



# 2013-2014 ANNUAL REPORT

*Florida will have the nation's top performing economy and be recognized as the world's best place to live, learn, play, work, and do business.*

Florida Department of Economic Opportunity | October 2014  
107 East Madison Street | Caldwell Building | Tallahassee, FL 32399 | [www.floridajobs.org](http://www.floridajobs.org)

*This page intentionally left blank*

October 31, 2014

The Honorable Rick Scott  
Governor of Florida  
Plaza Level 05, the Capitol  
400 South Monroe Street  
Tallahassee, Florida 32399-0001

The Honorable Don Gaetz, President  
Room 412, Senate Office Building  
404 South Monroe Street  
Tallahassee, Florida 32399-1100

The Honorable Will Weatherford, Speaker  
Room 420, House Office Building  
402 South Monroe Street  
Tallahassee, Florida 32399-1300

Dear Governor Scott, President Gaetz, and Speaker Weatherford:

Since the creation of the Florida Department of Economic Opportunity, it has been our goal to promote and facilitate economic, community, and workforce development for all Floridians. Under your leadership, Florida's economic recovery began in 2011 and today stands as one of the most robust in the nation. In cooperation with our public-private partners, DEO is helping implement the policies that grow the number of jobs, businesses, and tourists coming into the state. Our vision is for Florida to have the nation's top performing economy and be recognized as the world's best place to live, learn, play, work, and do business.

In July 2013, the Department of Economic Opportunity submitted to you the five-year *Florida Strategic Plan for Economic Development*. In collaboration with other state agencies, our public-private partners, and more than 3,000 stakeholders across the state, we have developed a consensus-driven plan for economic development. This is an important step in developing a statewide environment for interagency collaboration and alignment to cultivate economic growth and development.

In FY 2013-2014, DEO implemented goals, objectives, and metrics aligned with the Department's commitment to its statutory charge. For example, within the Division of Strategic Business Development, policies and procedures have been developed to bolster Florida's competitiveness with other states while ensuring transparency and accountability for Florida's taxpayers. Within the Division of Community Development, efforts are underway to provide targeted technical assistance and support to small and rural communities and small businesses. Within the Division of Workforce Services, efforts are underway to further the availability of a skilled workforce to meet the current and future needs of Florida's employers.

Florida Department of Economic Opportunity | Caldwell Building | 107 E. Madison Street | Tallahassee, FL 32399  
866.FLA.2345 | 850.245.7105 | 850.921.3223 Fax  
[www.floridajobs.org](http://www.floridajobs.org) | [www.twitter.com/FLDEO](https://www.twitter.com/FLDEO) | [www.facebook.com/FLDEO](https://www.facebook.com/FLDEO)

An equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers on this document may be reached by persons using TTY/TDD equipment via the Florida Relay Service at 711.

I am pleased to submit the Department of Economic Opportunity's Annual Report for Fiscal Year 2013-2014. Exceeding the requirements provided in statute [*s. 20.60 (10), Fla. Stat.*], this report includes the following:

- An update on the condition of the business climate and economic development in the State with a discussion of problems, challenges, opportunities, and recommendations.
- Key accomplishments from the Department of Economic Opportunity.
- Performance reports for Enterprise Florida, Inc.; Workforce Florida, Inc. (D.B.A. CareerSource Florida); Florida Tourism Industry Marketing Corporation (D.B.A. VISIT FLORIDA); Space Florida; and the Institute for Commercialization of Public Research.
- Annual performance, and incorporation of annual reports where applicable, of the Black Business Loan Program, Community Development Block Grant, Community Services Block Grant, Displaced Homemaker Program, Economic Gardening Business Loan Pilot Program, Economic Gardening Technical Assistance Pilot Program, Enterprise Zones, Enterprise Zone Development Agencies, Microfinance Loan Programs, New Markets Development Program, Rural Economic Development Initiative, and the State Small Business Credit Initiative.

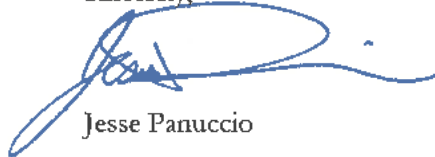
The comprehensiveness of this report would not have been possible without the tireless efforts of Dr. Barbara Foster, Chief of DEO's Bureau of Planning and Partnerships, the work of the Planning and Partnerships staff members, and the support and contributions of:

- CareerSource Florida;
- Enterprise Florida, Inc.;
- Institute for the Commercialization of Public Research;
- Space Florida;
- VISIT FLORIDA; and
- The DEO Divisions of Community Development, Strategic Business Development, and Workforce Services.

Additionally, we acknowledge with gratitude the contribution of numerous staff members, public/private partners, and stakeholders in the development of this report.

DEO remains committed to providing top quality customer service and opportunities to businesses, employees, and all Floridians. If you have any questions regarding this report or would like to receive additional information, please contact me at (850) 245-7105.

Sincerely,



Jesse Panuccio

Enclosure

cc: Gray Swoope, Secretary of Commerce and President and CEO, Enterprise Florida, Inc.  
Chris Hart IV, President and CEO, CareerSource Florida





<b>1. Business Climate and Economic Development</b>	<b>1</b>
<b>Florida’s Economic Development Vision, Goals, and Objectives</b>	1
<b>Florida’s Competitive Position</b>	1
<b>Global Competitiveness</b>	2
<b>Economic Growth and Prosperity</b>	2
Figure 1. Total Nonagricultural Employment in Florida, 2000 to 2013	2
Figure 2. Unemployment Rates in Florida and the United States, 2000 to 2013	2
Figure 3. Per Capita Income in Florida and the United States, 2000 to 2012	3
<b>Quality of Life</b>	3
Figure 4. Population Growth in Florida; Net Domestic Migration	3
<b>Findings Related to Florida’s Five Economic Development Objectives</b>	5
Table 1: Labor Sector Growth Since 2010	5
Table 2: Data Affecting Florida’s Five Economic Development Objectives	6
<b>Problems, Challenges, Opportunities, and Recommendations</b>	7
Table 3: Efforts Addressing Statewide Economic Development Challenges	7
<b>Statewide Recommendations</b>	7
<b>Strengthen collaboration and alignment among state, regional, and local entities toward the state’s economic vision.</b>	7
<b>Develop and implement a statewide strategy to develop regional talent and innovation clusters using global best practices.</b>	8
<b>Strengthen Florida’s economic regions and connect resources across regions to build Florida as a globally competitive megaregion.</b>	8
<b>Position Florida as a global hub for trade, visitors, talent, innovation, and investment.</b>	9
<b>DEO Legislative Initiatives</b>	9
<b>2. The Florida Department of Economic Opportunity</b>	<b>11</b>
<b>DEO At-A-Glance</b>	11
Agency Vision	11
Agency Mission	11
Agency Goals and Objectives	11
DEO’s Statutory Charge	12
Addressing DEO Priorities	13
Figure 5: DEO Priority Setting Process	13
<b>DEO Efforts, Programs, and Accomplishments</b>	14
<b>Strategic Business Development</b>	16
Table 4: Efforts Addressing Strategic Business Challenges	16

Table 5: Enterprise Zone Incentives Approved by the Department of Revenue	18
Table 6: Enterprise Zone Impacts	18
Table 7: Division of Strategic Business Development LRPP Performance Measures	18
<b>Enterprise Florida, Inc.</b>	19
Table 8: Enterprise Florida, Inc. Performance Measures	19
<b>Florida Institute for the Commercialization of Public Research</b>	20
Table 9: Institute for Commercialization of Public Research Performance Measures	20
<b>Space Florida</b>	21
Table 10: Space Florida Performance Measures	21
<b>VISIT FLORIDA</b>	22
Table 11: VISIT FLORIDA Performance Measures	22
<b>Workforce Services</b>	23
Table 12: Efforts Addressing Workforce Development and Services Challenges	23
Table 13: Division of Workforce Services LRPP Performance Measures	25
<b>CareerSource Florida</b>	26
Table 14: CareerSource Florida Training Program Measures	26
<b>Community Development</b>	27
Table 15: Efforts Addressing Community Development Challenges	27
Table 16: Division of Community Development LRPP Performance Measures	29
<b>Black Business Loan Program</b>	30
Table 17: Black Business Loan Program Statistics	30
<b>Community Development Block Grant</b>	31
Table 18: CDBG Reach of Services	31
Table 19: CDBG Accomplishments	32
<b>Community Services Block Grant</b>	33
Table 20: CSBG Performance for FFY 2012-2013	33
<b>Economic Gardening Business Loan Pilot Program</b>	34
<b>Economic Gardening Technical Assistance Pilot Program</b>	34
<b>Florida Microfinance Loan and Loan Guarantee Programs</b>	34
<b>New Markets Development Program</b>	35
Table 21. Economic Impacts of Florida’s New Markets Development Program in 2013 from Tax Credits	35
Table 22. Economic Impact in 2013 from Job Creation Alone	35
<b>Rural Economic Development Initiative</b>	36
Table 23: Rural Economic Development Initiative RACEC Statistics	37
<b>State Small Business Credit Initiative</b>	38
Table 24: Accomplishments Reported in the 2013 Annual Report to the U.S. Department of Treasury	38
<b>The Florida Strategic Plan for Economic Development</b>	39
Release and Statewide Implementation	39
DEO Implementation of the <i>Strategic Plan</i>	40
Table 25: Number of Activities in Support of Implementation of the <i>Strategic Plan</i>	40
Outreach and Promotion of the <i>Strategic Plan</i>	42

*This page intentionally left blank*



# 1. BUSINESS CLIMATE AND ECONOMIC DEVELOPMENT



The future for the Sunshine State shines bright as the state's economy continues to expand for the fourth consecutive year. Florida's economy continues to add jobs, our GDP is growing, consumer confidence is up, and people are steadily entering the labor force. Florida is located in the fastest growing part of the United States and at the crossroads of north/south and east/west trade lanes in an increasingly global economy. The state has tremendous assets: a large and diverse consumer and labor market; a tradition of imagination and invention; extensive infrastructure and natural resources; and worldwide appeal to workers, retirees, and visitors. Florida's economy is the fourth largest in the U.S. and it ranks fourth in population size after California, Texas, and New York. According to the U.S. Census Bureau, Florida will overtake New York in population sometime during 2014.

## Florida's Economic Development Vision, Goals, and Objectives

Florida's Economic Development Vision: Florida will have the nation's top performing economy and be recognized as the world's best place to live, learn, play, work, and do business.

Three economic development goals for Florida are to lead the nation in:

- Global competitiveness; as a location for business, investment, trade, talent, innovation, and visitors.
- Economic growth and prosperity; setting the pace for growth in jobs, income, and business sales.
- Quality of life; attracting residents, workers, and visitors.

These goals are supported by five economic development objectives which call for Florida to:

- Improve employment by putting unemployed Floridians back to work and supporting growth in Florida's labor force.
- Foster opportunities for Florida workers to increase wage and income levels.
- Grow Florida's business activity and help create, expand, retain, and attract businesses to Florida.
- Expand Florida's global trade and investment.
- Increase Florida's attractiveness as a location for workers, residents, and visitors.

## Florida's Competitive Position

For the fourth consecutive year, Florida's economic growth has continued into 2013-2014. Employment continues to rise, unemployment continues to fall, and businesses continue to expand. Leading Florida's expansion are industries supporting global trade, tourism, technology, professional services, and health services — all industries likely to grow in the coming years. As Florida's economic vision continues to be realized, Florida is transitioning from being a state driven primarily by growth to a state driven by talent, innovation, quality of life, and global connectivity. As a result of Florida's continued commercial and industrial diversification, the professional and business services industry sector now leads the state in job growth, both in the numbers of new jobs and the percentage of new growth.

Florida's economic vision provides guidance to consider the state's competitive position in a broader sense by addressing three key areas:

- Global competitiveness
- Economic growth and prosperity
- Quality of life

At the highest level, measures related to global competitiveness, economic growth and prosperity, and quality of life provide a glimpse of the pulse of the state's economic health and vibrancy:

- Global competitiveness data show Florida's place within the larger context of the global economy.
- Economic growth and prosperity data describe the health of Florida's businesses and workers.
- Quality of life indicators show Florida's competitive position as viewed through the lens of inhabitants and potential inhabitants alike.

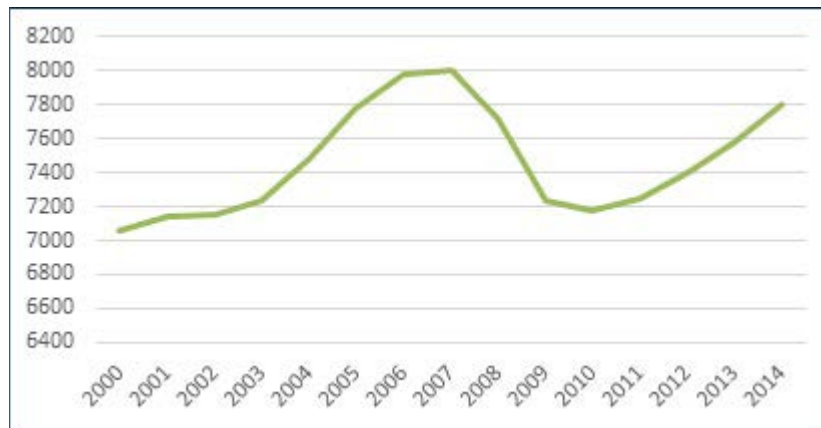
## Global Competitiveness

With a gross domestic product (GDP) of \$800 billion in 2013, Florida's economy is the fourth largest in the U.S., and would rank 18th in the world if measured as its own country. Florida's per capita income estimate of \$41,692 in 2013 ranked Florida 27th in the nation, and is comparable to the per capita income of Germany. Florida's low cost of living helps to maintain Florida's strong job market and its global competitiveness. Florida's activity and national ranking in the global market has expanded over the past decade, currently ranking Florida second in the nation for international visitors, seventh for state-of-origin exports, sixth for employment in foreign-owned firms, and ninth for state-of-destination imports. The value of Florida-origin exports reached over \$60 billion in 2013, and is approximately twice the level of the mid-2000s. The value of Florida-origin exports equaled 7.8 percent of the state's GDP in 2013.

## Economic Growth and Prosperity

Since the 1950s Florida has been one of the nation's top performing economies for growth in both population and jobs. Fueled by gains in housing and construction, Florida created more than one million new jobs between 2000 and 2007, growing by rates almost twice the national average between 2004 and 2006. Florida's peak employment level in 2007 was 7,998,000 jobs, which fell to 7,173,000 jobs in 2010 during the recession. Since 2010, Florida has experienced steady job growth exceeding the national rate. As of September 2014, the state has recovered 651,000 private sector jobs since December 2010.

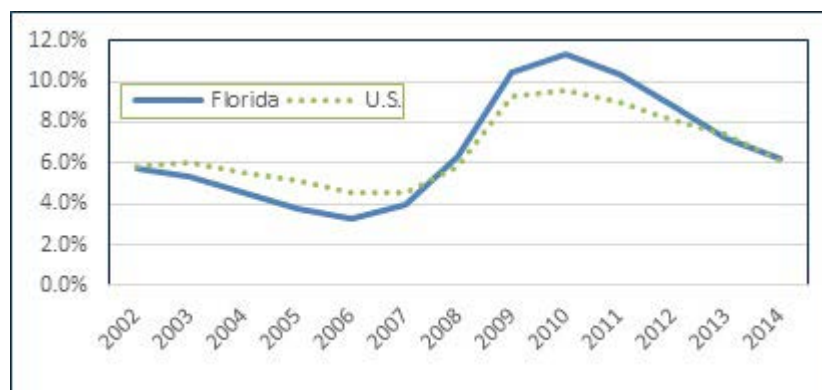
**Figure 1. Total Nonagricultural Employment in Florida, 2000 to 2013**  
(In thousands of jobs)



Source: U.S. Department of Labor, Bureau of Labor Statistics.

As shown in Figure 2, between 2002 and 2007, Florida's unemployment rate tracked at or below the U.S. The job losses brought by the recession changed this dynamic as the state's unemployment rate remained above 11 percent for 16 months in 2009 and 2010. Since 2011, Florida's seasonally adjusted unemployment rate has been declining, reaching 6.1 percent in September 2014.

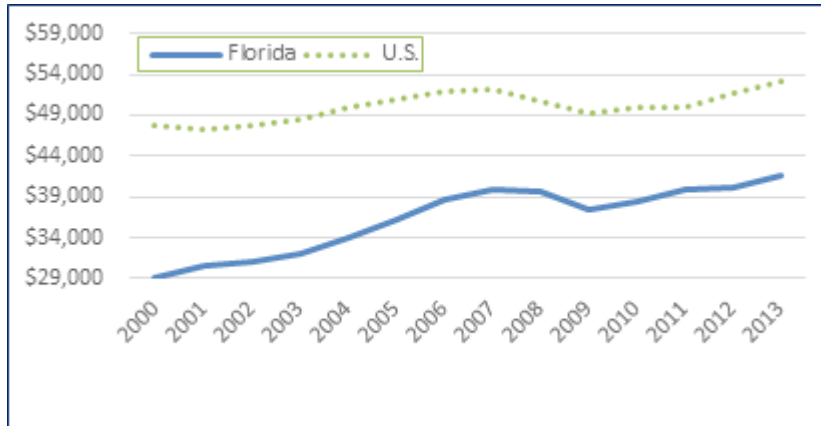
**Figure 2. Unemployment Rates in Florida and the United States, 2000 to 2013**  
(Percent of working population unemployed)



Source: U.S. Department of Labor, Bureau of Labor Statistics.

