP	3,000,000
40. Reduced emergency room visits by CMS clients	DOH	300,000
41. Merging of CMS client information	DOH	875,256
42. Improvements to the AIDS Drug Assistance Program	DOH	8,000,000
43. Primary Access to Health (PATH) & We Care Programs	DOH	3,000,000
44. Volunteer Physician Programs	DOH	10,000,000
45. Free medications	DOH	1,600,000
46. Improved third party insurance reimbursement	DOH	1,214,130
47. Automation of monthly spending plans	DOH	1,032,396

48. Web-based registration for competitive solicitations	DOH	365,000
49. Elimination of eligibility screenings - WIC & FLORIDA	DOH	900,000
50. Information Security Training initiative	DOH	4,000,000
51. Automated reconciliation system	DOH	2,000,000
52. Automated travel reimbursement system	DOH	300,000
53. Home detention savings	DJJ	900,000
54. Referral and tracking system for mental health services	DJJ	1,000,000
55. Warning Tour for delinquent youth	DJJ	1,000,000
56. Post-disaster fraud training program	FDLE	25,000,000
57. Avoidance of illegal Food Stamp payments	FDLE	1,500,000
58. Automation of DNA analyses	FDLE	1,800,000
59. On-line testing for law enforcement certification	FDLE	420,000
60. Video conferencing system	FDLE	500,000
61. Improved Property Accountability System	DOL	2,000,000
62. Tracking delinquent child support	DOR	2,000,000
63. Simultaneous plea agreement	DOR	800,000
64. Locating unregistered commercial rental property for back taxes	DOR	2,500,000
65. Automated Q&A program -- employee behavior issues	DOR	600,000
66. Pre-trial conference hearing -- traffic court	SCS	7,000,000
67. Job placement program for unemployed first-time felony offenders	SCS	1,600,000
68. Filing Family Law actions without an attorney	SCS	850,000
69. Web-based system to input/track work order requests	SUS	350,000
70. On-line application and admission process	SUS	180,000
71. Information studies information system	SUS	180,000
72. Paperless procurement system	SUS	1,000,000
73. On-line program budget management system	SUS	500,000
74. Electronic personnel management system	SUS	450,000
75. Employee payroll deduction parking permit program	SUS	450,000
76. Developing corridors for road and bridge projects	DOT	10,000,000
77. Improved utilization of CADD	DOT	200,000
78. Web-based consultant invoice transmittal system	DOT	1,000,000
	Subtotal	\$303,741,782
	<b>Grand Total</b>	<b>\$701,361,406</b>

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### **Recommended Budget Cuts / Cost Savings / Productivity Improvement Annotations**

**1. Eliminate the Recycling and Education Grant Program (DEP).** This program, created to help start up county recycling programs, has been successful in establishing recycling programs in Florida's counties. The Office of Program Policy Analysis and Government Accountability (OPPAGA) determined that its elimination would not have significant negative impact on recycling rates. State funding of recycling grants is no longer necessary since the program has exceeded its goal of recycling 30% of municipal solid waste. In 1998, these grants were reduced 55%. A subsequent OPPAGA report recommends the

Legislature completely eliminate the Recycling and Education Grant Program.

While it is expected that the recycling programs in large counties would continue if the grant program is abolished, programs in smaller counties would likely cease. However, the 36 smallest counties account for only 10% of the state's waste. If the Legislature would like to continue some funding for small counties, it should consider transferring funds from the waste tire fee, a problem that has been largely addressed.

***This is a recurring savings to the Solid Waste Management Trust Fund. A statutory change would be needed for the funds to revert to general revenue.***

***Funding reductions could occur without a statutory change. Elimination of the program would require amending s. 403.7095, F.S.***

***Potential downside: Recycling programs in small counties could cease.***

***Potential Savings: \$10,300,000***

**2. *Property Tax Administration (DOR).*** Eliminating form DR219, which is intended primarily to provide the program with property sales information for analysis of county tax rolls, would save \$5 million. State law requires real property sellers, buyers or agents to file DR219 with county clerks when property has been sold. However, according to the Office of Program Policy Analysis and Government Accountability (OPPAGA,) Department of Revenue program staff have been unable to effectively use information from this form, and many purchase the information from private vendors. The savings comes from eliminating the 1% commission paid to county clerks to handle the form. If the state wants to keep DR219, it could require that it be recorded as an additional page of the deed, thereby holding the document to a higher level of accountability. The clerk could then collect a recording fee, instead of a state paid commission.

***Since the commission is retained by the county from documentary stamp taxes collected, the elimination of the form would result in a recurring increased doc stamp tax remittance to the state. General revenue receives 62.63% of doc stamp revenues.***

***A change to s. 201.022 F.S. would be required.***

***Potential downside: If the form is completely eliminated, county clerk revenues would be decreased.***

***Potential Savings: \$5,000,000***

**3. *Reduce Child Support Enforcement's Reliance on General Revenue (DOR).*** A recent Office of Program Policy Analysis and Government Accountability (OPPAGA) report concluded that the program could increase its federal incentive funding in federal Fiscal Year 2001 by an estimated \$2 million by closing inactive cases, using federal guidelines. The program also can increase its recovery of administrative expenses from non-custodial parents by an estimated \$4.5 million annually by updating its administrative cost schedule to reflect increases in program activity costs, increasing efforts to obtain court orders that assess these costs, and increasing efforts to collect costs that have been assessed by the court. The Department of Revenue feels that OPPAGA's savings estimates may be overstated. Savings of 75% of the estimated amount would total \$4.9 million.

