

The logo features the text "FLORIDA STRATEGIC PLAN for ECONOMIC DEVELOPMENT" in bold, black, sans-serif font. To the right of the text is a dark blue silhouette of the state of Florida. The background is a light gray with a sunburst pattern radiating from behind the Florida map. A thick blue horizontal bar is positioned at the bottom of the logo area.

**FLORIDA
STRATEGIC PLAN for
ECONOMIC
DEVELOPMENT**

**2013-2017
IMPLEMENTATION OF
THE *FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT***

**Data Appendix:
Strategies, Metrics, and Performance by Statewide Entity**

V1.16 02/14/2018

Overall Performance on the 29 Combined *Strategic Plan* Strategies.

Florida's statewide plan for economic development was the first of its kind. Subsequently, its Implementation Report provides a unique baseline on which to improve the state's follow-on strategic planning. From this first iteration of implementation, it is important to understand the key lessons and takeaways from the baseline, both what the results mean and do not mean. We have identified lessons and best practices in both administrative practice and strategy implementation at the statewide level.

Overall, for 74% of the metrics monitored, agencies and organizations showed accurate and effective progress to meet or exceed the standards established.

The other 26% of all metrics had no established standard due to impacting factors. To evaluate results of an additional 11% of all metrics from within this group, we used a results-based model called "turning the curve" developed by the Fiscal Policy Studies Institute which relies on trend-lines to determine outcome. However, this model does not evaluate a metric's performance and progress as precisely as if the metric had established standards or targets.

For the remaining 15% of all metrics monitored, there was neither a standard nor a potential directionality for trend-line determination to evaluate progress so those results were excluded. While the exclusion should not be equated to negative effort, it does highlight the disadvantage of metrics with no established standard, target, or direction after implementation.

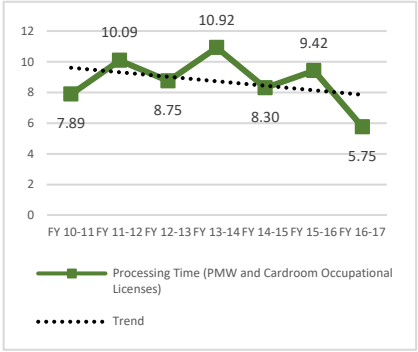
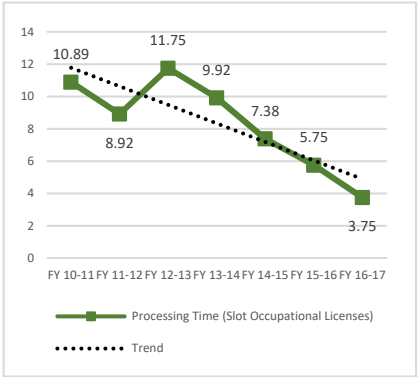
Even in cases of successful achievement of a standard for metrics there are lessons from the implementation results for us to improve upon the plan. We reviewed the directness of correlation between activities and achievement of the objectives, as well as leverage points of easily achieved standards to determine the future focus and potential to increase the capacity of the strategies.

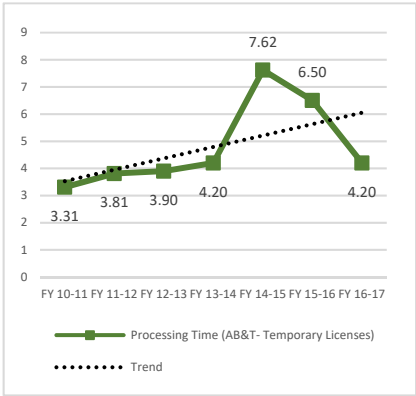
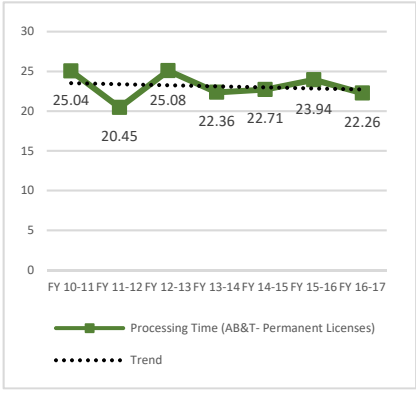
DEO will work with our partner agencies and organizations to develop supporting activities and measures for the updated plan, specifically identifying stretch standards or targets for every activity and working to include all results.

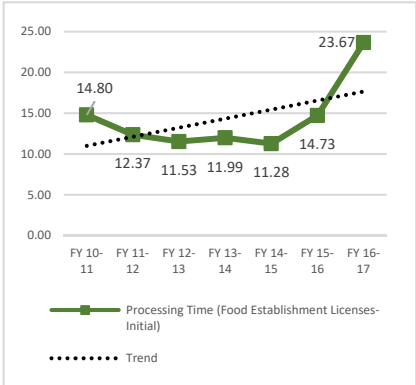
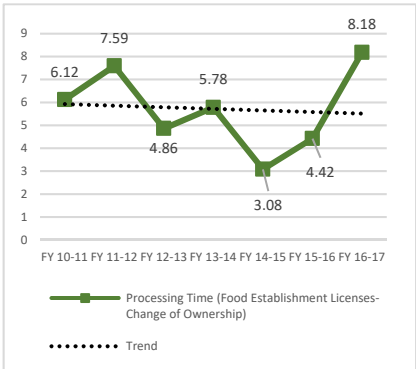
This Data Appendix provides all the tactics and metrics supporting the *Strategic Plan* by agency or organization, including a description as to why they are important.