As can be seen in Figure 3, Florida's per capita income trends with the national average, and has remained relatively constant at approximately 80 percent of the national average. The per capita income gap between Florida and the national average reached its lowest in 2006 when Florida's per capita income grew to reach \$43,193, and the gap was reduced to 83 percent of the national average. While the gap grew during the recession of the late 2000s, the state's economic recovery and subsequent expansion have brought some growth in per capita income and the gap is again closing. In 2013, per capita income reached \$41,692 compared to the national average of \$53,143. The 2013 per capita income gap decreased by 1.0 percent from the 2012 level to 78.5 percent of the national average.

**Figure 3. Per Capita Income in Florida and the United States, 2000 to 2012**  
(In Thousands of Dollars)

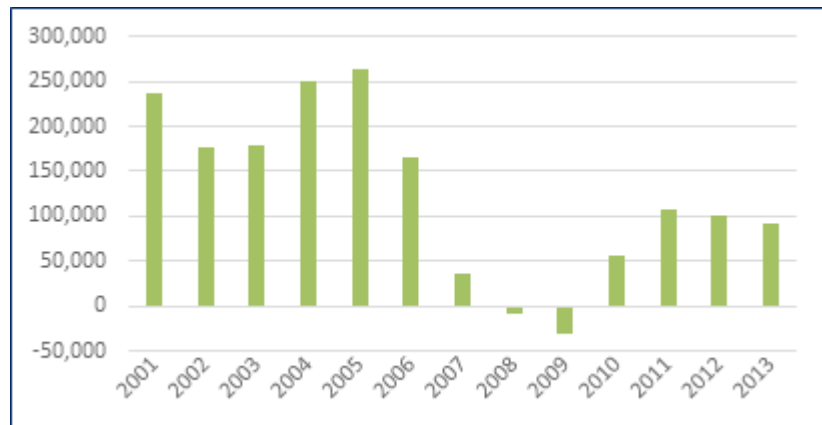


Source: U.S. Department of Commerce, Bureau of Economic Analysis.

## Quality of Life

Without a doubt, Florida is a desirable place to live. The year-round temperate climate allows residents to enjoy the state's beautiful natural environment, including some of the world's top beaches, freshwater lakes, rivers, and parks. Florida's population is one of the most diverse in the nation and the state boasts a rich mix of arts, cultural, and historic resources. Florida has been a magnet for job-seekers and retirees from other parts of the U.S. for many years. Florida lost residents to other states during 2008 and 2009. The good news is positive net migration (more people moving into the state than leaving) resumed in 2010, and has continued through 2014. The outlook is good for this trend to continue in the coming years.

**Figure 4. Population Growth in Florida; Net Domestic Migration**  
(In Thousands)



Source: U.S. Census Bureau, American Community Survey.

In terms of quality of life, Florida has many natural assets and strong population growth. Recent increases in home values are good news for the high percentage of Floridians who previously owed more on their home than its market value. Median housing prices were up 16 percent from 2012 to 2013. According to Florida Realtors®, home sales remain robust as the number of days a home remains on the market dropped 17.5 percent from 2012 to 2013. According to the research firm RealtyTrac, Florida's June 2014 foreclosure rate of 1 out of every 469 homes was 30 percent lower than the June 2013 rate. Expanding job markets and the availability of skills-based training are enabling low-income earners to achieve greater financial stability for themselves and their families. The good news here is that Florida's high school and college system graduation rates continue to climb, and the overall percentage of Floridians with a college degree is also increasing. The violent crime rate has dropped over the last decade and a half and in 2012, the last year for which data are available, was a third lower than it was during the economy's peak in 2007. Facilitating a continuation of this decline will provide for more safe and stable communities and business locations. Preserving and strengthening Florida's quality of life assets and addressing threats in this next wave of economic growth are essential for keeping Florida's future bright.



Photo Credit - VISIT FLORIDA

**Las Olas Blvd. Fort Lauderdale –  
South Florida's most architecturally unique shopping and dining district.**

## Findings Related to Florida's Five Economic Development Objectives

Florida's economy continued its expansion throughout 2013 and into 2014. Its businesses are growing and quality of life continues to improve for its citizens. DEO continues to support the state's economic vision by building on Florida's strengths while supporting efforts to position the state as a leader in the U.S. and internationally. DEO accomplishes its mission by aligning its efforts and collaborating with other statewide agencies, with its public-private partnerships, with regional economic development partners, and with local communities and governments. Working together, DEO and its partners are furthering the state's efforts to build on the strengths, assets, and resources of Florida's economic regions in order to realize Florida's economic development vision of having the nation's top performing economy and being recognized as the world's best place to live, learn, play, work, and do business.

Florida's economy has continued to diversify as the state has grown. As presented in Table 1, Florida's job growth is increasingly driven by growth in the high-wage professional and business services sector and the export-related trade, transportation, and utility service sector since 2010. The leisure and hospitality sector and the construction sector continue to play important roles in Florida's economic success, but are now the third and fifth fastest growing labor sectors respectively. Education and health related jobs requiring certificates and advanced degrees are also increasingly important to Florida's economic future, ranking fourth in job growth since 2010.

**Table 1: Labor Sector Growth Since 2010**

Labor Sector	Number of Jobs Added between December 2010 and August 2014	Percent Total of Private Sector Jobs Added	Average Annual Wage
Professional and Business Services	145,100	23.50%	\$52,963
Trade/Transportation/Utility	137,500	22.30%	\$39,181
Leisure/Hospitality	128,000	20.73%	\$22,490
Education and Health	79,600	12.89%	\$45,582
Construction	75,200	12.18%	\$42,129
Financial Activities	44,500	7.21%	\$63,006
Manufacturing	18,800	3.04%	\$54,087
Other Services	14,900	2.41%	\$31,139

Source: Department of Economic Opportunity, Bureau of Labor Market Statistics.

Of the added jobs identified in Table 1:

- 288,000 or 46.6 percent of the jobs have an average wage greater than \$45,000.
- 363,200 or 58.8 percent of the jobs have an average wage greater than \$40,000.
- 500,700 or 81.1 percent of the jobs have an average wage greater than \$39,000.

Supporting Florida's economic development vision are five economic development objectives. These five objectives call for Florida to:

- Improve employment in Florida.
- Foster opportunities for prosperity for all Floridians.
- Grow Florida businesses.
- Expand Florida's global commerce.
- Increase Florida's attractiveness to workers, residents, and visitors.

Data related to these objectives are presented in Table 2. As shown in the table, the two measures related to improving employment are trending in the desired direction. Annual averages of employment are up, and the annual averages for the unemployment rate are down. Since employment began growing again in 2011, the unemployment rate has tracked equal to or below the national average and 651,000 new jobs have been created.

The per capita income and annual wages paid measures relate to fostering opportunities for prosperity. Per capita income in 2013 continued to grow from the 2010 level. The average annual wages paid are up from 2010 with almost 47 percent of the jobs created having an average annual wage greater than \$45,000.

The three measures related to growing Florida's businesses are all trending in the desired direction. Florida's gross domestic product is growing. Florida ranks sixth among the states for net businesses created, and capital investments in Florida's manufacturing base grew from 2010 to 2011, the last year for which data are available.

The two measures related to expanding Florida's share of global commerce are also trending in the desired direction. Florida-origin exports and jobs at foreign-owned firms – a measure of direct foreign investment in Florida's economy – have continued to grow since 2010.

Finally, related to increasing Florida's attractiveness to workers, residents, and visitors, net domestic migration and the total number of visitors to Florida are both trending positively. Florida is ranked second in the nation for net domestic migration, reflecting its desirability as a place to live and work over other states. The total number of visitors is up nearly 14 million in four years, reflecting Florida's continuing attractiveness as a destination for tourism.

**Table 2: Data Affecting Florida's Five Economic Development Objectives**

What Matters	Baseline (2010)	Most Recent	U.S. Rank*	Desired Result	Actual Result	How We Are Doing
<b>Objective: Improve Employment in Florida</b>						
Total Employment (annual average)	7.2M (2010)	7.6M (2013)	4	➔	➔	Total employment has grown year over year since 2011.
Unemployment Rate (annual average)	11.3% (2010)	7.2% (2013)	30	➡	➡	13 consecutive months lower than or equal to the national average.
<b>Objective: Foster Opportunities for Prosperity for all Floridians</b>						
Per Capita Income	\$38,493 (2010)	\$41,692 (2013)	27	➔	➔	Per capita income grew between 2010 and 2013.
Average Annual Wage	\$41,581 (2010)	\$43,645 (2013)	30	➔	➔	Average annual wages grew between 2010 and 2013.
<b>Objective: Grow Florida Businesses</b>						
Gross Domestic Product	\$728.0B (2010)	\$777.1B (2012)	4	➔	➔	GDP has grown continually since 2010.
Net Business Creation	-1,023 (2010)	+9,308 (2013)	6	➔	➔	Florida ranks sixth among the states for net business creation.
New Capital Investment in Manufacturing	\$2.6B (2010)	\$2.9B (2011)	18	➔	➔	Capital expenditures are improving as economic rebound and on-shoring stimulate investment.
<b>Objective: Expand Florida's Global Commerce</b>						
Florida-Origin Exports	\$55.2B (2010)	\$60.4B (2013)	7	➔	➔	Florida-origin exports have grown continually since 2010.
Jobs at Foreign-Owned Firms	232,900 (2010)	238,600 (2011)	6	➔	➔	Manufacturing accounts for one-quarter of jobs at foreign-owned companies.
<b>Objective: Increase Florida's Attractiveness to Workers, Residents, and Visitors</b>						
Net Domestic Migration	55,000 (2010)	91,484 (2013)	2	➔	➔	Florida ranks second nationally for net domestic migration after Texas.
Total Visitors	82.3M (2010)	94.7M (2013)	NA	➔	➔	Up over 12 million since 2010, including both domestic and international visitors.

\*(1 = best, 50 = worst)

## Problems, Challenges, Opportunities, and Recommendations

Accomplishing Florida’s economic vision requires a coordinated and enhanced approach to economic development by building on the state’s assets, reflecting global best practices, and positioning Florida to be a leader in the U.S. and internationally.

**Table 3: Efforts Addressing Statewide Economic Development Challenges**

Collective Efforts by DEO and Partners	Challenges Being Addressed
Strengthen collaboration and alignments among state, regional, and local entities toward the state’s economic vision.	Many organizations, many plans.
Develop and implement a statewide strategy to develop regional talent and innovation clusters using global best practices.	Emphasis on individual businesses or industries and general occupational training needs.
Strengthen Florida’s economic regions and connect resources across regions to build Florida as a globally competitive megaregion.	Orientation toward individual cities and counties.
Position Florida as a global hub for trade, visitors, talent, innovation, and investment.	Traditional emphasis on local and regional markets and focus on incentives and specific projects.

## Statewide Recommendations

The *Florida Strategic Plan for Economic Development* identifies 29 strategies for achieving the aspirational vision, goals, and objectives for economic development in Florida over the next five years. Its four overarching strategies are critical elements of the state’s economic development effort and are helping Florida accomplish the vision and goals defined by the *Strategic Plan*.

### Strengthen collaboration and alignment among state, regional, and local entities toward the state’s economic vision.

The intended purpose of the *Strategic Plan* and the research behind it guides all of Florida, harnessing the collective power of public, private, and civic entities. Within this strategy, there are two critical elements of alignment:

- Align state agencies to enable coordinated action. Florida’s Governor and Legislature recognized the importance of these partnerships in 2011 when they combined the agencies responsible for community, workforce, and economic development into DEO (see s. 20.60, Fla. Stat.). To further the alignment process, state-level agencies and organizations designated 27 Economic Development Liaisons (see s. 288.021, Fla. Stat.) to work together to respond quickly to economic opportunities and to coordinate policies and investments to position the state for long-term growth and competitiveness.
- Align state, regional, and local partners around a common vision and goals. State agencies must work in concert with regional and local partners such as economic development organizations, regional planning councils, regional workforce boards, and chambers of commerce. To achieve and guide this alignment, the *Strategic Plan* framework is based on the Six Pillars of Florida’s Future Economy™ developed by the Florida Chamber Foundation. This framework identifies the key drivers of Florida’s future economy using common language and indicators to facilitate partner collaboration. The Six Pillars were also adopted by the Florida Association of Counties, the 11 regional planning councils (Florida’s federal economic development districts), regional partnerships, and individual counties across the state.

Already, numerous state-level agencies and organizations have participated in critical strategy alignment through their appointed Economic Development Liaisons. These agencies and organizations include:

- CareerSource Florida
- Department of Business and Professional Regulation
- Department of Economic Opportunity
- Department of Education
- Department of Environmental Protection
- Department of Health
- Department of Management Services
- Department of Revenue
- Department of State
- Department of Transportation (including district offices and turnpike)
- Enterprise Florida, Inc.
- Florida Fish and Wildlife Conservation Commission
- Regional Planning Councils
- Water Management Districts

### **Develop and implement a statewide strategy to develop regional talent and innovation clusters using global best practices.**

Competitive economies today are characterized by geographic concentrations of interconnected businesses and skilled labor in related fields. Florida should make cluster development the centerpiece of its economic development strategy by working with each region to identify key clusters and by aligning education, training, research, infrastructure, regulations, and other public policies and investments, to address each cluster's opportunities and needs. Ultimately, implementation of this strategy will continue growing regional talent and innovation clusters that will reflect concentrations of leading-edge businesses, skilled labor, and supporting institutions in the same geographic locations. Emphases could include:

- A regional approach, wherein the state supports and works with each region to document current assets and to identify and develop the clusters best suited to that region.
- An integrated approach that looks beyond traditional views of industries and focuses on the places in Florida where innovation-oriented businesses and skilled labor co-exist.

### **Strengthen Florida's economic regions and connect resources across regions to build Florida as a globally competitive megaregion.**

Florida's economy functions primarily at the regional level. With that in mind, the state should encourage regional partnerships to identify and position regional resources for future economic opportunities. Additionally, the state should connect Florida's economic regions together into a statewide "megaregion" that shares economic linkages, land-use and environmental patterns, infrastructure systems, and culture to provide the scale of resources needed to compete globally. During the past few years, multiple regions across Florida have convened public, private, and civic partners to identify common issues and develop collaborative solutions on issues such as workforce, economic development, transportation, and environmental stewardship. The state is playing a key role in encouraging these regional partnerships and investing in the infrastructure and other programs to help build and sustain strong, competitive megaregions. Examples include regional economic development and workforce initiatives, as well as long-range regional visioning processes.

Looking to the future, the state should work to build this statewide megaregion by focusing on key industry clusters present in multiple regions, helping create and support interregional partnerships, and improving transportation and communications connectivity across regions. The state also should take the lead in coordinating with neighboring states on economic development opportunities that cross state boundaries. Examples include the single brand of the Aerospace Alliance, (which includes Alabama, Florida, Louisiana, and Mississippi); another is Destination Gulf Coast USA, which focuses on beach-centered tourism for these same four states along Interstate 10.



## Position Florida as a global hub for trade, visitors, talent, innovation, and investment.

Florida is well-positioned in the global market because of its location, diversity, and infrastructure. Trade, tourism, and investment offer great opportunities for the state's future. The state should work strategically to prepare its businesses, workforce, and infrastructure for these global opportunities.

To build on Florida's early successes in trade areas, the state should further expand its:

- Foreign policy by establishing strong working relationships with key trading partners.
- Global marketing efforts.
- Investments in the transportation, trade, and telecommunications infrastructure needed to connect to global markets.
- Workforce, education, incentive, tax, regulatory, and other policies supportive of Florida's global trade role.
- A talent pipeline that supports globally oriented, entrepreneurial economic development and trade.
- Access to trade and business-related state government documents and regulations to attract non-English speaking corporations eager to expand their footprint and consider Florida as a destination.

Immediate opportunities to expand trade flows can provide a springboard for: growing export-oriented industry clusters; developing a diverse workforce with linguistic and cultural competence; developing, supporting, and attracting globally competitive entrepreneurs and innovators; and becoming the preferred location for businesses targeting the large consumer market in the Southeastern U.S., Latin America, and the Caribbean.

## DEO Legislative Initiatives

During the upcoming legislative sessions, DEO will be requesting legislative policy changes that will help strengthen the agency's commitment to efficiency, accountability, and transparency among our programs. Along with our economic development partners, DEO will advocate for the passage of meaningful legislation that will continue to reduce burdensome regulations, lower taxes, and enhance economic development resources for new and existing Florida businesses. DEO will also continue to focus on the development of labor supply tools in order to better target and prepare a strong workforce system in Florida. In accomplishing each of these policy objectives, DEO will ensure Florida's continued growth as a business friendly leader in the nation and around the world.

Photo Credit - International Speedway Corporation



Daytona International Speedway - "Topping Out Ceremony" in Daytona, Florida.



DEO Executive Director, Jesse Panuccio at Aviation Partners Group in Punta Gorda, Florida — an award recipient of the 2014 Top 50 Florida Companies to Watch.