***Increased federal funds and expense recoveries could replace some general revenue funding. The savings from increased federal funds would be largely non-recurring, the expense recoveries would be an annual savings.***

***A statutory change is not needed.***

***Potential downside: Although cases should only be closed if there is little likelihood of collections, closing cases ensures the child support will not be collected.***

**Potential Savings: \$4,900,000**

**4. Change Eminent Domain Laws to Reduce the Cost of Right-of-Way Acquisition (DOT).** When Florida acquires right-of-way, the state's law has the effect of encouraging landowners to go to court rather than seek settlement with the state. Litigation is especially costly in Florida, because, the state pays landowners' costs for attorneys, appraisers, and expert witnesses. Florida is paying more than any other state in fees, including some that other states don't pay at all. In addition to \$63.5 million paid in fees in 1997-98, \$18.8 million was paid in business damages; the next closest state for this cost was Georgia, which paid \$1.2 million. Most states (41) do not pay any business damages. The eminent domain laws should be changed to lower right-of-way costs and encourage settlement, while still protecting landowners and businesses that give up their property. One option, recommended by the Office of Program Policy Analysis and Government Accountability (OPPAGA), would pay landowner's cost, up to a specified amount, for one appraisal and cap the amount the state will pay for landowners' costs for attorneys and other technical experts and only pay these costs if the property's final sale price is a specified percentage over the department's initial offer. Limiting or excluding business damages could also be considered.

***These savings would be recurring savings to the State Transportation Trust Fund.***

***Statutory changes to Ch. 73, F.S. would be needed.***

***Potential downside: The ability of less affluent landowners to challenge to state's offer could be diminished. Compensation for some landowners could be reduced and there would be an increased chance of a landowner not being equitably compensated.***

***Potential Savings: \$27 million to \$46 million***

**5. Overweight Motor Carrier Fines and Permits (DOT).** Florida allows some of the heaviest trucks in the nation. Trucks cause most of the controllable damage to roads and therefore account for much of the \$200 million Florida spends annually on highway maintenance. Florida's current truck weight and enforcement system does not adequately protect other taxpayers from the costs of this damage. The state's overweight penalty structure fails to deter repeat and more serious violations, which do more severe damage to highways because the amount of road damage caused by heavy vehicles increases exponentially as weight increases. For example, if the weight on a single truck axle is increased from 22,000 to 30,000 pounds, its pavement-damaging impact more than triples. The current fine, which has not increased in almost 50 years, does not deter some trucks from purposely overloading. Increasing fines similar to what was recommended by the Office of Program Policy Analysis and Government Accountability (OPPAGA), in 1998 could raise an additional \$56 million.

***This would result in increased recurring revenue to the State Transportation Trust Fund. There would also likely be an undetermined amount of cost savings from decreased road resurfacing and reconstruction costs.***

***Statutory changes to Ch. 316, F.S. would be needed.***

***Potential downside: Shipping costs for businesses using overweight trucks in Florida would be increased.***

***Potential Savings: Up to \$56 million***

**6. Eliminate General Revenue Support for Regulating, Marketing and Technical Assistance Programs in the Department of Agriculture and Consumer Services (DACs) - User Fees to Pay for Services Received:**

***Agricultural Economic Development.*** The Department of Agriculture and Consumer Services' Agricultural Economic Development Program received approximately \$59 million GR in 1999-2000. The Office of Program Policy Analysis and Government Accountability (OPPAGA) recommends that industry groups directly benefitting from the program's services should pay for these services rather than funding them with general revenue tax dollars.

***Statutory changes to Ch. 570, F.S. would be needed***

***Animal Disease Control.*** The Department of Agriculture and Consumer Services, Division of Animal Industry, received \$6.6 million GR in 1998-99 to enhance the marketability of the state's livestock through programs to control and eradicate various animal diseases. FTW suggests that increasing fees (such as laboratory fees) could reduce the Division's need for general revenue.

***Statutory changes to s. 585.61, F.S. would be needed***

***Forest Resource Planning.*** The Department of Agriculture and Consumer Services' Forest Resource Planning and Support Services program received \$5.6 million GR in 1998-99 to promote and encourage forest environmental education, forest land stewardship, good forest management, tree planting and care, forest recreation, and the proper management of public lands.

Local governments pay \$3,000 per year for these services. FTW suggests that a GR reduction of at least \$545,000 is attainable by raising fees charged the counties for county forester services from \$3,000 to \$18,000 per forester. This is the level identified by OPPAGA to cover half of the foresters' cost. These fees have not been changed since 1963 while inflation has increased approximately 433%, or more than five fold.

***Statutory changes to s. 589.32, F.S. would be needed***

***The above DACS fee adjustments would produce recurring GR savings.***

***Potential downside: Increased costs to private sector and local government users of these services***

***Potential Savings: \$65,000,000***

***7. Petroleum Inspection program (DACs).*** Duties include inspecting and testing pumps and other measuring devices used throughout the state to sell or distribute motor and heating fuel to ensure the devices are accurate. Collecting and testing samples of petroleum fuels, brake fluid, and antifreeze products determine if they meet state quality standards. Testing is for quality started at the retail level and before the product reaches the retailer (mixed). There is a high rate of compliance on the accuracy of measuring devices (95.8% in 1996-97) and in quality of tested products (99.3% in 1996-97).