Photo Credit - DEO Staff

## 2. THE FLORIDA DEPARTMENT OF **ECONOMIC OPPORTUNITY**



DEO is a multidimensional department that touches many facets of life in Florida. It has a focus that combines economic development, workforce support and training, and community development. In addition to meeting its statutory charges, the work of DEO aligns with and supports the Governor's three priorities for building a better Florida:

- Promoting Economic Development and Job Creation
- Improving Education
- Maintaining an Affordable Cost of Living

### DEO At-A-Glance

#### Agency Vision

Florida will have the nation's top performing economy and be recognized as the world's best place to live, learn, play, work, and do business.

#### Agency Mission

In collaboration with our partners, assist the Governor in advancing Florida's economy by championing the state's economic development vision and by administering state and federal programs and initiatives to help citizens, businesses, communities, and visitors.

#### Agency Goals and Objectives

Goal 1. Further Florida's economic vision by providing support that enhances the economy and develops vibrant, safe, and healthy communities.

Objective 1.1. Provide financial assistance and support (e.g., grant awards, incentives, loans, emergency services, self-sufficiency programs, and weatherization activities) to businesses, communities and local governments, and people eligible for Reemployment Assistance.

Objective 1.2. Provide technical assistance and information (e.g., community and competitiveness planning, public awareness, film and entertainment production) that help businesses and communities improve their local economies and quality of life.

Objective 1.3. Provide workforce development, training, and placement services that meet the needs of Florida businesses and job seekers.

Goal 2. Optimize the effectiveness of DEO's available resources and tools.

Objective 2.1. Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.

Objective 2.2. Improve collaboration and alignment among state, regional, and local entities toward the state's economic development vision.

## DEO's Statutory Charge

Formed in 2011, DEO combines the state's economic, workforce, and community development efforts to help expedite economic development projects to fuel job creation and create competitive communities. DEO's executive mandate is to "facilitate the direct involvement of the Governor and the Lieutenant Governor in economic development and workforce development projects" [s. 20.60.4(a), Fla. Stat.]. To achieve this mandate, DEO's three core program divisions – Community Development, Strategic Business Development, and Workforce Services – support the department's executive goals and objectives. With the assistance of DEO's key supporting divisions and offices, the program divisions achieve DEO's five statutorily mandated agency responsibilities. These are:

s. 20.60(4)(b), Fla. Stat. Recruit new businesses to this state and promote the expansion of existing businesses by expediting permitting and location decisions, worker placement and training, and incentive awards.

s. 20.60(4)(c), Fla. Stat. Promote viable, sustainable communities by providing technical assistance and guidance on growth and development issues, grants, and other assistance to local communities.

s. 20.60(4)(d), Fla. Stat. Ensure that the state's goals and policies relating to economic development, workforce development, community planning and development, and affordable housing are fully integrated with appropriate implementation strategies.

s. 20.60(4)(e), Fla. Stat. Manage the activities of public-private partnerships and state agencies in order to avoid duplication and promote coordinated and consistent implementation of programs in areas including, but not limited to, tourism; international trade and investment; business recruitment, creation, retention, and expansion; minority and small business development; rural community development; commercialization of products, services, or ideas developed in public universities or other public institutions; and the development and promotion of professional and amateur sporting events.

s. 20.60(4)(f), Fla. Stat. Coordinate with state agencies on the processing of state development approvals or permits to minimize the duplication of information provided by the applicant and the time before approval or disapproval.



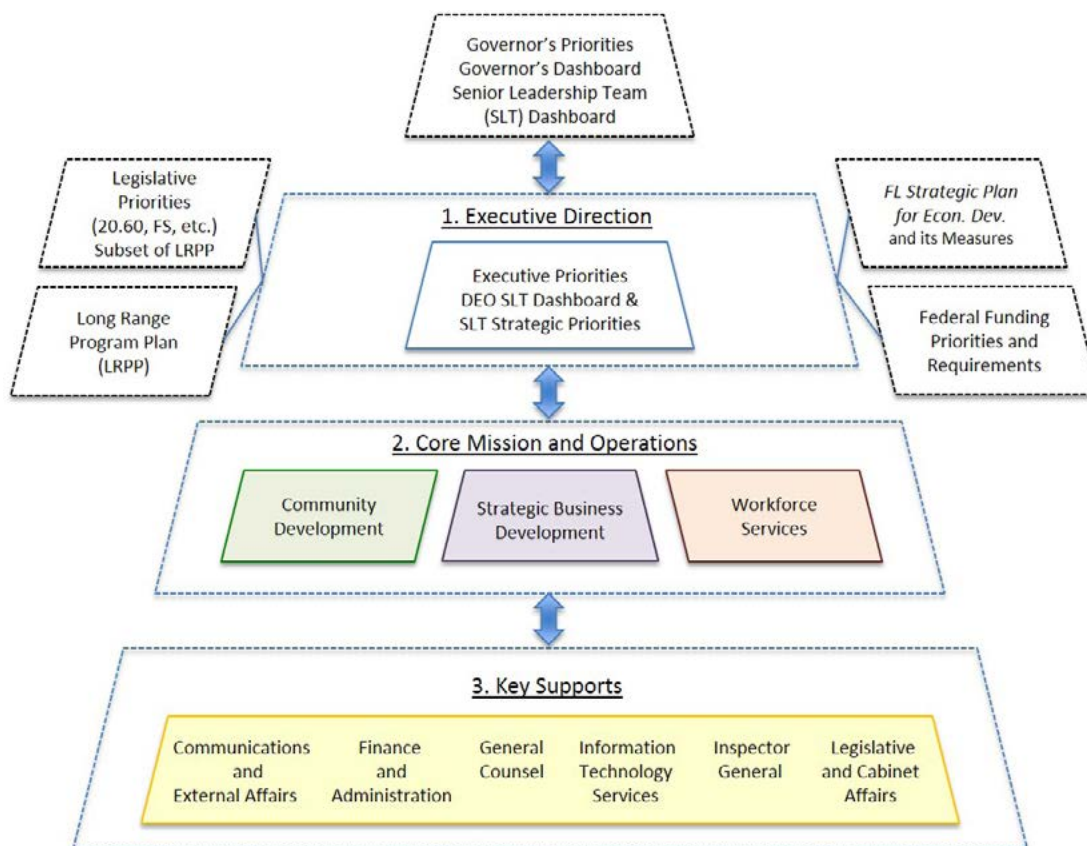
Governor Scott at the groundbreaking ceremonies for USAA's new office - Brandon, Florida.

## Addressing DEO Priorities

In order to address priorities established by executive direction, s. 20.60(3)(a-e), Fla. Stat. establishes five divisions within the department. Three program divisions: Community Development, Strategic Business Development, and Workforce Services are supported by two additional divisions and four associated offices: Division of Finance and Administration and the Division of Information Technology, and the offices of Communications and External Affairs, General Counsel, Inspector General, and Legislative and Cabinet Affairs.

The Department of Economic Opportunity's priority setting process is illustrated in Figure 5. The figure displays the two-way relationships between the Governor's and DEO executive leaders' priorities with DEO's core mission and operations, as well as with DEO's key support units. External factors also contribute to the formulation of DEO's executive direction, such as: legislative priorities, federal funding priorities and requirements, and the strategy recommendations contained within the Florida Strategic Plan for Economic Development.

Figure 5: DEO Priority Setting Process



## DEO Efforts, Programs, and Accomplishments

In FY 2013-2014, DEO implemented goals, objectives, and metrics aligned with the commitment to its statutory charge. For example, within the Division of Strategic Business Development, policies and procedures have been developed to bolster Florida's competitiveness with other states while ensuring transparency and accountability for Florida's taxpayers. Within the Division of Community Development, efforts are underway to provide targeted technical assistance and support to small and rural communities and small businesses. Within the Division of Workforce Services, efforts are underway to further the availability of a skilled workforce to meet the current and future needs of Florida's employers.

DEO's advancement continued throughout FY 2013-2014. DEO achieved a number of agency-wide accomplishments. This further improved its ability to meet its statutory obligations to serve Florida's citizens, businesses, and its public-private partners. DEO's Division of Finance and Administration standardized financial monitoring across the agency. All employees engaged in contract management are now governed by the same qualifications, training, and process requirements. Throughout the year, DEO increased its external communications and outreach to the people of Florida. It is implementing a quarterly external newsletter and increasing its numbers of followers on Facebook and Twitter. Additionally, DEO opened a public records office to manage all public record requests. The office responds to public information requests in a timely manner and ensures that all public records are reviewed for the safety and security of confidential information.

## STRATEGIC BUSINESS DEVELOPMENT PARTNERS & AFFILIATIONS

The Division of Strategic Business Development provides support for attracting out-of-state businesses to Florida, promoting the creation and expansion of Florida businesses and facilitating Florida's economic development partnerships.



Graphic Credit -  
Strategic Business Development

Working collaboratively, DEO's three program divisions (i.e., Community Development, Strategic Business Development, and Workforce Services), and seven public-private partners (i.e., CareerSource Florida, Enterprise Florida, Inc., the Florida Housing Finance Corporation, the Florida Institute for Commercialization of Public Research, the Florida Sports Foundation, Space Florida, and VISIT FLORIDA) have the best opportunity for positioning Florida for future growth and prosperity. Selected examples of DEO's collaborative efforts include:

- DEO and its public-private partners have served in leadership roles to provide for coordination of decision making related to economic development.
- DEO's Divisions of Community Development and Strategic Business Development work closely with Enterprise Florida Inc. (EFI) to further Florida's economic development vision. For example, the U.S. Department of Treasury's State Small Business Credit Initiative, administered by DEO in partnership with EFI, provides needed access to capital for small businesses in Florida. DEO staff members are serving on the initiative's Loan Guarantee, Loan Participation, and Venture Capital workgroups.
- The Division of Strategic Business Development has supported the efforts of all three program divisions and partners to engage and support 14 state agencies and organizations through their 27 Economic Development Liaison representatives. These liaisons bring to the table leadership to work together to further revise licensing, permitting, development reviews, and other regulatory processes that are necessary for promoting both a strong business climate and competitiveness.
- All of the agencies and organizations with appointed liaisons are implementing four or more strategies contained in the *Florida Strategic Plan for Economic Development*, and are reporting progress to DEO on a regular basis. Additionally, the liaisons are working with DEO's Emergency Coordinating Officer to identify economic and business stabilization resources that may be beneficial to communities recovering from disasters.
- Bureau of Economic Development staff members support EFI's Minority & Small Business, Entrepreneurship, and Capital Division offices and its partnership with six outside organizations to provide small, minority, and entrepreneurial companies with training and development options to help them meet goals while creating more jobs for Florida.
- Florida's ability to produce skilled and ready workers depends on furthering the collaborative planning and efforts of CareerSource Florida, DEO's Divisions of Workforce Services and Strategic Business Development, educational institutions, workforce development organizations, and businesses. CareerSource Florida has identified improving workforce system alignment with business needs as one of its three strategic priorities. DEO's Division of Workforce Services, through its contracts and partnerships with the 24 Regional Workforce Boards, lends support to workforce development efforts. These include regularly assessing the skills needed to support key talent and industry clusters, and identifying, expanding, and sustaining effective programs that develop or retain workers in the state.
- The Division of Workforce Services, in cooperation with our partner, CareerSource Florida, developed and implemented a new, more rigorous training program for statewide workforce development staff. This training ensures that staff is well-versed in all aspects of the workforce system, customer service, job-search skills, and case management.
- DEO's Division of Strategic Business Development and EFI have collaborated to strengthen the procedures and fiscal accountability efforts for awarding incentives to businesses being recruited, retained, and expanded in Florida. Additionally, to improve contract monitoring, new software architecture has been built, and will be used to link electronic records through a Salesforce™ platform. This software enables EFI and DEO to share marketing, contract development, and contract performance information about companies participating in Florida business development incentives programs.
- In December, in partnership with the Department of Education, DEO published the Economic Security Report, which allows students and parents to make informed choices, by reporting college and university educational outcomes as measured by employment, earnings, continuing education, debt, and receipt of public assistance.
- DEO partnered with the Department of Veteran Affairs, the Department of Military Affairs, and the Florida National Guard to ensure that economic opportunities are available for veterans and military families. And we are partnering with the Governor's Commission on Jobs for Floridians with Disabilities to develop a web portal featuring resources and opportunities for this population.

## Strategic Business Development

The Division of Strategic Business Development provides support for attracting out-of-state businesses to Florida, promoting the creation and expansion of Florida businesses, furthering economic development across the state, and facilitating the state's economic development partnerships. The primary initiatives and activities of the Division of Strategic Business Development are carried out in the Bureaus of Business and Economic Incentives, Compliance and Accountability, and Planning and Partnerships, and in the Office of Film and Entertainment. The Division of Strategic Business Development's initiatives and activities include:

- Coordinate intergovernmental and statewide planning for economic development strategies.
- Facilitate and support economic development projects.
- Monitor and verify compliance of economic development incentives and grant performance.
- Work closely with Enterprise Florida, Inc., CareerSource Florida, the Florida Institute Commercialization of Public Research, the Florida Ports Council, Florida Sports Foundation, Space Florida, and VISIT FLORIDA.
- Develop, market, and provide services to Florida's film and entertainment industry. The Office of Film and Entertainment annual report is located at: <http://www.floridajobs.org/news-center/reports-and-legislative-presentations>.

Business Climate and Competitiveness, Innovation and Economic Development, and Civic and Governance Systems are three of the Six Pillars of Florida's Future Economy™. Through the collective and collaborative work of Strategic promoting the creation and expansion of Florida businesses, Business Development, DEO other divisions, and our public-private partners, these areas are being addressed.

**Table 4: Efforts Addressing Strategic Business Challenges**

Collective Efforts by DEO and Partners	Challenges Being Addressed
<b>Business Climate and Competitiveness</b>	
Modernize regulatory systems to reflect a global, innovation-oriented economy.	Complex, frequently changing state and local business regulations.
Provide seamless, efficient customer service for businesses.	Multiple state, regional, and local agencies involved in business transactions.
Reduce barriers to growth of all businesses.	Reliance on small businesses for growth in many industries.
Expand access to capital for businesses at all stages.	Limited capital availability following recession and real estate collapse.
Work with industry to slow the rate of increasing insurance costs and bring them in line with other large states.	Increasing property and health insurance costs.
Develop and maintain a government revenue structure that encourages business growth.	Complex, frequently changing state and local business regulations.
<b>Innovation and Economic Development</b>	
Build a portfolio of strong talent and innovation clusters.	Focus on traditional industries such as agriculture, tourism, and real estate; lack of diversified industries.
Strengthen an integrated innovation pipeline to speed ideas to market.	Relatively small role in research, innovation, and entrepreneurial activity.
Double Florida exports with emphasis on small to medium sized businesses.	Untapped potential in the global market.
Brand Florida as the nation's best place for business.	Perception of Florida as primarily a place to visit or retire.
<b>Civic and Governance Systems</b>	
Develop strong statewide and regional economic development partnerships.	Multiple state, regional, and local agencies involved in economic development decisions with different boundaries.
Improve the efficiency and effectiveness of government agencies.	Constrained public sector revenues and increasing demand for services.
Invest in strategic economic development priorities.	Limited levels of reliable funding for economic development.

Collectively, these efforts will enable Florida's business climate to continue to adapt to support a global, innovation-oriented economy. As we strive for a more diverse economy, we will position Florida for future growth and prosperity. Continued strategic partnerships and investments are critical to Florida's future.



On July 18, 2013, the Division of Strategic Business Development formally delivered the *Florida Strategic Plan for Economic Development* to the Governor, the Senate President, and the Speaker of the House. It reflects Florida's vision that the state will have the nation's top performing economy and be recognized as the world's best place to live, learn, play, work, and do business. It was developed by DEO in partnership with CareerSource Florida, Enterprise Florida, Inc., and the Florida Department of Transportation, along with more than 3,000 state-wide and local planning entities and stakeholders. The Division has focused on increasing implementation of the *Strategic Plan's* 29 strategies throughout 2013 and 2014. Numerous state-level agencies and organizations have participated in critical strategy alignment through their appointed Economic Development Liaisons. Performance reporting on *Strategic Plan* implementation tactics drawn up by state agencies through their Liaisons has been ongoing throughout 2013 and 2014 to the Division of Strategic Business Development. An outreach and awareness plan was adopted for the *Strategic Plan* in December 2013. Consequently, Division of Strategic Business Development staff members are promoting awareness and implementation of the *Strategic Plan*, in person and through the creation of awareness materials. Presentations have been given throughout 2013 and 2014 to regional planning organizations, task forces, public-private partners, and other government entities.

The Division of Strategic Business Development's continued collaboration with, and support to, Enterprise Florida is yielding tangible benefits for Floridians. Working with its community partners, EFI's activities champion Florida as a premier destination for business expansion, location, and relocation; and have created renewed interest in the state both nationally and internationally. EFI and its partners produced the following results in FY 2013-2014:

- 36,207 total jobs were achieved, of which almost 24,000 were new jobs; a 44 percent increase over FY 2012-2013.
- \$2.785 billion in capital was invested in Florida, a 41 percent increase over FY 2012-2013.
- Florida companies generated projected export sales of \$820.4 million, a 13 percent increase over FY 2012-2013.
- The Florida Sports Foundation awarded \$3.2 million to 116 grants during FY 2013-2014. During the year, 86 grants were completed (63 of those awarded in FY 2013-2014 and 23 from awards in previous years) with an actual economic impact of \$393.1 million. The projected impact for the 50 remaining awards is \$335.4 million.
- The Florida Defense Support Task Force awarded \$2.6 million in local defense communities to protect Florida's military installations and missions.
- EFI assisted 30 small businesses with financing and administered \$12.6 million in loan guarantees and \$9.7 million in loan participations.