This program should be contracted out and a risk-based sampling technique should be implemented in lieu of status sampling presently used. These measures have the potential of saving 75% of program costs (1997-98 Appropriation: \$3,969,252 - all trust funded).

***This would be a recurring trust fund savings.***

***Statutory changes to: s 501.91, F.S. "Antifreeze Act of 1978"; Ch 525, F.S. "Gasoline and Oil Inspection"; s. 526.5, F.S. "Sale of Brake Fluid"; s. 570.46, F.S. "Division of Standards: Powers and Duties" and The Florida Administrative Code Rules 5F-2, 5F-6 and 5F-10 would be needed.***

***Potential downside: May not be as accurate as total inspection due to sampling error.***

***Potential Savings: \$2,976,939***

***8. Regulation of Professions (DBPR).*** Each of the following professions and businesses is administered by separately appointed boards or councils: Accountancy, Architecture, Asbestos Contracting and Consulting, Athlete Agents, Auctioneers, Barbers, Building Code Inspectors and Administrators, Community Association Managers, Construction Industry Cosmetology, Electrical Contractors, Employee Leasing, Engineers, Funeral Directors and Embalmers, Geologists, Harbor

Pilots, Interior Design, Landscape Architecture, Real Estate, Surveyors and Mappers, Talent Agencies, Veterinary Medicine, Water and Wastewater Operators; Licensing, testing, investigations, and legal support are centralized department services.

These professions could be largely self-regulated like the professional engineers. If these were self-regulated, with oversight retained by the Department of Business and Professional Regulation, estimated savings could total approximately \$21.4 million (75% of expenditures).

*Savings would be recurring trust funds.*

*A statutory change to Chs. 454 - S. 493, F.S. for the respective profession would be required.*

*Potential downside: Costs may be higher for a specific profession, as experienced by the privatization of the Professional Engineers.*

***Potential Savings: \$21,400,000***

***9. State Employees' Group Health Insurance (DMS).*** The Division of State Group Insurance is responsible for managing the state employees' group insurance and flexible benefit programs, including employee enrollment, premium collection, payment to health care providers, procurement, contract management, cost containment methodologies, and other administrative functions for active and retired state employees and surviving spouses.

While most employees pay a portion of the cost, the state pays the full cost for legislators, legislative staff, Senior Management and Select Exempt Service, the Lottery department and others. According to an October 2001 publication of the Senate Governmental Oversight and Productivity Committee 35,000 employees receive free health and life insurance. They state that requiring all employees to pay for their coverage could make an additional \$41 million to \$54 million available for funding.

***Savings would be recurring and a combination of trust fund and general revenue (estimated at \$17,261,000 to \$22,680,000 GR; \$23,739,000 to 31,320,000 TF).***

*A statutory change to Ch. 110, F.S., other affected statutes and the General Appropriations Act would be required.*

*Potential downside: Affected employees (generally elected, senior management and select- exempt) would incur a reduction in earnings.*

***Range of Potential Savings: \$ 41,000,000 to \$54,000,000***

***10. State University System -Reduce funding of all but direct instructional activities by 20%.*** Chapter 240, *Florida Statutes*, requires that "each full time equivalent university faculty member paid wholly from state funds shall teach a minimum of 12 classroom contact hours." However, the fulfillment of instructional contact hours may include non- instructional duties. In 1999-2000, 35% of "classroom contact hours" paid by state funds were for non- instructional duties. These non-instructional services accounted for \$525,300,097 million in expenditures of state funds in 1999-2000. [\$155,772,821 million for academic administrative duties, \$327,819,620 for faculty research, and \$41,707,656 for public service.] According to the Auditor General Office (AGO) and OPPAGA, the data available measuring the results of many of these non-instructional services is inadequate. OPPAGA recommends that performance measures be developed that describe the time spent on and who benefits from such activities.

Reduce state funding of non-instructional duties by 20% until there is demonstrated accountability for the funds expended.

*Savings would be recurring general revenue.*

*No statutory changes are required.*

***Potential downside: Some valuable research or public service may not receive funding.***

***Potential cost saving: \$105,000,000***

***11. Elimination of the Destruction of Bulk Prescription Medications Belonging to Floridians Entering or Transferring From And To Long-Term Care Facilities.*** Cost savings are based on a estimate that 10% of prescription drugs are destroyed as a result of current nursing home practices.