DEO continues its commitment to efficiency, accountability, and transparency with the development and support of the Economic Development portal in collaboration with EFI. This first-in-the-nation portal provides unprecedented access to the performance measurements required in economic development incentive contracts and each company's progress toward reaching their required job creation goals. This site, expanded in 2013, contains details on every non-confidential Florida economic development incentive project with an executed contract. A core principle of most of the state's current economic development incentive programs is that businesses are paid based on verified performance. For these programs, no tax dollars are paid until job creation or capital investment numbers are reviewed and confirmed. All other incentive agreements contain sanction and claw back provisions to help protect the state's investment. While performance requirements are typically phased and met over multiple years, performance is measured and verified annually. With the 2013 redesign, projects eligible for inclusion in the portal are updated as their performance data are received and confirmed.

In September 2013, management and implementation of the Florida Enterprise Zone Program was transferred from the Division of Community Development to the Division of Strategic Business Development. The Florida Enterprise Zone Program is administered within the Bureau of Business and Economic Incentives.

Enterprise zones incentives are addressed in s. 290.007, Fla. Stat. An enterprise zone is a specific geographic area targeted for economic revitalization based on factors such as population, poverty rate, and economic distress. The Florida Enterprise Zone Program offers, corporate and sales tax credits for hiring residents of the zones, and sales tax refunds for building materials and business equipment purchased for businesses located in Enterprise Zones. New and expanding businesses located in an enterprise zone are eligible for the incentives.

More information about enterprise zones can be found at: [http://www.eflorida.com/Enterprise\\_Zones](http://www.eflorida.com/Enterprise_Zones). The Annual Report for the Florida Enterprise Zone Program which includes Enterprise Zone Development Agency (EZDA) activities and incentives approved within Florida's 65 enterprise zones can be found at: <http://www.floridajobs.org/news-center/reports-and-legislative-presentations>. Table 5 provides the total amounts of six state enterprise zone incentives approved by the Department of Revenue for the last three fiscal years.

**Table 5: Enterprise Zone Incentives Approved by the Department of Revenue**

Enterprise Zone Incentives	FY 2013-2014 Approved Amount	FY 2012-2013 Approved Amount	FY 2011-2012 Approved Amount
Building Materials Sales Tax Refund	\$1,194,130	\$632,604	\$2,462,136
Business Equipment Sales Tax Refund	\$1,561,399	\$850,027	\$1,228,479
Jobs Corporate Income Tax Credit	\$4,237,163	\$4,663,263	\$4,455,624
Jobs Sales Tax Credit	\$6,831,758	\$7,035,555	\$7,887,040
Property Corporate Income Tax Credit	\$1,191,181	\$2,275,522	\$1,022,199
Sales Tax Exemption for Electrical Energy	\$751,485	\$842,710	\$900,476
<b>Annual Totals</b>	<b>\$15,767,116</b>	<b>\$16,299,681</b>	<b>\$17,955,954</b>

Table 6 provides information about the impact of enterprise zone incentives for a five-year period. These include the number of new businesses and jobs created within the enterprise zones along with a count of the number of business receiving technical assistance during the year.

**Table 6: Enterprise Zone Impacts**

Fiscal Year	# New Businesses	# New Jobs Created	Businesses Receiving Technical Assistance	State EZ Incentives Approved	Local EZ Incentives Approved
2013/14	6,065	12,982	11,151	\$15,767,116	\$11,373,610
2012/13	5,306	16,621	6,989	\$16,299,681	\$53,140,856
2011/12	4,500	11,602	9,014	\$17,955,954	\$56,586,962
2010/11	4,103	11,559	5,618	\$22,950,900	\$33,091,214
2009/10	7,559	6,784	9,056	\$67,602,482	\$19,975,176
<b>Five-Year Totals</b>	<b>27,533</b>	<b>59,337</b>	<b>41,823</b>	<b>\$140,576,133</b>	<b>\$174,139,099</b>

Table 7 shows the performance of the Division of Strategic Business Development for measures included in the DEO Long Range Program Plan (LRPP). The measures cover selected services offered by the Division of Strategic Business Development in strategic program areas. For example, results show 100 percent of public-private contract management deadlines being completed in less time than required by contractual limits, no findings of material weakness in any of the independent audits conducted on their programs, and 95 percent of customers satisfied with the incentive program application approval process.

**Table 7: Division of Strategic Business Development LRPP Performance Measures**

SBD LRPP Measures	FY 2013-2014 Results
The number and percent of the public-private partners implementing one or more strategies in the Florida <i>Strategic Plan</i> for Economic Development	4 partners 100.0% implementation
The percent of public-private partner contract management deadlines completed in less time than required by contract time limits	100.0%
The number and percent of productions assisted by the Office of Film and Entertainment resulting in business and employment in Florida	1,235 productions 77.0% resulting in FL business
The percent of incentives applications approved in less time than required by statutes.	95.7%
The percent of customers satisfied with the incentive program application approval process	95.0%
The percent of findings of "material weakness" or the equivalent level of severity in DEO programs and practices reviewed or audited by Federal Auditors, the Office of Program Analysis and Government Accountability (OPPAGA), the Auditor General, the Inspector General, and other independent auditors	0.0%

The Division works with four public-private partnerships united in the effort to accelerate Florida's economic recovery. Through these partnerships, the state's limited resources are better leveraged to: remove existing barriers to job creation, find creative planning solutions, and improve Florida's capacity to attract, retain, and expand business. These partners include:

- Enterprise Florida, Inc.
- Florida Institute for Commercialization of Public Research
- Space Florida
- VISIT FLORIDA

## Enterprise Florida, Inc.

Created in s. 288.901, Fla. Stat. and empowered by its ability to capitalize on private and public sector expertise, Enterprise Florida, Inc. (EFI) serves as the principal economic development organization for the state. Its role is to provide leadership for business development in Florida by aggressively marketing the state as the world's prime location for business creation, expansion, and retention. In addition to working with CareerSource Florida, the Florida Institute for the Commercialization of Public Research, the Florida Sports Foundation, Space Florida, and VISIT FLORIDA to further their missions, EFI collaborates with DEO to increase private investment to advance economic opportunities in: international and domestic trade, minority-owned businesses, professional and amateur sports teams and events, and rural and urban communities. More information about EFI can be found at: <http://www.eflorida.com>. A copy of the EFI Annual Report for 2014 can be found at: <http://www.floridajobs.org/news-center/reports-and-legislative-presentations>.

Table 8 shows the Enterprise Florida, Inc. performance measures included in its contract with DEO. These data cover FY 2013-2014 across five major areas: business development, international trade, marketing Florida, minority and/or small business capital, and Florida sports. FY 2012-2013 was the initial year of collection of data for these measures. These initial data are used as baselines for future performance standards.

**Table 8: Enterprise Florida, Inc. Performance Measures**

Performance Measures FY 2013-2014	Standards	Qtr. One	Qtr. Two	Qtr. Three	Qtr. Four	Total
<b>1. Business Development: Proposed Job Creation</b>						
Total number of proposed jobs to be created by businesses assisted by Enterprise Florida	25,000	7,268	10,946	7,165	10,942	36,321
Number of proposed jobs to be created by businesses assisted by Enterprise Florida in rural communities	1,000	688	0	58	0	746
Number of proposed jobs to be created by businesses assisted by Enterprise Florida in distressed urban communities	2,000	1,100	150	1,046	2,321	4,617
Number of proposed jobs to be created by businesses assisted by Enterprise Florida by international businesses	1,300	985	56	316	480	1,837
Number of proposed jobs to be created by businesses assisted by Enterprise Florida by small and/or minority businesses	12,000	3,345	787	1,989	1,028	7,149
Number of proposed jobs to be created by businesses assisted by Enterprise Florida with incentives	16,000	6,726	10,890	7,016	9,649	34,281
<b>2. International Trade: International Trade Assistance</b>						
Number of Florida based businesses assisted by Enterprise Florida for international trade ( <i>total is unduplicated</i> )	2,100	751	903	796	1,069	2,650
Number of companies with export sales attributable to activities conducted by Enterprise Florida	195	34	76	118	41	269
Amount (US dollar value) of projected export sales attributable to the activities conducted by Enterprise Florida	\$600.0M	\$143.9M	\$316.1M	\$308.5M	\$53.2M	\$820.8M
<b>3. Marketing Florida</b>						
The number of projects opened, the key measure of response to pro-business marketing efforts by those who can make or influence the decision to place or expand a business in Florida	385	96	97	110	132	435
<b>4. Minority and/or Small Business, Entrepreneurship, Capital</b>						
Number of businesses that received financial assistance	35	21	12	28	20	81
Amount (US dollar value) of funds invested	\$30.0M	\$10.6M	\$2.4M	\$13.8M	\$6.9M	\$33.6M
<b>5. Florida Sports</b>						
Economic impact to communities as a result of Florida Sports Foundation hosting of Florida Senior Games and Florida Sunshine State Games (in-state)	\$7.0M	\$50,500	\$1.5M	\$591,600	\$4.9M	\$7.1M
Number of participants (athletes and families) at the Florida Senior Games and Florida Sunshine State Games (in-state)	40,000	540	10,450	7,888	26,473	45,351
Economic impact to communities as a result of Florida Sports Foundation's funding of Regional and Major Grant Events (out-of-state)	\$150.0M	\$45.5M	\$104.3M	\$146.7M	\$96.6M	\$393.1M
Number of attendees at Regional and Major Grant Events (out-of-state)	250,000	57,582	151,155	133,521	155,501	497,759

## Florida Institute for the Commercialization of Public Research

The Florida Institute for the Commercialization of Public Research was established in 2007 by s. 288.9625, Fla. Stat. to stimulate growth in the science and technology industry. The purpose of the Institute is to assist in the commercialization of products developed by the research and development activities of publicly supported colleges, universities, research institutes or organizations, as well as those of innovation businesses, as defined in s. 288.1089, Fla. Stat. The Institute assists its research partners with new company formation and development, and showcases Florida's innovation inventory to pair commercially-viable discoveries with management and capital, resulting in new companies and products that improve and save lives. The Institute delivers both company support services and seed funding programs. Companies funded through the Seed Capital Accelerator Program have leveraged state funding to raise as much as three to four times that amount in private investment capital. More information about the Institute can be found at: <http://www.florida-institute.com>. A copy of the Institute's Annual Report can be found at: <http://www.floridajobs.org/news-center/reports-and-legislative-presentations>. Table 9 shows the performance on measures for the Institute for the Commercialization of Public Research during FY 2013-2014. These initial data are used as baselines for future performance standards.

**Table 9: Institute for Commercialization of Public Research Performance Measures**

Performance Measures	FY 2013-2014 Results
Number of research entities assisted by the Institute for the Commercialization of Public Research	<p>Through the Entrepreneurs in Residence, the Institute engaged with 25 research partners statewide:</p> <ul style="list-style-type: none"> <li>• Doolittle Institute</li> <li>• Embry Riddle Aeronautical University</li> <li>• Florida A&amp;M University</li> <li>• Florida Atlantic University</li> <li>• Florida Gulf Coast State College</li> <li>• Florida Gulf Coast University</li> <li>• Florida Hospital</li> <li>• Florida Institute of Technology</li> <li>• Florida International University</li> <li>• Florida State University</li> <li>• Institute for Human and Machine Cognition</li> <li>• Mayo Clinic</li> <li>• Moffitt Cancer and Research Institute</li> <li>• Nova Southeastern University</li> <li>• Roskamp Institute</li> <li>• Sanford Burnham Medical Research Institute</li> <li>• Scripps Florida</li> <li>• Torrey Pines Institute for Molecular Studies</li> <li>• University of Central Florida</li> <li>• University of Florida</li> <li>• University of Miami</li> <li>• University of North Florida</li> <li>• University of South Florida</li> <li>• University of West Florida</li> <li>• Vaccine &amp; Gene Therapy Institute.</li> </ul>
Number of businesses created and their respective industries covered	<p>The Institute supported 30 new companies' formation and development:</p> <ul style="list-style-type: none"> <li>• Aegle Therapeutics - Life Sciences</li> <li>• Airway Assistance, LLC - Life Sciences</li> <li>• Avekshan - Life Sciences</li> <li>• BioRegency - Life Sciences</li> <li>• Carbolosic, LLC - Biofuels</li> <li>• CareGenesis Corp. - Life Sciences</li> <li>• Celltana - Life Sciences</li> <li>• Emperical Games - Information Technology</li> <li>• Footglove Performance Footwear, LLC - Life Sciences</li> <li>• Global Lipidomics - Life Sciences</li> <li>• Gordian Biotechnology - Life Sciences</li> <li>• Green Plasma Technologies, LLC - Agriculture</li> <li>• HWind Scientific - Information Technology</li> <li>• Innomedicine - Life Sciences</li> <li>• Kynder Medical Solutions - Medical Device</li> <li>• LifeNet Systems - Engineering</li> <li>• Mach 2 Leak Detection - Environmental/Engineering</li> <li>• MedSights Tech Corp. - Life Sciences</li> <li>• Ovation Diagnostics - Life Sciences</li> <li>• Preclara - Life Sciences</li> <li>• PureFlow-HC - Life Sciences</li> <li>• Robotics Unlimited, LLC - Technology, Hardware &amp; Software</li> <li>• RxMP Therapeutics - Life Sciences</li> <li>• Satlantis - Space Technologies</li> <li>• Sensory Integrated Solutions - Life Sciences</li> <li>• Southwood Scientific - Life Sciences</li> <li>• TAO Connect - Healthcare</li> <li>• TapShield - Information Technology</li> <li>• VetCV - Information Technology</li> <li>• Video Pura - Information Technology</li> </ul>
Total amount of capital investment	Approximately \$20.23 million
Number of strategies in the <i>Florida Statewide Strategic Plan for Economic Development</i> being implemented	20 Strategies

## Space Florida

Space Florida was created in 2006 by s. 331.302, Fla. Stat. and is an Independent Special District of the State of Florida. The organization promotes the growth and development of a world-leading space industry, fosters economic development activities to expand and diversify domestic and international opportunities, and works to attract, retain, and expand aerospace or related businesses that create economic opportunities. Space Florida also works to enhance aerospace-related infrastructure and to develop and maintain talent supply by providing resources, training, and access to an experienced professional workforce.

More information about Space Florida can be found at: <http://www.spaceflorida.gov/about-us>.

Space Florida's Annual Report: <http://www.floridajobs.org/news-center/reports-and-legislative-presentations>.

Table 10 shows performance measures for Space Florida for FY 2013-2014.

**Table 10: Space Florida Performance Measures**

Performance Measures	FY 2013-2014 Standards	FY 2013-2014 Results
Annual number of jobs created, recruited or retained by Space Florida	1,000 Jobs	1,242 Jobs
Annual number of companies recruited, retained and expanded by Space Florida	10 Companies	11 Companies
Annual growth in investment by aerospace-related entities in Florida	1.03%	7.82% Growth
Annual number and amount of funding for research projects, partnerships, and grants supported by Space Florida	30 Projects \$20,920 Awards Expended	45 Projects \$1,110,957 Awards Expended \$13,083,530 Income Awards from FDOT
Number of strategies in the Florida <i>Strategic Plan</i> for Economic Development being implemented by Space Florida	21 Strategies	25 Strategies

Photo Credit - Kennedy Space Center



The Rocket Garden at Kennedy Space Center - Cape Canaveral, Florida.

## VISIT FLORIDA

The Florida Tourism Marketing Corporation, DBA VISIT FLORIDA, was created in 1996 by s. 288.1226 Fla. Stat. Through a contract with EFI, VISIT FLORIDA staffs the Division of Tourism Marketing at EFI (see s. 288.923, Fla. Stat.). The organization serves as the state's official tourism marketing corporation and the official source for travel planning to visitors across the globe. VISIT FLORIDA, along with its 12,000 partners, facilitates tourism industry participation through various domestic and international marketing opportunities to key visitor markets. The organization also staffs Florida's five Official Welcome Centers and works closely with tour operators, travel agents, and event planners as part of its marketing activities. In 2013, preliminary estimates show that Florida welcomed a record 93.7 million out-of-state visitors, a 2.3 percent increase over 2012.

More information about VISIT FLORIDA can be found at: <http://www.visitflorida.org>. A copy of VISIT FLORIDA's Annual Report can be found at: <http://www.floridajobs.org/news-center/reports-and-legislative-presentations> on the DEO Web site, and at: <http://www.VISITFLORIDA.org/annualreport> on the VISIT FLORIDA Web site.

Table 11 shows performance measures for VISIT FLORIDA for FY 2013-2014.

**Table 11: VISIT FLORIDA Performance Measures**

Performance Measures	FY 2013-2014 Standards	FY 2013-2014 Results
Annual percentage of domestic visitors to Florida influenced by VISIT FLORIDA's primary marketing programs.	30.0%	38.0%
Annual share of domestic vacation trips.	15.0%	16.2%
Annual share of international visitor spending.	20.0%	22.3%
Maintain annual market share in traditional feeder markets	20.0%	21.6%
Growth in annual market share in emerging markets.	17.0%	18.0%
VISIT FLORIDA Marketing Activities:		
Total number of individual businesses actively participating in VISIT FLORIDA marketing activities	12,000	11,936
Number of individual businesses, located in RACEC-designated communities, actively participating in VISIT FLORIDA marketing activities and the percentage coverage of the total RACEC-designated communities	600 businesses 90.0% coverage	694 businesses 94.0% coverage
Annual return on investment from VISIT FLORIDA's domestic advertising campaigns	\$5 to \$1	\$18 to \$1
Total industry investment in VISIT FLORIDA programs	\$85,000,000	\$121,991,887
Number of strategies in the Florida <i>Strategic Plan</i> for Economic Development being implemented by VISIT FLORIDA	4 Strategies	4 Strategies

Photo Credit - VISIT FLORIDA



Car #90 VISIT FLORIDA prepares for the Spirit of Daytona race - Daytona, Florida.

## Workforce Services

The Division of Workforce Services partners with CareerSource Florida and the state's 24 Regional Workforce Boards to strengthen Florida's business climate by supporting employers and helping Floridians gain employment, remain employed, and advance in their careers. The primary initiatives and activities of the Division of Workforce Services are carried out in the Bureaus of Labor Market Statistics, One-Stop and Program Support, and Reemployment Assistance. The Division of Workforce Services' initiatives and activities include:

- Provide development, guidance, oversight, and technical assistance, as well as federal performance reporting for the state's workforce programs.
- Produce, analyze, and deliver timely and reliable labor statistics to improve economic decision-making.
- Promote employment for Florida's jobseekers including veterans with barriers to employment.
- Provide Florida's Reemployment Assistance services.

Talent Supply and Education is one of the Six Pillars of Florida's Future Economy™. Through the collective and collaborative work of Workforce Services, DEO's other divisions, and our public-private partners, this area is being addressed.

**Table 12: Efforts Addressing Workforce Development and Services Challenges**

Collective Efforts by DEO and Partners	Challenges Being Addressed
<b>Talent Supply and Education</b>	
Increase the alignment of the workforce system with business needs.	Workforce gaps.
Build a world-class pre-K to career education system that prepares students for work.	Workers needed for future jobs.
Equip students and workers with market-relevant science and technology skills.	Workers needed for innovation industries.
Improve access to education and training in distressed markets.	Areas with economic challenges.

Florida's ability to produce skilled and ready workers depends on furthering the collaborative planning and work of our educational institutions, workforce development organizations, and businesses. Linking existing and new programs helps Florida's workers develop and continually refine their skills over the course of their careers to meet the current and fast-changing needs of businesses. Of note, DEO's public-private partner, CareerSource Florida is leading a statewide initiative to develop Florida's talent supply system in collaboration with the Florida Chamber of Commerce, Florida Chamber Foundation, Florida Council of 100, Florida Department of Education, Florida College System, State University System, Independent Colleges and Universities of Florida, and the Commission for Independent Education.

One of DEO's on-going projects in the Division is the Florida Occupational Supply/Demand System, which is in its fourth year of development, and is being deployed this year with the Workforce Regions. Using federal funding, the DEO Bureau of Labor Market Statistics developed the Web-based system that launched in 2014. The system is designed to improve education and training alignment to better meet the hiring needs of business. It is designed for business, workforce, education, economic development, job seekers, and students. System data are available statewide and by region, and can demonstrate supply gaps by occupation and identify where additional investments in education and training are needed. Additionally, the system can show regions where there are good opportunities for job placements for a given skill set. It is already recognized as the most comprehensive and timely system of its kind available in the nation.

CONNECT, a Reemployment Assistance modernization project intended to improve the claims, benefits, and appeals processes, went live October 15, 2013. CONNECT replaced a more than 35-year old system, which was at risk of failure. A real-time indicator of service to claimants is the Contact Center. Call volume to the Contact Center is significantly reduced since the launch of the system and during September 2014, DEO accepted 100 percent of unique calls within each given week. Average hold time has decreased to 4.5 minutes (from approximately 15 minutes prior to launch of CONNECT) and the average handle time is around eight minutes. Also, very few Contact Center inquiries relate to technical CONNECT issues. Inquiries typically relate to identity verification, benefit eligibility and claim status, or questions about policies and program extensions. As for adjudication (which, in any unemployment benefits system, is the main reason for a delay in the initial payment of a claim), there is a record low number of payments held pending adjudication. DEO's weekly adjudication rate is now 25 percent higher than legacy performance.

The Division of Workforce Services ensures that the state appropriately administers federal and state workforce funding by managing plans and policies of CareerSource Florida. Sanctioned by CareerSource Florida, the Division has developed a Web-based enterprise-level Florida Workforce Integrated Performance Reporting System. This system provides program-based and cross-program performance metrics from all of the tracking systems in use for the programs being implemented. Daily, Weekly, and Monthly Job Placement Reports provide real-time measurement of job placement performance by the 24 Regional Workforce Boards and the nearly 100 Career Centers they direct. These reports address Governor Rick Scott's call for enhanced performance measurement in workforce and economic development, which is focused on critical results that will bolster Florida's economic recovery and growth.

Another ongoing initiative is the on-line Economic Security Report ([www.beyondeducation.org](http://www.beyondeducation.org)) which provides information to the public on employment, earnings and other outcomes of graduates of Florida's public postsecondary educational institutions by institution, program, and degree.

Division of Workforce Services staff members participate in the following task forces, councils, committees, and boards:

- AmeriCorps (federal)
- Big Bend Coalition against Human Trafficking (federal)
- Employer Support of the Guard and Reserve (ESGR) (federal)
- Florida Alliance for Assistive Service and Technology (FAAST) (state)
- Florida Council on the Social Status of Black Men and Boys (state)
- Florida Developmental Disabilities Council (state)
- Florida Interagency Farmworker Focus Group (state)
- Florida Interagency Human Trafficking Workgroup (state)
- Florida is for Veterans, Inc. (state)
- Florida Trade Consortium – Advanced Manufacturers (state)
- Florida Veterans Foundation (state)
- Independent Living Services Advisory Council (state)
- Labor Market Information Institute Board (federal/state)
- Local Employment Dynamics Steering Committee (federal/state)
- National Association of State Workforce Agencies (federal/state)
- Projections Managing Partnership Board (federal/state)
- Quarterly Census of Employment and Wages Policy Council (federal/state)
- U.S. Department of Labor, Bureau of Labor Statistics, Data Users' Advisory Committee (federal/state)
- Volunteer Florida (state)
- Workforce Information Council (federal/state)

When funded, the Division administers the Displaced Homemaker Program that is established in s. 446.50, Fla. Stat. It requires DEO to enter into contracts and provide grants to public and nonprofit private entities to establish multipurpose service programs. The program is designed to train, counsel, and provide services for displaced homemakers so they may become independent and obtain economic security. The statute allows for program services to include job counseling, job training, employment assistance, financial management development, educational services, and outreach and information services. Displaced homemaker programs focus on upgrading skills using job training and education to ensure employment opportunities. The Displaced Homemaker Program was not funded for FY 2013-2014, but is in FY 2014-2015. Results will be reported in DEO's FY 2014-2015 Annual Report.



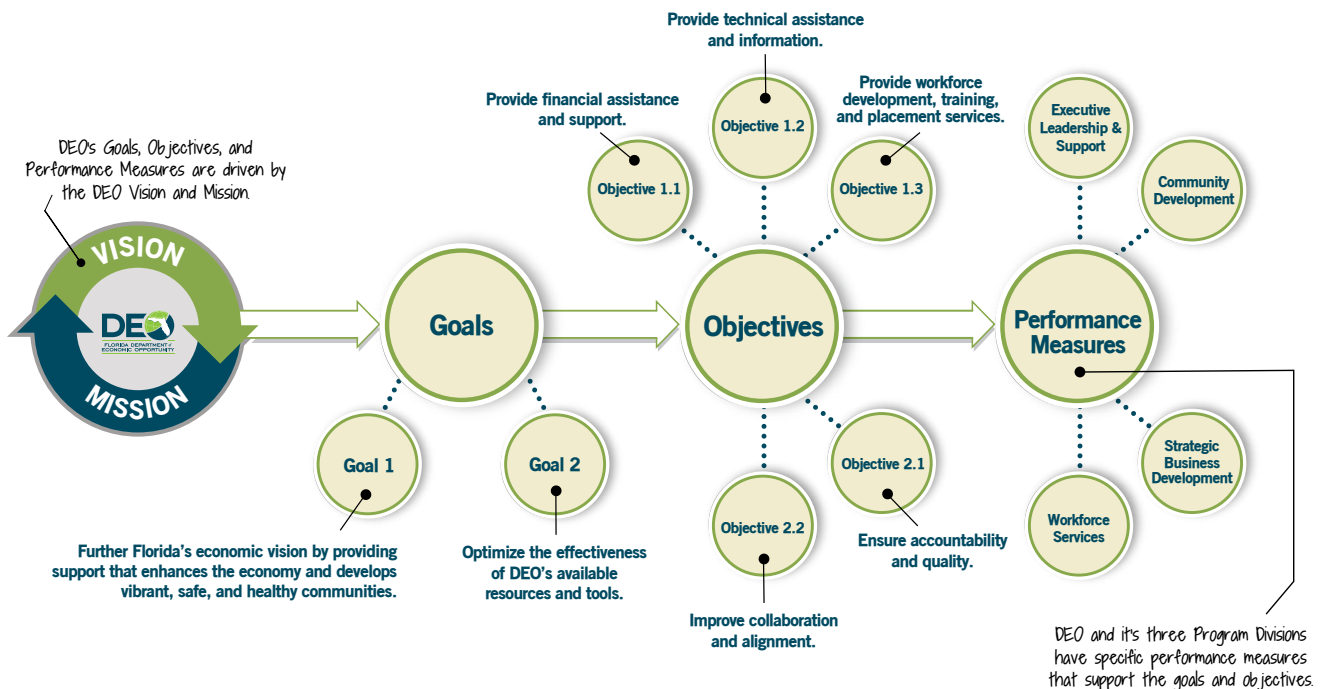
Table 13 shows the performance of the Division of Workforce Services for measures included in the DEO LRPP. The measures cover selected services offered by the Division of Workforce Services in strategic program areas from workforce development and the work of the Regional Workforce Boards, the Reemployment Assistance Program, and the Reemployment Assistance Appeals Commission. For example, the results show a 97 percent increase in the number of businesses using the workforce system since the end of FY 2012-2013 (up from 4.5 percent), no findings of “material weaknesses” or the equivalent level of severity in reviewed or audited DEO programs and practices, and nearly 80 percent of individuals receiving WIA training services entering the workforce.

**Table 13: Division of Workforce Services LRPP Performance Measures**

Performance Measures	FY 2013-2014 Results
The number and percent of the public-private partners implementing one or more strategies in the Florida <i>Strategic Plan</i> for Economic Development. (CareerSource Florida)	1 partner 100% implementation
The percent of businesses using the workforce system.	7.6%
The percent of Reemployment Assistance appeals cases disposed within 75 days.	61.2%
The percent of Reemployment Assistance first payments paid timely.	65.0% *
The percent of individuals who enter the workforce after receiving training services (WIA funded training services only).	79.9%
The percent of District Court of Appeal decisions affirming or dismissing an appeal of an Order issued by the Reemployment Assistance Appeals Commission.	97.8%
The percent of findings of "material weaknesses" or the equivalent level of severity in DEO programs and practices reviewed or audited by Federal Auditors, OPPAGA, the Auditor General, the Inspector General, and other independent auditors.	0.0%
The percent of Reemployment Assistance benefits paid accurately.	91.9%

\* Submitted to USDOL for verification

**Understanding the DEO Long Range Program Plan (LRPP)**



Graphic Credit -  
Strategic Business Development

## CareerSource Florida

Workforce Florida, Inc., DBA CareerSource Florida, was created in s. 445.004, Fla. Stat. CareerSource Florida is the principal workforce policy and investment board for the state. Its mission is to further develop the state business climate by connecting employers with qualified, skilled talent and Floridians with employment and career development opportunities to achieve economic prosperity.

CareerSource Florida is implementing two major strategic initiatives to strengthen Florida's workforce for 21st century business and competitive needs.

- **Target Industry Cluster Task Forces:** One of CareerSource Florida's six strategic goals for talent development is providing world-class service to the six target industry clusters identified by Enterprise Florida. The Board of Directors of CareerSource Florida agreed to strengthen and prioritize support to the target industry clusters because the six target industries hold promise for diversifying Florida's economy, are forecast to grow, and pay excellent average wages—typically 50 percent above the statewide average. Market conditions intelligence derived from task force meetings provides a candid assessment of Florida's talent position both nationally and globally. The task forces hold promise for strengthening talent development pipelines for the target industry sectors each represents as well as creating a climate encouraging job creation and investment. The initial scopes of work of the task forces are to create a customer satisfaction index that gauges business satisfaction with the Florida market and a rigorous supply/demand analysis that addresses short- and long-term talent supply for the industry cluster.
- **Supply & Demand Analysis:** Analyzing occupations and critical skill sets within Florida's targeted industry clusters—at the state and regional level—can help identify which occupations provide the best opportunities for investment to build different types of skills, identify gaps and build career ladders—entry-level through advanced—in high growth areas. Occupational skills-focused, supply/demand modeling can help guide new entrants and incumbent workers to positions within the workforce. Supply & Demand Analysis strengthens Florida's workforce system and its education providers by comparing workforce demand (job openings) to the graduation numbers for each type of training program, certificate program, and degree program throughout the state.

Table 14 gives the performance measures and results for the CareerSource Florida's statewide Incumbent Worker Training (IWT) Program and the Quick Response Training (QRT) Program. The IWT program provides training funds to existing for-profit businesses to support skills upgrade training for existing full-time employees. The QRT Program provides customized training for new jobs created for new or expanding businesses.

**Table 14: CareerSource Florida Training Program Measures**

Performance Measures	FY 2013-2014 Results
<b>Incumbent Worker Training Program</b>	
Number of incumbent workers receiving training as a result of IWT Program Training	7,970
Number of IWT Grant Awards to Businesses	165
<b>Quick Response Training Program</b>	
Number of individuals receiving customized training for new high-skill/high-wage jobs as a result of QRT Program Training	13,205
Number of QRT Grant Awards to Businesses	51

More information about CareerSource Florida can be found at: <http://careersourceflorida.com>. A copy of CareerSource Florida's most recent state Annual Report can be found at: <http://careersourceflorida.com/plans-performance/>.



CareerSource Florida Mobile Unit - Credit: CareerSource Florida



## Community Development

The Division of Community Development fosters economic development and planning in the state’s rural and urban communities. It assists local governments with their planning efforts that balance local, state, and federal growth management needs. The division provides opportunities, assistance, and partnerships with entities such as the Florida Housing Finance Corporation. The primary initiatives and activities of the Division of Community Development are carried out in the Bureaus of Community Assistance, Community Planning, Community Revitalization, and Economic Development. The Division of Community Development’s initiatives and activities include:

- Award grants, loans, and credits for infrastructure, housing rehabilitation, and community revitalization.
- Administer state and federal grant, loan, technical assistance, tax incentive funding, and capital access programs.
- Coordinate and facilitate multi-agency efforts for rural community development, issues, and concerns.
- Provide technical assistance and support to rural and urban local governments, economic development representatives, and small or minority business technical assistance providers.
- Support community planning and development initiatives while protecting resources of state significance.
- Provide technical assistance and work closely with state-level entities, Florida’s Regional Planning Councils, and local governments.
- Contract with local agencies who provide assistance programs for low-income Floridians.

Infrastructure and Growth Leadership and Quality of Life and Quality Places are two of the Six Pillars of Florida’s Future Economy™. Through the collective and collaborative work of Community Development, DEO’s other divisions, and our public-private partners, these areas are being addressed.

**Table 15: Efforts Addressing Community Development Challenges**

Collective Efforts by DEO and Partners	Challenges Being Addressed
<b>Infrastructure and Growth Leadership</b>	
Coordinate decision-making and investments with long-term focus on Florida’s economy and quality of life.	Fragmented decision-making process.
Create interconnected, multimodal trade and transportation systems.	Increasing highway congestion and need for greater capacity in rail, seaports, and airports.
Improve transportation and broadband connections and access.	Limited connectivity to rural Florida.
Develop and implement an integrated statewide water strategy.	Increasing pressure on water supply and quality.
Develop diverse, reliable, and cost effective energy sources.	Increasing energy demand and costs.
<b>Quick Response Training Program</b>	
Encourage quality growth and development in Florida’s communities that provide attractive choices for all ages.	Increasing competition for skilled workers, students, retirees, and visitors from other regions.
Ensure economic development decisions protect and enhance Florida’s communities and environment.	Impacts of growth and development on Florida’s communities and natural systems.
Promote and protect distinctive places centered on Florida’s unique assets.	Maximizing the value of Florida’s unique cultural and natural resources.

Collectively, these efforts will enable Florida to develop future infrastructure that supports new talent and innovation clusters. Commodities and services developed in Florida could meet local needs while also providing expertise and products Florida can sell to other states. Florida’s quality of life and quality places are critical drivers of its future economy, as well as a product of strong economic growth. Florida’s communities and natural resources help the state stand out in the global competition for talent, visitors, and investment.

The Rural Economic Development Initiative (REDI), housed within DEO's Bureau of Economic Development under the Division of Community Development, is a large scale collaborative effort facilitated by the Division. REDI is a statutorily authorized effort involving more than 17 state and regional agencies and organizations. Together, REDI representatives assist rural communities with solving problems that affect their fiscal, economic, or community viability. REDI also provides assistance to rural communities on pre-clearance reviews and permitting processes, and provides waivers or reduction of match on grants and permits.