***Potential Savings: \$11,340,000***

***12. Cancel 2.5% Pay Raise for All State Employees Earning \$90,000 Annually or More.*** At this time of revenue shortfalls, the first area that should be cut is administration. Elected officials and top level staff should set the example by stepping up to absorb the initial impact of reductions before they enact cuts that will adversely affect students, clients, constituents, and front-line state employees. Consultation with legislative staff revealed that approximately 4,500 positions would be affected if this cost saver is adopted. Affected positions would include, but not be limited to, the following:

- ▼ Governor
- ▼ Lt. Governor
- ▼ Elected Cabinet Heads (Secretary of State, Agriculture Commissioner, Education Commissioner, Attorney General, Treasurer, Comptroller)
- ▼ Supreme Court Judges
- ▼ District Court of Appeals Judges
- ▼ Circuit Judges
- ▼ County Judges
- ▼ State Attorneys
- ▼ Public Defenders
- ▼ High-Level State University System Staff (~2,600)
- ▼ Senior Management System Staff (~290)

***This cost saver would result in recurring savings of \$4.64 million in General Revenue and \$6.96 million in trust funds.***

***Amend GAA to reduce budget authority.***

***Potential Downside: Labor-related lawsuits by those disputing the cancellation of their pay raise. Possible contract disputes could result.***

***Potential Savings: \$11.6 million***

***13. Reduce Legislator Salaries by 5%.*** Due to the revenue shortfalls, Florida TaxWatch recommends that, legislators and other elected state officers should set the example by stepping up to absorb the initial impact of reductions before they enact cuts that will adversely affect clients, constituents, and front-line state employees.

This would result in recurring General Revenue savings of \$230,000.

No statutory changes.

Potential Savings: \$230,000

***14. Strengthen Authorization and Ability to Sanction Consistently Under- Performing Contracted Health and Human***

**Services Providers.** Based on program reviews by the Office of Program Policy Analysis and Government Accountability (OPPAGA) and anecdotal reports by a number of state officials and other Floridians, Florida TaxWatch conservatively estimates that at least one percent of appropriations designated for contracted providers represent partial monies allocated to underperforming providers. Such providers are those not significantly not meeting their performance outcome and/or those not complying with state laws or regulations. Therefore, this item consists of savings realized through sanctions imposed on these providers via overpayment recovery, rate cuts, or contract terminations. Florida TaxWatch believes the amount is higher but wants to encourage to state to redistribute these monies to above average or new providers.

Because under-performance ultimately undermines services to constituents who are entitled to quality care, because it shortchanges Florida taxpayers, and because it erodes trust in government, accountability for under-performing contractors must be carried out. Florida TaxWatch proposes that the state should more proactively impose sanctions within current law for consistently under-performing providers in the following, as well as other, areas:

- ▶ Substance Abuse
- ▶ Mental Health
- ▶ Developmental Disabilities
- ▶ Foster Care
- ▶ Nursing Homes
- ▶ Assisted Living Facilities
- ▶ Other programs as appropriate

Florida TaxWatch believes this approach can be carried over into other governmental agencies and encourages the Governor and the Legislature to closely scrutinize this issue throughout state government.

***It is estimated that these would be recurring savings of \$4 million in General Revenue and \$6.8 million in trust funds, based on the assumption that the state would save at least 1% of appropriations for grants and aids and special categories by sanctioning contractors. These figures are based on a sampling of such appropriations in the current year's budget for DCF.***

***No statutory changes.***

***Potential Downside: Costly litigation could result. Fewer citizens might be served. It should be stressed strongly that while sanctions for poor performance should occur, true rewards for strong performance should occur as well. The current environment does not foster a dearth of willing and able providers in most health and human services areas, and the state is strongly urged to improve the contractual environment so that capable private providers are truly encouraged to serve needy Floridians.***

***Potential Savings: \$10.8 million***

**15. Worker's Compensation Program (DLES).** There appears to be an overlap in services between the Worker's Compensation Program and other state agencies such as the Agency for Health Care Administration and the Department of Insurance. The potential exists for a merging of Worker's Compensation functions with either or both of these agencies. The outsourcing of some of the program's duties is also an option. The privatization of the audit function of Worker's Compensation alone could save \$90,000 annually. Further savings could be accomplished if the applicant review process was also privatized for an additional \$13,000 annually. The Office of Program Policy Analysis and Government Accountability (OPPAGA) has suggested the outsourcing of the program's re-employment process. A potential savings of \$624,928 is found here. The agency has implemented some of OPPAGA's recommendations for a significant savings, but it has yet to fully introduce outsourcing concepts that could provide even more.

***Savings would be recurring from trust fund resources***

*Statutory changes to s.20.171, Ch. 440, F.S. would be needed*

*Potential downside: Public perception of a diminished level of service due to outsourcing.*

*Potential Savings: \$727,929 annually*

**16. Highway Safety Efficiencies (DHSMV.)** The usage of civilians in positions within the agency such as court liaison, police information officer, and polygraph examiner could save significant money in personnel costs. The Office of Program Policy Analysis and Government Accountability (OPPAGA) reports an estimated savings of \$833,823 if these positions were "civilianized". OPPAGA has also suggested a change in uniform for communications personnel. Dispatchers currently wear expensive uniforms that are virtually identical to sworn personnel. By switching to more cost-effective civilian attire, the agency could save \$195,000 annually. The contracting of vehicle maintenance to the private sector is another cost-saving idea the agency could implement for an annual savings of \$170,000. Police agencies around the state have found this to be an effective tool to cut high vehicle maintenance costs. OPPAGA has also recommended that the Highway Patrol paint its vehicles one standard color for an annual savings of \$219,820.