The Division of Community Development works to assist communities to increase job creation and economic development competitiveness, especially in small and rural communities and counties. DEO supports a comprehensive approach to economic development that goes beyond recruitment of new businesses and industries. The Competitive Florida Partnership, an enhanced technical assistance effort developed by the Division, helps communities value those assets that make them special and challenges them to set realistic goals for advancing their economic development strategy. Understanding that there is power in collaboration, this program builds an active network of passionate community leaders who gain new ideas about how to reach their goals through the successes and lessons learned from their peers. As of August 2014, four communities are currently participating in the program. The Department plans to engage an additional five communities in the next year.

The Bureau of Community Assistance works with its Weatherization Assistance Advisory Council, which comprises 12 members from various organizations and agencies. These include, but are not limited to, those representing low-income persons, particularly the elderly, disabled, and families with children less than 12 years of age. The Council meets annually to review and approve the Weatherization Assistance Program's State Plan for submission to the U.S. Department of Energy. The approval and submission of the state's annual plan acts as the federal grant application for funding the Weatherization Assistance Program.

The Division has a representative on the Florida Council on Homelessness. The Council, administratively housed in the Department of Children and Families Office on Homelessness, was created in 2001 to develop policies and recommendations to reduce homelessness in Florida. The Council's mission is to develop and coordinate policy to reduce the prevalence and duration of homelessness, and work toward ending homelessness in Florida. The Council consists of 17 members, representing nine state agency heads or their designees, four members appointed by the Governor, and four members representing statewide organizations and homeless advocacy groups.

The Division also works closely with two external associations:

- The Florida Association of Community Action is a state association recommended within U.S. Health and Human Services guidelines. The Association is responsible for assisting the local Community Action Agencies in Florida with training, technical assistance, and informational materials received from the federal level.
- The Florida Weatherization Network works with the utility providers in Florida, staff from the Public Service Commission, DEO, and the state Energy Office. Members focus on sharing best practices, creating partnerships, exploring how to better leverage available resources and opportunities, educating the public and policy makers of the benefits of energy efficiency and weatherization, and initiating a requirement that diagnostic testing and energy efficiency activities be utilized in all housing-related programs throughout Florida.



**White Springs, Florida was a recipient of a Competitive Florida Partnership Award.**

Mayor Helen Miller at Roosters Outfitters with owner Keith Knipp - White Springs, Florida  
Photo Credit - City of White Springs

Table 16 shows the performance of the Division of Community Development for measures included in the DEO LRPP. The strategic measures cover services offered by the Division of Community Development in selected program areas. For example, results show the Division of Community Development awarding 100 percent of its community development grant funding to rural communities or rural economic development agencies, and 1,672 activities undertaken to coordinate decision-making and investments for economic development, land use, transportation, infrastructure, housing, water, energy, natural resources, workforce, and community development in rural communities throughout Florida. Of all technical assistance activities provided by the Bureau of Community Planning, almost 43 percent were provided in rural communities. Of all technical assistance activities proved by the Bureaus of Community Assistance and Planning, over half (51%) were provided in rural communities.

**Table 16: Division of Community Development LRPP Performance Measures**

Performance Measures	FY 2013-2014 Results
The number and percent of the public-private partners implementing one or more strategies in the Florida <i>Strategic Plan</i> for Economic Development	1 partner 100.0% implementation
The number and percent of technical assistance activities undertaken to coordinate decision-making and investments for economic development, land use, transportation, infrastructure, housing, water, energy, natural resources, workforce and community development in rural communities	1,672 activities
The number of technical assistance activities undertaken to expand small business and rural community local economies	184
The percent of community development grant funding awarded to rural communities or rural economic development organizations	100.0%
The number and percent of Area of Critical State Concern development orders, environmental resource permit applications, and land development regulations reviewed where the final order was found to be consistent with the principles for guiding development	382 reviews 94.5% consistent
The percent of findings of "material weaknesses" or the equivalent level of severity in DEO programs and practices reviewed or audited by Federal Auditors, OPPAGA, the Auditor General, the Inspector General, and other independent auditors	0.0%
The percent of required jobs (HUD requirement of one per \$34,999 funding) that were created, retained, or both as a result of Community Development Block Grant – Economic Development category funding as determined at the time the grant is administratively closed out for the fiscal year	107.4%
The percent of total Community Services Block Grant funding supporting self-sufficiency programs and the percent of individuals who met their self-sufficiency outcomes	26.5% funding 6.3% self-sufficient

The Division manages many programs, several of which are described below. The information presented below reflects summary information for nine statutorily mandated programs with links to their annual reports, if applicable, and a summary table created from the reports. DEO oversees these programs to further the state's economic vision and to create better conditions for economic growth within Florida. Additionally, links have been provided for each program office. The programs include:

- Black Business Loan Program
- Community Development Block Grant
- Community Services Block Grant
- Economic Gardening Business Loan Pilot Program
- Economic Gardening Technical Assistance Pilot Program
- Microfinance Loan Programs
- New Markets Development Program
- Rural Economic Development Initiative
- State Small Business Credit Initiative

## Black Business Loan Program

The Black Business Loan Program is established in s. 288.7102, Fla. Stat. Its purpose is to facilitate development of black business enterprises. In 2007, the Legislature enacted the Florida Black Business Investment Act, establishing the Black Business Loan Program within the Governor's Office of Tourism, Trade, and Economic Development. On October 1, 2011, the program was transferred to DEO. Black Business Investment Corporations (BBIC) submitting application packages are certified as program administrators annually. The BBIC makes loans, loan guarantees, and investments in black business enterprises unable to obtain capital through conventional lending institutions but would otherwise successfully compete in the private sector. All loans, loan guarantees, investments, and any related income must be used to carry out the public purpose of the Florida Black Business Investment Act.

For FY 2013-2014, six corporations were certified to administer program funds: BAC Funding Consortium, Inc. (Miami), Black Business Investment Fund of Central Florida, Inc. (Orlando), Florida Black Business Support Corporation (Tallahassee), Northwest Florida Black Business Investment Corporation (Tallahassee), Palm Beach County Black Business Investment Corporation (Riviera Beach), and Tampa Bay Black Business Investment Corporation (Tampa Bay). Businesses receiving loans from BBIC corporations used the funds for such items as: accounting/financial services, construction/contracting, educational technology, management training, distribution or legal services. More information about the Black Business Loan Program can be found at: <http://www.floridajobs.org/business-growth-and-partnerships/for-businesses-and-entrepreneurs/business-resources/minority-owned-business-assistance>. Table 17 provides information for six fiscal years of operation.

**Table 17: Black Business Loan Program Statistics**

Fiscal Year	Number Of Certifications	Contract Amounts	Number Of Loans/Loan Guarantees	Amount Of Loans/ Loan Guarantees	Projected Number Of Jobs Created
2013/2014	6	\$370,833	24	\$660,679	60
2012/2013	7	\$278,125	64	\$2,134,111	78
2011/2012	7	\$325,000	16	\$884,964	33
2010/2011	9	\$250,000	67	\$2,824,791	59
2009/2010	9	\$261,333	91	\$2,732,743	132
2008/2009	9	\$591,133	92	\$2,893,667	171



The City of Bonifay used a \$650,000 Small Cities CDBG subgrant to replace approximately 16,225 linear feet of water lines in predominately low- to moderate-income neighborhoods. The new water lines serve 317 residents of whom 296 are low- to moderate-income.

Photo Credit - DEO

## Community Development Block Grant

The Department of Economic Opportunity administers the Community Development Block Grant (CDBG) Program. Funding for this program is provided through annual allocations from the U.S. Department of Housing and Urban Development (HUD) to DEO. DEO provides grants to non-entitlement local governments through a competitive application process. Non-entitled local governments are cities with a population of under 50,000 residents and counties with populations of under 200,000 residents in their unincorporated area. Entitlement local governments receive CDBG funds directly from HUD. Projects funded through the CDBG program must meet at least one of the following three national objectives by:

- Serving persons from low to moderate income (LMI) households.
- Preventing or eliminating slum and blight.
- Meeting an urgent need.

Local governments can apply for funding in one of the following four program areas:

- Economic Development
- Neighborhood Revitalization
- Commercial Revitalization
- Housing Rehabilitation

Grant amounts range from \$600,000 to \$750,000. Economic development projects can apply for larger funding amounts if certain conditions are met. Typical projects funded include:

- Infrastructure to support economic development and job creation
- Rehabilitation of substandard housing
- Water and sewer improvements
- Street improvements
- Downtown revitalization
- Drainage improvements

CDBG Economic Development assistance provides funding to projects that will create or retain one (1) job for every \$35,000 received in grant funding. Of the total jobs created, at least 51 percent will be for persons from LMI households. Florida's primary use of CDBG Economic Development assistance is in the form of grants to local governments to provide the minimum necessary public infrastructure needed for a business to locate or expand in that community.

Table 18 describes the reach of the program in terms of its beneficiaries and jobs-related outcomes for the CDBG program during FFY 2013-2014 (Federal Fiscal Year: October 2013 - September 2014).

**Table 18: CDBG Reach of Services**

<b>CDBG Beneficiaries</b>	<b>FFY 2013-2014 Results</b>
Communities Addressed	60
Total Beneficiaries (unduplicated count)	84,754
Low/ Moderate Income Persons Served	58,978
Extremely Low Income Persons Served	12,920
Elderly Persons Served	10,202
Disabled Persons Served	6,189
Jobs Created or Retained	153

Table 19 shows anticipated and actual performance accomplishments for facilities and community improvement projects during FFY 2013-2014.

**Table 19: CDBG Accomplishments**

<b>CDBG Accomplishment (Units)</b>	<b>Anticipated Results</b>	<b>FFY 2013-2014 Results</b>
Temporary Relocations (Households)	45	131
Sewer Hookups (Housing Units)	90	166
Water Hookups (Housing Units)	90	4
Housing Rehabilitation (Housing Units)	60	227
Neighborhood Centers (Building Units)	1	0
Parks and Playgrounds (Sites)	1	5
Parking Facilities (Lots/Spaces)	1/NA	3/128
Site Development for Public Facilities/ Infrastructure (Sites)	2	1
Water/ Sewer Facilities (Plants)	1	18
Water/Sewer Lines (Linear Feet)	20,000	154,083
Sewer Lift Stations (Units)	NA	9
Fire Hydrants (Number of Hydrants)	10	40
Sidewalks Constructed (Linear Feet)	5,000	12,570
Street Improvements (Linear Feet)	20,000	35,413
Utilities Relocation (Linear Feet)	2,500	4,205
Flood and Drainage Facilities (Linear Feet)	NA	2,083



Before and After - Affordable rental unit renovations - Palm Beach County  
Photo Credit - DEO



## Community Services Block Grant

The federally funded Community Services Block Grant (CSBG) Program is implemented through a network of 27 local governments and non-profit agencies. The CSBG program provides anti-poverty and self-sufficiency programs to alleviate the causes and conditions of poverty and help people with low income improve their lives. CSBG supports a wide variety of services designed at the local level to meet specific community needs. These include helping low-income residents attain the skills, knowledge, and motivation necessary to achieve self-sufficiency. To qualify for CSBG services, a household's income may not exceed 125 percent of the federal poverty level. The National Association for State Community Services programs estimates that in FFY 2012-2013 (Federal Fiscal Year: October 2012 - September 2013), for every \$1 spent by the CSBG program, \$16.57 was leveraged, including all federal sources and volunteer hours. Table 20 shows performance outcomes for the CSBG program during FFY 2012-2013, the year for which the most recent data are available.

**Table 20: CSBG Performance for FFY 2012-2013**

<b>CDBG Beneficiaries</b>	<b>FFY 2013-2014 Results</b>
<b>Employment or Work Supports</b>	
The number of low-income participants who acquired a job, obtained an increase in employment income, achieved "living wage" employment and benefits, or experienced reduced or eliminated barriers to initial or continuous employment through participation in CSBG Network employment initiatives	107,578
<b>Economic Asset Enhancement and Utilization</b>	
The number of low-income households that achieved an increase in financial assets or financial skills as a result of CSBG Network assistance	8,331
<b>Child and Family Development</b>	
The number of infants, children, youth, parents, and other adults who achieved program goals from participation in developmental or enrichment programs facilitated by the CSBG Network	117,356
<b>Independent Living for Low-Income Vulnerable Populations</b>	
The number of low-income vulnerable individuals who secured or maintained an independent living situation as a result of receiving services from the CSBG Network	91,336
<b>Family Stability</b>	
The number of low-income participants who reduced or eliminated barriers to family stability through assistance from the CSBG Network	107,858
<b>Emergency Assistance</b>	
The number of low-income individuals and families who received emergency assistance from the CSBG Network	295,212
<b>Community Opportunities and Resources</b>	
The number of community opportunities or resources which were improved or expanded for low-income people as a result of CSBG Network projects or initiatives, or advocacy with other public and private agencies	401,980
<b>Community Empowerment</b>	
The number of community members and low-income people who mobilized to engage in activities that support and promote their own well-being and that of their community as a direct result of CSBG Network initiatives through maximum feasible participation	66,574

## Economic Gardening Business Loan Pilot Program

The Economic Gardening Business Loan Pilot Program was created in 2009, through a one-time appropriation in FY 2009-2010, and is established in s. 288.1081, Fla. Stat. The pilot program's purpose is to stimulate investment in Florida's economy by providing loans to expanding businesses in the state. The economic gardening loan pilot program was an entrepreneurial-focused economic development strategy created to increase revenue and job growth in small, high-growth businesses known as second-stage businesses. Second-stage businesses are small businesses past their start-up phase but facing challenges moving up to the next stages of the business cycle. The loan program was created to support small businesses in the best position to use the loan and continue making a successful long-term business commitment to Florida. Four-year loans were issued from the one-time appropriation, beginning in 2010 through June 2011. There were 38 businesses that received 43 loans totaling \$7.875 million. These businesses met the following criteria:

- A for-profit, privately held, investment grade business.
- Employ at least 10, but not more than 50, people.
- Generate at least \$1 million but not more than \$25 million in annual revenue.
- Maintain a principal place of business in Florida for at least two years.
- Qualify for the Qualified Target Industry Program pursuant to s. 288.106, Fla. Stat.
- Increase the number of full-time equivalent employees in Florida and gross revenues during three of the previous five years.

More information about the Economic Gardening Business Loan Pilot Program can be found at: <http://www.floridajobs.org/news-center/reports-and-legislative-presentations>.

## Economic Gardening Technical Assistance Pilot Program

The Economic Gardening Technical Assistance Pilot Program falls under s. 288.1082, Fla. Stat. Similar to the Economic Gardening Business Loan Pilot Program, the purpose of the Technical Assistance Pilot Program is to stimulate investment in Florida's economy by providing technical assistance for expanding businesses in the state.

The Florida Economic Gardening Institute at the University of Central Florida, also known as GrowFL, serves as the program administrator. GrowFL provides technical assistance resources (e.g., informational services and consulting services) to businesses including access to information on markets, consumers and competitors, geographic information systems, and search engine optimization. The Economic Gardening Technical Assistance Pilot Program was not funded for FY 2013-2014. More information about the Economic Gardening Technical Assistance Pilot Program can be found at: <http://www.growfl.com>.

## Florida Microfinance Loan and Loan Guarantee Programs

The Florida Microfinance Act is established in ss. 288.993-288.9937, Fla. Stat. and was created in 2014 to help provide entrepreneurs and small businesses in Florida access to credit. The Act consists of two programs: a Loan Program and a Loan Guarantee Program. Eligibility for both programs is limited to entrepreneurs and small businesses that employ 25 or fewer people and generated average annual gross revenues of \$1.5 million or less per year for the preceding two years.

The Microfinance Loan Program is established to make short-term, fixed-rate microloans to entrepreneurs and small businesses. Up to three loan administrators will be contracted to administer the loan program while utilizing state funds to provide microloans to entrepreneurs and newly established or growing small businesses. Microloans cannot exceed \$50,000 and may only be used for startup costs, working capital, and the acquisition of materials, supplies, furniture, fixtures, and equipment. Participation in the loan program is intended to enable entrepreneurs and small businesses to access private financing upon completing the loan program. DEO is currently developing a Request for Proposals to solicit and select qualified loan administrators to administer the loan program.

The Microfinance Loan Guarantee Program is established to stimulate access to credit for entrepreneurs and small businesses by providing targeted guarantees to loans made to such entrepreneurs and small businesses. DEO is currently finalizing the contract with EFI to administer the loan guarantee program while using state funds to guarantee loans made by private lenders to entrepreneurs and small businesses. Loan guarantees cannot exceed 50 percent of the total loan amount, which may only be provided on loans between \$50,000 and \$250,000.

More information about both Microfinance Loan Programs can be found at: <http://www.floridajobs.org/business-growth-and-partnerships/for-businesses-and-entrepreneurs/business-resources/florida-microfinance-program>.

## New Markets Development Program

The New Markets Development Program (NMDP) is established in ss. 288.991-288.9922, Fla. Stat. It was created in 2009 to encourage capital investment in rural and urban low-income communities. It allows taxpayers to earn credits against specified taxes by investing in qualified community development entities that make qualified low-income community investments in qualified active low-income community businesses to create and retain jobs. For FY 2013-2014, the legislature allocated \$15 million in tax credits. Community Development entities have 12 months to invest in projects and report on the investments; compiled project results will be reported in DEO's FY 2014-2015 Annual Report. The state has issued over \$216 million in tax credits since program inception in 2009. The program has helped fund 83 projects totaling over \$419 million in Florida low-income communities.

The information in Tables 21 and 22 was published in a March 28, 2014 briefing report, prepared by The Washington Economics Group, Inc. For Table 21, economic impact analysis is based on both new jobs and retained jobs after receiving investments supported by NMDP tax credits. For Table 22, the economic impact analysis is based on new hires and does not include job retention or creation.

**Table 21. Economic Impacts of Florida's New Markets Development Program in 2013 from Tax Credits**

Impact Source	Employment # Jobs	Labor Income	Gross State Product	Gross Business Revenues	State and Local Tax Revenues
Direct Effect	4,883	\$260.8M	\$437.4M	\$1,041.8M	\$34.9M
Indirect Effect	3,138	\$166.5M	\$271.1M	\$467.5M	\$15.6M
Induced Effect	3,809	\$159.4M	\$291.9M	\$465.9M	\$15.6M
<b>Total Effect</b>	<b>11,831</b>	<b>\$586.7M</b>	<b>\$1,000.5M</b>	<b>\$1,975.2M</b>	<b>\$66.1M</b>

**Table 22. Economic Impact in 2013 from Job Creation Alone**

Impact Source	Employment # Jobs	Labor Income	Gross State Product	Gross Business Revenues	State and Local Tax Revenues
Direct Effect	1,890	\$100.0M	\$177.9M	\$415.3M	\$14.1M
Indirect Effect	1,303	\$72.0M	\$118.0M	\$202.8M	\$6.9M
Induced Effect	1,527	\$63.9M	\$117.1M	\$186.9M	\$6.4M
<b>Total Effect</b>	<b>4,721</b>	<b>\$235.9M</b>	<b>\$412.9M</b>	<b>\$804.9M</b>	<b>\$27.4M</b>

More information about the Florida New Markets Development Program can be found at: <http://www.floridajobs.org/business-growth-and-partnerships/for-businesses-and-entrepreneurs/business-resources/florida-new-markets-development-program>



Photo Credit -  
Odaly Victorio, CareerSourceRC

Director Panuccio learns about sustainable aquaculture at Florida Organic Aquaculture - Fellsmere, Florida.

## Rural Economic Development Initiative

The Rural Economic Development Initiative (REDI) is established in s. 288.0656, Fla. Stat. It was created in 2006 to encourage and facilitate the location and expansion of major economic development projects in rural communities. REDI is a multi-agency endeavor that coordinates the efforts of regional, state, and federal agencies. The 22 state and regional agencies and organizations participating in REDI include:

- Agency for Health Care Administration
- CareerSource Florida
- Department of Agriculture and Consumer Services
- Department of Children and Families
- Department of Corrections
- Department of Economic Opportunity, Division of Workforce Services
- Department of Education
- Department of Elder Affairs
- Department of Environmental Protection
- Department of Health
- Department of Juvenile Justice
- Department of State
- Department of Transportation
- Enterprise Florida, Inc.
- Florida Association of Counties
- Florida Fish and Wildlife Conservation Commission
- Florida League of Cities
- Florida Regional Planning Councils
- Institute of Food and Agriculture Sciences
- USDA Rural Development
- VISIT FLORIDA
- Water Management Districts

Collaboratively, REDI representatives address problems affecting the fiscal, economic, and community viability of Florida's economically distressed rural communities. REDI works with local governments, community-based organizations, and private organizations interested in the growth and development of economically distressed rural communities. Part of the work includes finding ways to balance environmental and growth management issues with local needs and economic development.

REDI agencies and organizations may waive or reduce program match requirements and provide preferential awards to rural or Rural Areas of Critical Economic Concern (RACEC) counties and communities in the way of extra points towards grants or provide other financial or technical assistance. The collective value of these preferential awards, waivers, grants, and technical assistance provided by REDI for FY 2013-2014 is estimated at over \$511.8 million.

Additional information about REDI and its work can be found at: [www.florida-redi.com](http://www.florida-redi.com).  
The Rural Economic Development Initiative (REDI) Annual Report can be found at:  
<http://www.floridajobs.org/news-center/reports-and-legislative-presentations>.

Table 23 provides information about the number and amount of preferential awards, number of waivers, number of funding and technical assistance events, and the estimated number of jobs created or retained by grants provided by REDI agencies to rural communities and RACECs during the reporting period of July 1, 2013, through June 30, 2014. Effective July 1, 2014 all references to RACECs will be changed to Rural Areas of Opportunity (RAO).

Table 23: Rural Economic Development Initiative RACEC Statistics

Community	Amount of Preferential Awards	Number of Preferential Awards	Number Of Waivers	Total # Of Funding Events & T.A.	Jobs Created Or Retained
<b>North West RACEC</b>					
Calhoun	\$39,918,608	4	9	31	8.75
Franklin	\$9,645,865	10	2	50	129.75
Gadsden	\$10,990,941	6	2	42	4.75
Gulf	\$7,903,480	8	2	40	8.75
Holmes	\$19,685,714	7	3	51	5.75
Jackson	\$16,274,971	10	4	48	91.75
Liberty	\$939,829	1	0	12	3.75
Wakulla	\$18,304,334	7	2	40	14.75
Washington	\$11,323,454	5	1	38	8.75
City of Freeport	\$8,377	0	0	3	1.00
<b>Total</b>	<b>\$134,995,573</b>	<b>58</b>	<b>25</b>	<b>355</b>	<b>277.75</b>
<b>North Central RACEC</b>					
Baker	\$9,402,872	6	5	30	5.75
Bradford	\$13,489,876	14	4	46	7.75
Columbia	\$21,376,377	16	8	34	8.75
Dixie	\$5,209,768	7	6	34	15.75
Gilchrist	\$5,754,329	8	12	40	12.75
Hamilton	\$11,585,526	7	7	29	9.75
Jefferson	\$1,577,711	2	4	26	13.75
Lafayette	\$4,076,310	8	6	29	12.75
Levy	\$9,500,279	10	14	48	15.75
Madison	\$8,231,773	10	10	42	30.75
Putnam	\$27,444,571	10	9	54	51.75
Suwannee	\$11,115,164	12	16	52	5.75
Taylor	\$7,415,639	12	10	49	21.75
Union	\$3,799,984	9	5	31	10.75
<b>Total</b>	<b>\$139,980,179</b>	<b>131</b>	<b>116</b>	<b>544</b>	<b>223.50</b>
<b>South Central RACEC</b>					
DeSoto	\$20,755,980	5	3	44	12.66
Glades	\$15,404,234	3	6	32	7.66
Hardee	\$9,834,298	6	1	30	26.66
Hendry	\$20,751,164	6	2	51	9.00
Highlands	\$7,456,595	4	3	52	12.66
Okeechobee	\$67,298,966	2	4	41	10.66
Pahokee	\$854,414	1	0	11	5.63
Belle Glade	\$7,887,126	0	0	19	5.63
South Bay	\$414,365	0	0	10	5.63
Immokalee	\$251,215	0	0	6	4.00
<b>Total</b>	<b>\$150,908,357</b>	<b>27</b>	<b>19</b>	<b>296</b>	<b>100.82</b>
<b>Rural Only</b>					
Flagler	\$20,433,052	4	6	40	10.75
Nassau	\$48,117,964	4	9	37	10.75
Walton	\$17,399,406	2	1	79	5.75
<b>Total</b>	<b>\$85,950,422</b>	<b>10</b>	<b>16</b>	<b>156</b>	<b>27.25</b>
<b>GRAND TOTAL</b>	<b>\$511,834,531</b>	<b>226</b>	<b>176</b>	<b>1351</b>	<b>629.32</b>

## State Small Business Credit Initiative

The state of Florida was allocated more than \$97.6 million by the U.S. Department of Treasury to implement the State Small Business Credit Initiative (SSBCI). Florida received its third installation of funding, \$33,205,199, on September 11, 2014. Florida has now received the total \$97,662,349 in funding from the U.S. Department of Treasury. This federal initiative encourages states to establish or strengthen state programs that support lending to small businesses. The SSBCI is a component of the Federal Small Business Jobs Act that was signed into law September 2010. States can use SSBCI funds for programs that leverage private lending to help finance creditworthy small businesses that have difficulty obtaining loans needed to expand their operations and create jobs. Accordingly, SSBCI funds are expected to leverage approximately \$1 billion in private lending to Florida small businesses.

Florida was approved to provide the following types of credit support programs:

- Capital Access Program (CAP)
- Other Credit Support Programs (OCSP)
  - Administered by the Enterprise Florida, Inc.
    - Small Business Loan Guarantee Program
    - Small Business Loan Participation Program
    - Small Business Direct Loan Program
    - Venture Capital Program
  - Administered by the Florida Export Finance Corporation, Inc.
    - Florida Export Support Program

**Table 24: Accomplishments Reported in the 2013 Annual Report to the U.S. Department of Treasury**

Program		SSBCI Funds Deployed *
Small Business Loan Support Program	Loan Guarantee	\$8,334,914
	Loan Participation	\$17,582,619
Venture Capital Program		\$16,736,179
Florida Capital Access Program		\$6,366
<b>Total</b>		<b>\$42,660,078</b>

\* SSBCI Program Funds Obligated Towards Approved and Closed Transactions

More information about the State Small Business Credit Initiative can be found at: <http://www.floridajobs.org/business-growth-and-partnerships/for-businesses-and-entrepreneurs/business-resources/state-small-business-credit-initiative>.

## The Florida Strategic Plan for Economic Development

In 2011, the Legislature directed the Department of Economic Opportunity to develop “a 5-year statewide strategic plan” through s. 20.60(4), Fla. Stat. The *Florida Strategic Plan for Economic Development* was developed by the Florida Department of Economic Opportunity in partnership with CareerSource Florida, Enterprise Florida, Inc., and the Executive Office of the Governor, along with input from thousands of Floridians and business owners. The *Strategic Plan* establishes the framework for coordinated action by agencies and organizations statewide to improve Florida’s economic competitiveness and to facilitate job creation for Floridians. The *Strategic Plan* supports the Governor’s three economic development priorities of: promoting economic development and job creation, improving education, and maintaining an affordable cost of living in Florida.

### Release and Statewide Implementation

On July 18, 2013, the *Strategic Plan* was formally delivered to the Governor, the Senate President, and the Speaker of the House. The Executive Office of the Governor provided leadership and support in the development and implementation of the *Strategic Plan*, and DEO has provided support throughout FY 2013-2014 to develop, release, and implement the *Strategic Plan* with assistance from its partners, other state agencies, and other organizations. Economic Development Liaisons provided support in bringing their statewide agencies and organizations to the table to develop the *Strategic Plan* and create specific implementation performance tactics and metrics. Implementation of strategies in support of its goals and objectives and the Governor’s priorities began before the release of the plan. Implementation efforts expanded during 2013 and 2014. Finally, executive agencies’ annual budget development requests include consideration and alignment with *Strategic Plan* strategies.

The *Strategic Plan* identifies five principles for successful statewide implementation (page 49 of the *Strategic Plan*) that are either currently being met or are in the process of being strengthened as organizations adopt and implement the *Strategic Plan*. The five principles that DEO supports are:

- Continued strong leadership from the Governor, Cabinet, and Legislature for the state’s economic vision and specific implementation priorities.
- Effective and sustained statewide, regional, and local partnerships among public, private, and civic organizations to implement this plan and work toward the state’s vision.
- Sufficient, consistent, and reliable public and private investments in statewide and regional economic development priorities.
- Sufficient leadership and technical capacity, data, and tools for effective state, regional, and local economic development programs, and organizations.
- A robust, ongoing process to monitor progress toward the state’s vision and refine the plan as needed.

Strong awareness of the *Strategic Plan* by statewide and local organizations is necessary for adhering to principles Two and Three. Specifically, current and future outreach activities focus on four activities. These are:

- Use the *Strategic Plan* as a framework and catalyst to facilitate and support economic development efforts of: local and state governments, non-profits, businesses, statewide and regional planning councils and economic development organizations, public-private partnerships, and other Florida stakeholders.
- Share the *Strategic Plan* through consistent key messages to, and through, Strategic Plan leaders and primary stakeholders.
- Share the *Strategic Plan* with statewide and regional entities that assisted with its development, and encourage each to implement its strategies.
- Share the *Strategic Plan* and reach out to statewide, regional, and local entities engaged in workforce, community, and economic development efforts in Florida.

## DEO Implementation of the *Strategic Plan*

The *Strategic Plan* includes an Appendix developed through the collaborative efforts of 14 state level agencies and organizations and their appointed Economic Development Liaisons. It was requested by the Executive Office of the Governor as the initial action in *Strategic Plan* implementation. The Appendix includes tactics these agencies and organizations are implementing that are supportive of the plan strategies, and the metrics of success for each tactic they report on regularly.

In March 2013, DEO identified seven tactics and 26 supporting metrics which support and implement 24 of the 29 *Strategic Plan* strategies. DEO's performance tactics support the Department's five objectives which are stated on page 11. The seven tactics incorporated in the *Strategic Plan* for DEO are:

- Tactic A: Provide efficient customer services to people, businesses, and communities, applying for and receiving support from the Department of Economic Opportunity.
- Tactic B: Provide technical assistance and promote opportunities to rural economic development organizations, small businesses, and communities in Florida.
- Tactic C: Provide quality customer services to people, businesses, and communities applying for and receiving support from the Department of Economic Opportunity.
- Tactic D: Create a statewide vision and plan for economic development, and facilitate their implementation.
- Tactic E: Train job seekers to support the needs of businesses.
- Tactic F: Enhance the interaction between Florida's businesses and workforce system.
- Tactic G: Enhance the effectiveness of Florida's workforce system.

The four tactics most aligned with *Strategic Plan* strategies are:

- Tactic D supports implementation of 24 strategies.
- Tactic E supports implementation of 19 strategies.
- Tactic F supports implementation of 18 strategies.
- Tactic G supports implementation of 18 strategies.

DEO has aligned its agency mission, goals, and objectives with the statewide *Strategic Plan*. In addition, the agency is aligning its activities with *Strategic Plan* strategies. In July and August 2014, DEO staff members met to review recent and ongoing activities for alignment with and implementation of *Strategic Plan* strategies by DEO program divisions. DEO activities are supporting implementation of 27 of the 29 *Strategic Plan* strategies, and each program division identified at least 19 strategies each is supporting. Table 25 provides a summary of the number of recorded DEO activities currently implementing each strategy or groups of strategies. Some activities implement multiple strategies, and are counted more than once.

**Table 25: Number of Activities in Support of Implementation of the *Strategic Plan***

<i>Strategic Plan</i> Strategies	Community Development	Strategic Business Development	Workforce Services	Total # Activities
Strategy 1: Collaboration and Alignment	8	5	3	16
Strategy 2: Talent and Innovation Clusters	0	8	2	10
Strategy 3: Globally Competitive Megaregions	3	2	4	9
Strategy 4: Global Hub	1	6	1	8
Strategies 5 - 8: Talent Supply and Education*	5	5	14	24
Strategies 9 - 12: Innovation & Economic Development *	5	10	2	17
Strategies 13 - 17: Infrastructure & Growth Leadership *	13	3	3	19
Strategies 18 - 23: Business Climate & Competitiveness *	9	11	7	27
Strategies 24 - 26: Civic and Governance Systems *	19	5	11	35
Strategies 27 - 29: Quality of Life and Quality Places *	16	3	5	24

\* Totals include sum of all agencies and tactics for the included strategies



To illustrate *Strategic Plan* implementation at DEO, three examples of program activities are provided for each division. Additionally the linkage of these activities to the *Strategic Plan* are provided within parentheses.

- The Division of Community Development is awarding grants, loans, and credits for infrastructure, housing rehabilitation, and community revitalization to regional and local entities to improve Florida's communities and foster economic development. *(In support of Cross-Cutting Strategy One / Infrastructure & Growth, Civic & Governance Systems, and Quality of Life & Quality Places Strategies).*
- The Division of Community Development is providing technical assistance and working closely with state-level entities, Florida's Regional Planning Councils, and local governments. *(In support of Cross-Cutting Strategy One / Infrastructure & Growth, Civic & Governance Systems, and Quality of Life & Quality Places Strategies).*
- The Division of Community Development is supporting community planning and development initiatives while protecting resources of state significance through Community Development Block Grant awards consistent with local comprehensive plans. *(In support of Cross-Cutting Strategy Three / Infrastructure & Growth, Civic & Governance Systems, and Quality of Life & Quality Places Strategies).*
- The Division of Strategic Business Development is providing incentives to, ensuring delivery of deliverables from, and working with EDOs, counties, cities, other state entities, and public-private partners to develop clusters, expand businesses, and create jobs. *(In support of Cross-Cutting Strategies One, Two, and Three / Innovation & Economic Development, Infrastructure & Growth, Business Climate & Competitiveness, and Civic & Governance Systems Strategies).*
- The Division of Strategic Business Development is providing incentives that target geographic development—such as rural areas of critical concern development to strengthen those regions. *(In support of Cross-Cutting Strategies One and Three / Infrastructure & Growth, Business Climate & Competitiveness, and Quality of Life & Quality Places Strategies).*
- The Florida Office of Film and Entertainment within the Division of Strategic Business Development is providing support through incentives and marketing assistance to private film, digital media, TV, and production companies in order to grow Florida's indigenous film and entertainment industry cluster and promote Florida, its culture, and its artists. *(In support of Cross-Cutting Strategies One, Two, and Four / Innovation & Economic Development, Business Climate & Competitiveness, and Quality of Life & Quality Places Strategies).*
- The Division of Workforce Services produces, analyzes, and distributes labor statistics which are used by other agencies, departments, regional workforce boards, and localities to coordinate decision making and infrastructure development (such as road location planning at FDOT) based on the needs of businesses and workers. *(In support of Cross-Cutting Strategy One / Talent Supply & Education, Infrastructure & Growth, and Quality of Life & Quality Places Strategies).*
- The Division of Workforce Services Occupational Supply/Demand system improves the alignment of education and training on the supply side with the hiring needs of business on the demand side. This system is built to assist educators, businesses, workers, students, and Regional Workforce Boards to develop and provide the quality workers in demand by Florida's businesses. *(In support of Cross-Cutting Strategy One / Talent Supply & Education, and Infrastructure & Growth Strategies).*
- The Division of Workforce Services new reemployment assistance claims and benefits system is focusing not just on new technology but also re-engineering processes for faster production, higher quality work products which result in reduced costs, and improving service to claimants and employers in support of Florida's workers and businesses. *(In support of Cross-Cutting Strategy Three / Civic & Governance Systems, and Quality of Life & Quality Places Strategies).*

The activities listed above are by no means an exhaustive list of the efforts undertaken by DEO program divisions to implement *Strategic Plan* strategies. They are presented to provide examples of the aligned work efforts within DEO.