*Savings would produce recurring GR savings.*

*Statutory Changes: Ch. 321.02 F.S.*

*Potential downside: Agency resistance to changes could be strong. There is no apparent downside for service delivery.*

*Potential Savings: \$1,418,643*

**17. Centralized Vehicle Maintenance System (DMS).** Currently, the state pays an estimated \$8 million annually to private garages for passenger vehicle maintenance. A centralized maintenance system can provide volume discounts and help prevent paying for unnecessary repair work. The Office of Program Policy Analysis and Government Accountability (OPPAGA) estimates \$800,000 to \$2.4 million annual savings by implementing a centralized vehicle maintenance system. It recommends the state contract with a private fleet management company to provide a garage network and managed maintenance program. The bid process should be open to any state agency. The Department of management Services (DMS) has implemented a narrower version of OPPAGA's recommendations by privatizing and outsourcing its maintenance garage. This has led to a reduction in 14FTES and a total savings of \$809,570. If DMS implemented a broader version of privatization and outsourcing, it could see a greater realization of privatization's savings potential.

*Savings would be recurring and a combination of trust fund and general revenue.*

*A statutory change could help facilitate the establishment of a centralized system.*

*Potential downside: Some agencies expressed concern that a garage network could make it inconvenient to obtain needed repairs.*

*Potential Savings: \$1,590,000*

**18. Eliminate Over-Sampling in DHSMV's Quality Assurance Title Review.** The Program's staff review samples of tax collectors, title paperwork after the titles have been issued and the title paperwork has been sent to a contractor for document imaging to determine whether county tax collectors' staff have properly processed the titles. A review by the Office of Program Policy Analysis and Government Accountability (OPPAGA) concluded that they are over-sampling and devoting too many resources to this effort. By reducing the sample size of the reviews to 10% the department could reduce the number of FTE positions from 10 to 5. Thus, eliminating excess quality control would result in a cost savings of \$145,000 per year.

*Savings would be recurring from trust funds.*

*No statutory changes needed.*

**Potential Savings: \$145,000**

**19. First District Court of Appeal Annex.** The 2000 Legislature appropriated \$15,800,000 million to build 6 new courtrooms in the First District Court of Appeals. This project did not go through the Capital Improvement Project process and was therefore included in the Florida TaxWatch 2000 Turkey Report. The First District Court of Appeals does not support this project. The state cannot afford to spend scarce dollars without careful scrutiny of such projects. The funds should be returned to the General Revenue Fund for appropriate review and possible re- appropriation as needed.

*Savings would be non-recurring general revenue funds.*

*No statutory changes needed.*

**Potential Savings: \$15,800,000**

**20. Negotiate better rates.** A slowed economy does allow some opportunities to save money. The state has taking advantage of lower interest rates by refinancing debt. The state should continue this practice wherever possible and strive to renegotiate any deal for which it is paying higher than current market rates. This includes leases and purchases of goods and services. State law now allows for negotiation with current leases rather than requiring them to go out to bid.

*Savings would be recurring general revenue funds.*

*No statutory changes needed.*

**Potential Savings: indeterminate**

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## **Maximizing The Value Of Davis Productivity Awards Achievements**

*Following are examples of more than 500 achievements from the 1999, 2000 and 2001 DPA competition that can and should be implemented throughout state government to add an estimated \$350 million to the value of state services over the next three years. The 78 ideas listed here--worth \$303 million--include cost saving and revenue enhancing achievements that could prompt budget redirects and reductions and hold down budget increases in 2002-2003 and beyond. **The full list of 1999 and 2000 items can be found at [the DPA webpage](#) and a full list of 2001 items will be available by November 15, 2001.***

### ***Agency for Health Care Administration***

1. A Medicaid field offices staffing study that utilized Sterling Quality Principles to cut 44 positions valued at \$1.7 million can be used as a benchmark by other agencies with field offices. (2001, AHCA-84 & 103)
2. A Diabetes Discovery community-based initiative that could save \$6 million annually in Miami-Dade County may be applicable to other areas of the state. (2001, AHCA)
3. Retroactive buy-in of Medicare coverage for selected Medicaid clients that saved \$105,207 in Miami-Dade County can be used to cut costs throughout the state. (2001, AHCA-99)
4. Improved detection of fraud in home meal delivery saved \$1 million in Miami-Dade County could save \$3 million statewide.

(1999, #97, page 52)

5. A Medicaid transportation cost reduction and quality improvement initiative in Hillsborough County that will save an estimated \$84,000 annually could be applied in ten of the most populous counties to save an estimated \$800,000. (2001, AHCA-81)
6. An initiative in Miami-Dade County that provides coordinated primary care for at-risk Medicaid recipients, saves billing dollars and makes it easier to identify provider and recipient fraud and abuse, can be implemented in other parts of the state. (2000, page 54, #18)
7. Improved Medicaid billing practices in Tampa that saved \$618,000 in ambulance service costs could save \$2.2 million statewide. (1999, page 52, #95,)
8. A computerized database that added \$61,038 of value to the Area Six Medicaid Office could be worth a minimum of \$150,000 statewide. (2000, page 52, #14)
9. Standardized expert witness contracts that saved \$153,870 can be adapted by other agencies requiring the use of expert witnesses. (2001, AHCA-21)

***Department of Business and Professional Regulation***

10. An accountability system that improves implementation of performance-based budgeting saved \$10,800 and can save more than \$300,000 statewide. (1999, page 23, #10)

***Department of Children and Families***

11. Techniques reducing the time that dependent children stay in emergency care yielded net savings of approximately \$30 million and can be applied to the Department's other eleven districts. (2001, C&F)
12. Reduction of the number of children in residential group foster care to less restrictive therapeutic environments saved \$4.5 million in the Orlando district and is being evaluated for implementation in other districts. (2001, C&F-5)
13. Actively searching for missing parents and relatives of foster children in the St. Petersburg district means children spend less time in foster care for potential savings of \$1 million locally and an estimated \$7.5 million statewide. (1999, page 29, #27)
14. Combining quarterly reports for foster care and protective services saved \$173,000 in Fort Myers and could save \$2.5 million statewide. (1999, page 30, #31)
15. More effective handling of termination of parental rights cases saved \$1.4 million in the Daytona Beach district and is applicable to other districts. (2001, C&F-81)
16. Improved processes for finalizing adoptions in the Fort Myers district produced a \$53,717 productivity improvement which could be worth several times that amount statewide. (2000, page 27, #28)
17. A workers compensation program that has reduced employee injury costs at Florida State Hospital every year for more than a decade could save \$12.4 million statewide. (1999, page 29, #25)
18. Diverting elderly clients from institutions to Community Centers annually saves more than \$5 million in Pensacola and could save \$42 million statewide. (1999, page 26, #19)

19. An improved process for restoring the competency of impaired defendants saved \$1.3 million in Pensacola and could save at least \$6.5 million statewide. (1999, page 27, #21)
20. An error management information system that saved \$12 million in the issuance of fraudulent Food Stamp and cash benefits in Hillsborough and Manatee Counties can be used statewide. (2001, C&F)
21. A public/private partnership decreased food services costs at Florida State Hospital by \$200,000 and could save more than \$700,000 statewide. (2000A, page 75, #17)
22. A risk management program in Miami-Dade County that utilized client data to identify, predict and reduce the number of serious incidents affecting clients with developmental disabilities to save \$695,758 is applicable to mental health, substance abuse and adult services program clients in other districts statewide. (2001, C&F-79)
23. An internet on-line document review application that saved \$495,000 can be adapted by any agency that circulates draft copies of documents for review. (2001, C&F-11)
24. A method to bid the maintenance of computer network devices statewide without regard to specific configurations and manufacture that is saving \$1.1 million in 2001 can be utilized by any agency requiring statewide maintenance. (2001, C&F-5)
25. Improved contract monitoring procedures instituted department wide for an annual cost avoidance of at least \$1.9 million could save an equal or greater amount if implemented by other state agencies. (2000, page 20, #18)

#### ***Department of Community Affairs***

26. A process automation and paperless electronic routing system that reduced the cost of paper, labor overhead and time involved in annually processing approximately grants and other projects by \$125,000 may be applicable to other agencies that process grants. (2001, DCA)

#### ***Department of Corrections***

27. An automated substance abuse screening, priority ranking and placement system that saved/avoided \$4.3 million may be adaptable by the Departments of Juvenile Justice and Children and Families in addition to other program bureaus within the Department of Corrections. (2001, DOC-12)
28. A "Rocket Docket" criminal defendant scoring sheet used at the time of felony arrests that saved probation officers in the Panama City area \$60,000 could save an estimated \$300,000 statewide. (2000, First Installment, page 39, #4)
29. A reporting process that saved \$2.8 million in overtime costs for the Ft. Lauderdale Region could save at least twice that amount statewide. (1999, Page 43, #71)
30. Design and fabrication of steel security windows for prison cells that saved Jackson Correctional Institution \$168,000 the first year could save a recurring \$150,000 department wide. (2000, page 37, #1)
31. Reduced waste of medications that saved \$34,000 at Lake Correctional Institution could save \$500,000 statewide. (1999, page 42, #68)
32. A Telephone Answering Program using prison inmates improves driver license services while providing useful job skills for inmates that added \$376,000 of value could add nearly \$2 million statewide. (1999, page 61, #121)

#### ***Department of Education***

33. Satellite learning centers at employer and community agency sites that produced additional revenue and cost avoidance of \$1.2 million in 21 locations can be adapted by all school district and community colleges. (2001, DOE-6)
34. An "immersion program," which is an alternative to retaining students in the fifth and eight grades, saved \$1.3 million for 50 schools in eight districts and could save \$12.9 million if at least 500 of Florida's 750 public middle and high schools adopt the strategy. (2000, page 41, #2)
35. Centralization of cash receipts can increase teacher certification revenue by \$233,000 and add \$2 million in revenue statewide. (1999, page 48, #87)

### ***Department of Environmental Protection***

36. A technical support request application that links existing and new databases to improve employee efficiency and communications (which is believed to be unique within state government) can be adapted by other agencies to save an estimated \$1 million or more. (2001, DEP-12)
37. An innovative approach using education rather than enforcement helped to restore the water quality of a subdivision in Central Florida after 57 homeowners violated environmental regulations by removing vegetation and adding sand to their shoreline. As a result, the problem was solved in nearly 1/6 the time that one-on-one enforcement actions would have taken, at a savings of nearly \$30,000. This approach can be used in other areas of the state that are faced with similar challenges. (2000 DPA Magazine, page 32)
38. An automated payment system produced a 75% reduction in inputting data into a manual system; a 95% reduction in time spent inputting into an accounting system; and used 50% less paper. This system saved \$27,950 and could be worth \$300,000 statewide. (2000, page 45, #2)
39. Electronic storage and retrieval of vouchers annually saves \$175,000 and can save \$3 million statewide. (1999, page 49, #89)