## Outreach and Promotion of the *Strategic Plan*

An Outreach Plan with an implementation calendar was created in 2013, and is being fulfilled by DEO staff members. Five activities were recommended for continued outreach and implementation support throughout 2013 and 2014. These are:

- Promote and increase alignment with the *Strategic Plan* by statewide, regional, and local organizations and agencies.
- Continue to implement the *Strategic Plan* both vertically (within programs and divisions) and horizontally (across programs and divisions) with DEO leading the way.
- Raise awareness of the *Strategic Plan* among executive and leadership teams at all executive agencies.
- Attend regional events on a regular basis to increase awareness of the *Strategic Plan*.
- Attend DEO and other state agency events to promote the *Strategic Plan*.

DEO staff members are continuing to present in-person briefings on the completed *Strategic Plan* and its components with numerous Regional Planning Councils, local government agencies, and statewide agencies. DEO has created, and is promoting, *Strategic Plan*-related materials statewide. Over a thousand copies of the *Strategic Plan* have been distributed or mailed—many with personal letters from either DEO's Executive Director, Jesse Panuccio; Secretary of Commerce, Gray Swoope; or EFI Executive Vice President and COO, Griff Salmon. Recipients have been thanked for their roles in developing the *Strategic Plan*, and urged to consider its strategies in their organization's own planning activities. While not an exhaustive list, recipients include: Elected and appointed officials; various state agency and organization leadership and staff members; stakeholders and participants in developing the *Strategic Plan*; leaders of Regional Planning Councils, Regional Workforce Boards, and Public-Private Partners; Economic Development Liaisons; Enterprise Florida Board and Stakeholders Council members; Directors of Florida's Ports; and members of Florida's Film and Entertainment Advisory Council.

DEO has worked with its partners to bring consideration of the *Strategic Plan* to their activities. Of particular note, within the first full year of reporting, Florida's statewide agencies and organizations met performance standards for 50 self-identified tactics in support of implementing *Strategic Plan* strategies. As many of the tactics and performance metrics chosen by agencies and organizations are new, this achievement will be further strengthened as agencies and organizations improve their performance over time. The successful achievement of 120 separate performance standards by Florida's agencies and organizations, and regular reporting of such, shows the high level of active engagement and importance those entities are placing on implementing the *Florida Strategic Plan for Economic Development*. Through the *Strategic Plan*, DEO and its partners are furthering the state's efforts to realize its economic development vision; and build on Florida's strengths, assets, and resources through the combined efforts of its government, businesses, and citizens. To view the *Strategic Plan*, its Appendix, and other related materials, please visit: <http://www.floridajobs.org/FL5yrPlan>.

### 3. GLOSSARY



**Aerospace Alliance** – The Alliance is an organization that promotes the aerospace and aviation industries of Alabama, Mississippi, Louisiana and, Florida since 2009.

**Angel Investor** – An affluent individual who provides capital for a business start-up, usually in exchange for ownership equity is an angel investor.

**Area of Critical State Concern** – This program protects resources and public facilities of major statewide significance as defined in s. 380.05, Fla. Stat.

**Career Centers** – Created in s. 445.009 Fla. Stat., and managed through CareerSource Florida and the Regional Workforce Boards, the Career Center delivery system is Florida’s primary customer-service strategy for offering every Floridian access, through service sites or telephone or computer networks, to such workforce development services as: (a) Job search, referral, and placement assistance; (b) Career counseling and educational planning; (c) Consumer reports on service providers; (d) Recruitment and eligibility determination; (e) Support services, including child care and transportation assistance to gain employment; (f) Employability skills training; (g) Adult education and basic skills training; (h) Technical training leading to a certification and degree; (i) Claim filing for reemployment assistance services; (j) Temporary income, health, nutritional, and housing assistance; and (k) Other appropriate and available workforce development services.

**CareerSource Florida** – This is the DBA name for Workforce Florida, Inc., the principal workforce policy organization for the state.

**Claw Back Provision** – This provision is a special contractual clause to secure an option to limit bonuses/payouts in cause of a catastrophic shift in business.

**Community and Competitiveness Planning** – This type of planning uses unique community factors to build and enhance a given local economy in partnership with the target community.

**Community Development Block Grant (CDBG)** – This is a federally funded program that provides community development grants to smaller local governments to improve local housing, streets, utilities, and public facilities. The CDBG program also supports downtown redevelopment and job creation.

**Community Planning** – This type of planning combines integrated land-use planning and transportation planning to improve the built, economic, and social environments of communities.

**Community Revitalization** – These are efforts undertaken to give new life to a community through economic development or redevelopment.

**Community Services Block Grant (CSBG)** – This program provides services to assist low-income people in attaining the skills, knowledge, and motivation necessary to achieve self-sufficiency. The CSBG program also provides low-income people with immediate life necessities such as food, clothing, shelter and medicine.

**Competitive Florida Partnership** – The Partnership is a technical assistance program managed by the DEO Division of Community Development with community and competitiveness planning.

**CONNECT** – CONNECT went live October 15, 2013. It is a Reemployment Assistance modernization project intended to improve the claims, benefits, and appeals processes.

**Economic Development Incentives Portal** – This is a Web site containing details on every non-confidential Florida economic development incentive project with an executed contract.

**Economic Development Liaisons (EDLs)** – These representatives from state agencies and organizations are on call to expedite project review; to ensure a prompt, effective response to problems arising with regard to permitting and regulatory functions. The EDLs work closely with each other to resolve interagency conflicts, and collaboratively plan economic development projects.

**Economic Security Report** – This report provides information to the public on employment, earnings and other outcomes of graduates of Florida’s public postsecondary educational institutions by institution, program, and degree.

**Enterprise Florida, Inc. (EFI)** – Created in s. 288.901, Fla. Stat., EFI is a public-private partnership serving as Florida’s primary organization devoted to statewide economic development. Its mission is to facilitate job growth for Florida’s citizens, communities, and businesses leading to a vibrant statewide economy.

**Enterprise Zones** – Addressed in s. 290.007, Fla. Stat., these are specific geographic areas targeted for economic revitalization based on factors such as population, poverty rate, and economic distress.

**Florida Chamber Foundation** – Founded in 1968 by the Florida Chamber of Commerce, the Foundation produces research, advances public policy, and serves as a resource and catalyst for achieving creative solutions to statewide challenges.

**Florida Chamber of Commerce** – The Chamber is an organization that engages in research, advocacy, and leadership for free enterprise.

**Florida Council of 100** – The Council is a private, nonprofit, nonpartisan advisory organization for issues from a business perspective.

**Florida Housing Finance Corporation** – The Corporation helps Floridians obtain safe, decent affordable housing that might otherwise be unavailable to them.

**Florida Institute for the Commercialization of Public Research** – Created in s. 288.9625(2), Fla. Stat., the Institute is an organization that works collaboratively with Florida's universities and research institutions to deliver both company building and company funding programs.

**Florida Occupational Supply/Demand System** – This DEO system provides supply indicators of training completers and job seekers compared to demand indicators of online ads and employment projections. This system's goal is to improve the alignment of education and training with the hiring needs of business.

**FloridaRealtors®** – The FloridaRealtors® advance Florida's real estate industry by shaping public policy on real property issues; encouraging, promoting and teaching consistent standards for ethical practice and professionalism; and building on the efforts of local Boards and Associations to provide the information and tools members need to succeed. FloridaRealtors® is the largest trade association in the state with more than 127,000 members.

**Florida Sports Foundation** – The Foundation is a 501(c)3 non-profit corporation, serving as the Sports Industry Development Division of Enterprise Florida, Inc.

**Florida Strategic Plan for Economic Development (Strategic Plan)** – The Division of Strategic Business Development is statutorily charged (s. 20.60.4(5)(a), Fla. Stat.) to create a five-year statewide economic development *strategic plan*. The July 2013 *Strategic Plan* can be downloaded from [www.floridajobs.org/FL5yrPlan](http://www.floridajobs.org/FL5yrPlan).

**Florida Tourism Industry Marketing Corporation branded as VISIT FLORIDA** – Created in s. 288.1226, Fla. Stat., VISIT FLORIDA staffs the division of Tourism Marketing and is a not-for-profit DSO of Enterprise Florida, Inc. It serves as Florida's official source for travel planning to visitors across the globe.

**Florida Workforce Integrated Performance Reporting System** – This is an Internet-based reporting system for board members, executive directors, regional staff and other stakeholders; enhanced reporting capabilities including ad-hoc reporting and decision-making tools for users.

**Gross Domestic Product (GDP)** – GDP is the market value of all officially recognized goods and services produced within a country in a given period of time.

**Incumbent Worker Training Program** – The Incumbent Worker Training Program provides grant funding for customized training for existing for-profit businesses. CareerSource Florida administers the program.

**Material Weakness** – As defined by the Securities and Exchange Commission, a material weakness is: "a deficiency, or combination of deficiencies, in ICFR such that there is a reasonable possibility that a material misstatement of the company's annual or interim financial statements will not be prevented or detected on a timely basis by the company's ICFR."

**Office of Film and Entertainment** – This is the state's economic development program within DEO for the development and expansion of the motion picture and entertainment industry sectors.

**Office of Program Policy Analysis and Government Accountability (OPPAGA)** – OPPAGA is an office of the Legislature that provides data, evaluative research, and objective analyses to assist legislative budget and policy deliberations.

**Public-Private Partnership** – This is a hybrid organization formed and supported by both the public and private sector; Enterprise Florida, Inc., Florida Housing Finance Corporation, Space Florida, VISIT FLORIDA, and CareerSource Florida.

**Quick Response Training Program** – Quick Response Training reimburses new or expanding businesses for customized training. The program is structured to be flexible and to “respond quickly” to meet the business’s training objectives. The business gets to choose what training is needed, who provides it and how it should be provided.

**RealtyTrac®** – Founded in 1996, RealtyTrac® is the leading provider of comprehensive housing data and analytics for the real estate and financial services industries, Federal, state and local governments, academic institutions, and the media.

**Reemployment Assistance Appeals Commission (RAAC)** – This is the quasi-judicial administrative appellate body responsible for reviewing contested decisions of reemployment assistance appeals referees. The Commission is 100 percent federally funded. The Commission is housed within DEO; however, it operates as an independent review body.

**Reemployment Assistance (RA)** – This program provides unemployment benefits to eligible workers who meet certain eligibility requirements including becoming unemployed through no fault of their own.

**Regional Planning Councils (RPC)** – RPCs, designated by the U.S. Economic Development Agency as Florida’s eleven Economic Development Districts; are quasi-governmental organizations designated by Ch. 186, Fla. Stat., to address problems and plan solutions that are of greater-than-local concern or scope; and are recognized by local governments as a means to provide input into state policy development.

**Regional Workforce Boards** – There are 24 regional business-led boards that develop local workforce services strategy and policy, and oversee service delivery of nearly 100 Career Centers by providing services directly or through competitively procured service providers.

**Rural Areas of Opportunity (RAO)** – Rural Areas of Opportunity (RAO) are rural communities, or a region composed of rural communities, that have been adversely affected by extraordinary economic events or natural disasters.

**Rural Economic Development Initiative (REDI)** – A statutorily authorized effort, REDI involves more than 17 state and regional agencies and organizations that assist rural counties and communities to solve problems that affect their fiscal, economic, or community viability.

**Sanction Provision** – This is a penalty or other means of enforcement used to provide incentives following for rules and regulations.

**Seed Funding** – This is used for the set-up stage where a person or venture receives from an investor funding for an idea or product.

**State Small Business Credit Initiative (SSBCI)** – Created by the U.S. Department of Treasury, the SSBCI helps states strengthen existing loan and equity programs and/or create new programs that support small businesses financing. It is managed through Enterprise Florida, Inc.

**Space Florida** – Created in s. 331.302, Fla. Stat., Space Florida fosters the growth and development of a sustainable and world-leading aerospace industry in Florida. Space Florida promotes aerospace business development by facilitating business financing, spaceport operations, research and development, workforce development, and innovative education programs.

**Strategic Plan** – This refers to the Florida *Strategic Plan* for Economic Development.

**Talent and Innovation Clusters** – These are geographic (often regional) concentrations of interconnected businesses, skilled labor, suppliers, service providers, and other institutions in a particular field.

**Technical Assistance** – For the purposes of the Division of Community Development’s measurements, technical assistance is defined as: “the timely provision of specialized advice and customized support to resolve specific problems and increase clients’ capacity.”

**U.S. Census Bureau** – The Bureau is a principal agency of the U.S. Federal Statistical System responsible for producing data about the American people and economy. The primary mission of the Census Bureau is conducting the U.S. Census every ten years. In addition to the decennial census, the Census Bureau continually conducts dozens of other censuses and surveys, including the American Community Survey, the U.S. Economic Census, and the Current Population Survey.

**U.S. Department of Commerce** – The U.S. Department of Commerce promotes job creation, economic growth, sustainable development and improved standards of living for all Americans by working in partnership with businesses, universities, communities and our nation's workers. The department has a wide range of responsibilities in the areas of trade, economic development, technology, entrepreneurship and business development, environmental stewardship, and statistical research and analysis.

**U.S. Department of Housing and Urban Development (HUD)** – A federal agency, HUD's mission is to create strong, sustainable, and inclusive communities and quality affordable homes.

**Venture Capital** – This can be a crucial source of funding that allows innovators to continue research, create business plans, perfect products, and bring them to market. Florida's Venture Capital Program (VCP) provides investment capital to create and grow start-up and early-stage businesses.

**VISIT FLORIDA®** – Created in s. 288.1226, Fla. Stat., VISIT FLORIDA staffs the division of Tourism Marketing and is a not-for-profit DSO of Enterprise Florida, Inc. It serves as Florida's official source for travel planning to visitors across the globe.

**Workforce Florida, Inc.** – Created in s. 445.004, Fla. Stat., Workforce Florida, Inc., DBA CareerSource Florida, is the principal workforce policy organization for the state. Its purpose is to further develop the state business climate by designing and implementing strategies that help Floridians enter, remain, and advance in the workforce; thus becoming more skilled and successful, and benefiting Florida businesses and the entire state.

**Workforce Investment Act (WIA)** – Created in s. 445, Fla. Stat., the WIA authorizes and provides funding for workforce training and other employment services to be provided in the Career Centers.



***Department of Economic Opportunity***

***Jesse Panuccio, Executive Director***

Caldwell Building | 107 East Madison Street | Tallahassee, FL 32399-4120

(850) 245-7105 | [www.floridajobs.org](http://www.floridajobs.org)

***Enterprise Florida, Inc.***

***Secretary of Commerce Gray Swoope, President and CEO***

800 North Magnolia Avenue, Suite 1100 | Orlando, FL 32803

(407) 956-5600 | [www.eflorida.com](http://www.eflorida.com)

***CareerSource Florida***

***Chris Hart, IV, President and CEO***

1580 Waldo Palmer Lane, Suite 1, Tallahassee, FL 32308

(850) 921-1119 | [www.CareerSourceFlorida.com](http://www.CareerSourceFlorida.com)

***Space Florida***

***Frank A. DiBello, President***

Bldg M6-306, Room 9030 M.S. SPFL, State Road 405, Kennedy Space Center, FL 32899

(321) 730-5301 | [www.spaceflorida.gov](http://www.spaceflorida.gov)

***VISIT FLORIDA®***

***Will Seccombe, President and CEO***

2540 W. Executive Center Circle; Suite 200, Tallahassee, FL 32301

(850) 488-5607 | [www.VISITFLORIDA.org](http://www.VISITFLORIDA.org)

***Florida Institute for the Commercialization of Public Research***

***Jamie M. Grooms, CEO***

Florida Institute for the Commercialization of Public Research

3651 FAU Blvd., Suite 400 | Boca Raton, FL 33431

(561) 368-8889 | [www.florida-institute.com](http://www.florida-institute.com)



*In collaboration with our partners, DEO assists the Governor in advancing Florida's economy by championing the state's economic development vision and by administering state and federal programs and initiatives to help visitors, citizens, businesses, and communities.*