### ***Department of Health***

40. Reduced emergency room visits by Childrens Medical Services clients in Miami-Dade County that saved \$150,000 may be adapted by other county health departments. (2001, DOH-27)
41. A computer program developed by Childrens Medical Services staff in Tampa that merges all patient information onto various forms can save an estimated \$875,256 statewide. (2001, DOH-8)
42. Improvements to the AIDS Drug Assistance Program in Miami-Dade County that produced added value of more than \$4 million can be adapted by any metropolitan area with a large number of providers and multiple funding sources for coordinated services. (2001, DOH-9)
43. A Primary Access to Health (PATH) Clinic in Brevard County provides medical specialty referrals and intervention for the medically indigent population and patients with chronic health problems. Local physicians volunteer their services to provide a full range of care from diagnosis to surgery. A second program, We Care, supports PATH by specializing in diagnostic services, surgical and specialist intervention. It is estimated that We Care will contribute over \$3 million in added value. According to the Brevard County Health Department director, the key to the success of this initiative is a strong partnership developed over time between the department, the County Commission, local hospitals and the local medical society. (2000A, page 95-6, #6 & 7)
44. Volunteer Physician Programs saved more than \$2 million in Escambia and Indian River Counties and could save \$10 million statewide. (2000A, page 95-6, #5)

45. Securing free medications from 17 companies for indigent citizens in Charlotte County saved \$160,000, and could save \$1.6 million statewide. (2000A, page 97, #9)

46. The dental staff of the Leon County Health Department, through improved third party insurance reimbursement verification, increased the clients it serves by 61% while reducing net budget costs by 74% and increasing revenue 14 fold for added value of \$121,413. This initiative can be implemented by any agency that does Medicaid and/or third party billing. (2000, page 59, #3)

47. Automation of a monthly spending plan for each of the Department's bureaus and divisions that cut six positions for savings of \$258,099 may be adaptable by all agencies that use the Florida Information Resource (FLAIR) system to obtain budget and expenditure data. (2001, DOH)

48. Web-based registration for prospective vendors to download competitive solicitations plus electronic identification of prospective bidders could be worth \$365,000 if adapted by all state agency purchasing offices that issue competitive solicitations. (2001, DOH-67)

49. A system linking the Department of Health's Women, Infants and Children (WIC) program and the Department of Children and Families' FLORIDA mainframe computer databases eliminates eligibility screenings for annual savings of approximately \$900,000. (2001, DOH)

50. An Information Security Training initiative reduced both instructor led training and time required to meet mandatory training requirements by 50%, saving \$1.2 million. This achievement is applicable to state agencies that deal with human services health care delivery or confidential information security policies and procedures. Examples: Agency for Health Care Administration, Department of Children and Families, Department of Community Affairs, Department of Corrections, Department of Education, Department of Elder Affairs, Department of Juvenile Justice, Department of Legal Affairs, Department of Veterans Affairs, State Court System and Public Defenders' offices. Estimated savings amount to \$4 million based on these agencies achieving an average of 25% of the savings reported by the Department of Health. (1999, page 58, #12)

51. An automated reconciliation system that provides immediate on-line identification of accounting items that need correcting saved \$200,000 and could save \$2 million statewide. (1999, page 59, #115)

#### ***Department of Insurance***

52. An automated system that reimburses department employees for their travel expenses, resulting in reassigning one position to another division, can be used by any state agency accounting office that uses the Florida Accounting Information Resource (FLAIR) and Cooperative Employment Personnel System (COPES). (2001, DOI)

#### ***Department of Juvenile Justice***

53. A faith initiative in Broward County that provided non-secure shelter to youth under home detention status saved more than \$300,000 in recurring general revenue and is adaptable by other regions of the state. (2001, DJJ)

54. A referral and tracking system for mental health services reduced missed appointments worth \$15,000 in Daytona Beach and could save an estimated \$250,000 statewide. (1999, page 55, #130)

55. A Warning Tour that provides delinquent youth a feel for what it is like to be in secure detention saved an estimated \$230,000 in Leon County and could save more than \$1 million statewide. (1999, page 65, #127)

#### ***Department of Law Enforcement***

56. A post-disaster fraud training program in Orlando that improves intergovernmental effectiveness in fighting post disaster fraud (which reached an estimated \$750 million after Hurricane Andrew) could save \$25 million after a future disaster. (1999, page 73, #149)
57. Use of data generated by an electronic benefits transfer system avoided \$67,758 worth of illegal Food Stamp payments in the Jacksonville region and could be worth as much as \$1.5 million statewide. (2001, FDLE)
58. An automation process and procedural changes increases the number of completed analyses of DNA samples to maintain the convicted offender database and reduce possible crimes by repeat offenders while saving \$1.8 million in instrumentation and personnel costs. (2001, FDLE)
59. An on-line testing process for law enforcement certification that saved at least \$139,062 the first year can be adapted by any agency that is required to administer tests. (2001)
60. A video teleconferencing system that reduces annual travel and training costs by \$180,000 could save an estimated \$500,000 for other agencies with multiple offices throughout the state. (2000, page 67, #4)

#### *Department of Lottery*

61. An improved Property Accountability System that relocated items with an acquisition value of \$374,000 could be worth nearly \$2 million statewide. (1999, page 75, #153)

#### *Department of Revenue*

62. A database for tracking whether delinquent child support is owed before workman's compensation claims are paid to non-custodial parents captured nearly \$500,000 worth of delinquent child support and court costs in the Clearwater area, and is adaptable by other offices statewide. (2001, DOR-61)
63. A simultaneous plea agreement (developed with the Statewide Prosecutor's Offices in Clearwater and Tampa) which reduces the time spent on investigations by eliminating the need for a voluminous case report, discovery and pre-trial conferences could be worth an estimated \$800,000 annually statewide. (2000A, page 40, #3)
64. A new process that cut in half the time and cost required to locate and review unregistered commercial rental property for back taxes owed in Brevard County yielded a \$500,000 revenue increase and could be worth \$2.5 million statewide. (1999, page 81, #169)
65. An automated question-and-answer program for supervisors to use when they have questions about handling issues involving employee behavior promotes consistent and fair disciplinary actions throughout the Department, thereby reducing potential liability costs. It also saves an estimated \$200,000 worth of staff time by eliminating communication between supervisors and human resources staff. (2000A, page 134, #28)

#### *State Courts System*

66. A pre-trial conference hearing initiative developed by the state courts system in Miami- Dade County has reduced traffic court trials by 75%. Police overtime pay to attend trials is being reduced by at least \$7 million annually and officers' hours on the street are increasing by 150,000 annually (equivalent to 75 new officers), plus a projected \$10.6 million may accrue from increased collection of fines and costs. Statewide implementation could be worth an estimated \$7 million. (2000, page 73, #2)
67. A job placement program for unemployed first-time felony offenders also developed in the Eleventh Judicial Circuit yielded \$823,635 first year net savings from decreased re-arrests, jail time and prosecution. Tax users become taxpayers,

facilitating restitution to victims, payment of delinquent child support and collection of fines and fees. Statewide implementation could be worth a minimum of \$1.6 million. (2000, page 72, #1)

68. Filing Family Law Actions without an attorney saved Tallahassee and Leon County residents \$170,000 and could save a conservative \$850,000 statewide. (1999, page 83, #175)

### *State University System*

69. A web-based system developed by the College of Health and Human Performance, University of Florida (UF), that allows individuals to input and track their own work order requests, thereby eliminating a \$35,000 position, can be adapted by other administrative units throughout the state university system and by state agencies. (2001, UF)

70. An on-line application and admission process at the University of Central Florida that reduced processing costs by \$60,000 may be adaptable to other state universities and community colleges. (2001, UCF-7)

71. An information studies information system developed at Florida State University (FSU) that has enhanced cost-saving distance learning and reduces task redundancy for initial savings of \$60,000 may be adaptable throughout the state university and community college systems. (2001, FSU-29)

72. A paperless procurement system at FSU that eliminates the need to circulate and file thousands of purchase orders to hundreds of areas within the university to save \$338,484 can be adapted by other state universities, community colleges and state agencies. (2001, UF)

73. An on-line program budget management system that eliminated two positions for annual recurring savings of \$110,000 at FSU's National High Magnetic Field Laboratory can be adapted by other departments within the university. (2001, FSU-30)

74. An electronic personnel management system developed by National High Magnetic Field Laboratory staff eliminated one temporary services (OPS) employee and reduced processing time for new hires by 40% and achieved other time savings worth a total of \$90,240. This innovation is applicable to other state universities, community colleges and state agencies, and it could be applied to other processes such as purchasing and proposal submission/review/approval. (2001, FSU-7)

75. An employee payroll deduction parking permit program at FSU that cut two data entry and filing positions, and achieved other time savings and printing cost reductions to save \$165,000, could be adapted by other state universities, community colleges and state agencies that issue parking permits. (2001, FSU-11)

### *Department of Transportation*

76. A new approach to developing corridors for road and bridge projects developed in Ft. Lauderdale can reduce the cost of environmental impact statements by an estimated \$500,00 for major projects. (2001, DOT-20)

77. Improved utilization of computer-aided drafting design equipment and software that reduced the number of drafting positions in Fort Lauderdale from five to two for annual savings of \$96,000 can be adapted by other offices statewide. (2001, DOT-19)

78. A web-based consultant invoice transmittal system that reduces manual processing and auditing for anticipated annual savings of more than \$200,000 can be adapted by other state agencies that use the same standard methods of compensation when negotiating and executing consultant agreements. (2001, UF)

### Legend

(1999) - Statewide Implementation of Davis Productivity Awards Achievements Can Save \$270 Million, March 2000.

(2000)- Adaptation and Implementation of 2000 Davis Productivity Awards Achievements, First Installment, November 2000.

(2000A) - Adaptation and Implementation of Davis Productivity Awards Achievements Can Save \$400 Million, May 2001.  
(2001) - Soon to be published Davis Productivity Awards report. (Nomination # is included.)

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This report was researched and written by Senior Research Analysts Kurt Wenner and Dave Davis,  
Research Analysts Janet Herndon and Louise Horkan,  
Assistant Research Analysts Philip Canto and Abdul Hamit, with and under the direction of  
Keith G. Baker, Ph.D., Senior Vice President and Chief Operating Officer.  
T. O'Neal Douglas, Chairman, Dominic M. Calabro, President and Publisher

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write TaxWatch at:

P.O. Box 10209

Tallahassee, FL 32302

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