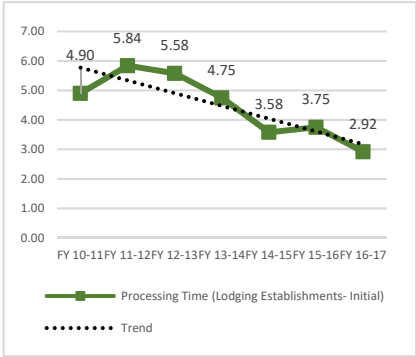
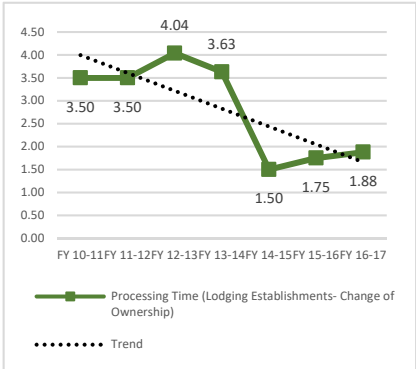
Department of Business and Professional Regulation

Strategy	DBPR Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?																
18, 19, 20	<u>Tactic A:</u> Reduce the time for approval of licenses to join a profession or open a business.	<table border="1"> <caption>Average Time to Process Requests</caption> <thead> <tr> <th>Fiscal Year</th> <th>Average Time (days)</th> </tr> </thead> <tbody> <tr><td>FY 10-11</td><td>4.79</td></tr> <tr><td>FY 11-12</td><td>1.98</td></tr> <tr><td>FY 12-13</td><td>1.94</td></tr> <tr><td>FY 13-14</td><td>2.89</td></tr> <tr><td>FY 14-15</td><td>2.83</td></tr> <tr><td>FY 15-16</td><td>2.78</td></tr> <tr><td>FY 16-17</td><td>4.61</td></tr> </tbody> </table>	Fiscal Year	Average Time (days)	FY 10-11	4.79	FY 11-12	1.98	FY 12-13	1.94	FY 13-14	2.89	FY 14-15	2.83	FY 15-16	2.78	FY 16-17	4.61	<p><u>Metric:</u> A1. Average time (days) to process customer action requests for the Central Intake Unit (all Professions).</p> <p><u>Standard:</u> ≤ 5 days</p> <p><u>Results:</u> Then (SFY2010-11): 4.79 Now (SFY2016-17): 4.61</p>	<p>This tactic supports implementation of four <i>Strategic Plan</i> strategies. The tactic focuses on DBPR’s efforts to reduce the time to process documents received by the department for licensure to join a profession or open a business. DBPR has worked diligently to simplify applications, provide online services, and streamline business processes to reduce processing times. This metric captures the time to process customer action requests for DBPR’s Central Intake Unit, which processes all items received for the 28 professions regulated by DBPR. A customer action request is any type of application (initial, exam, upgrade, downgrade, maintenance, renewal, etc.) received by the department for processing.</p>
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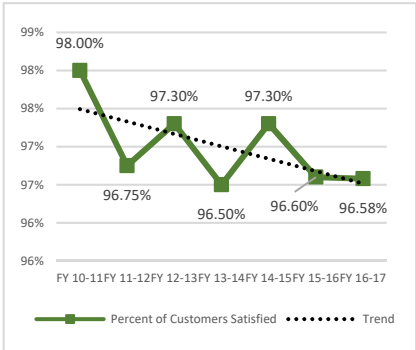
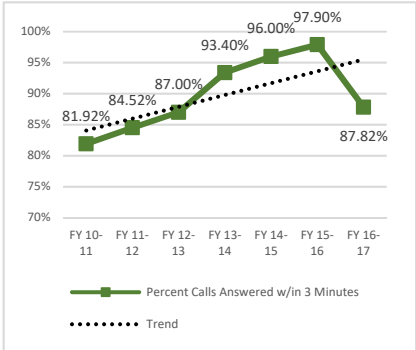
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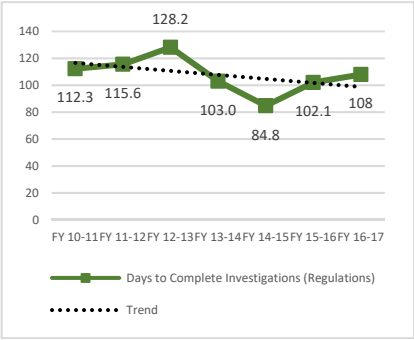
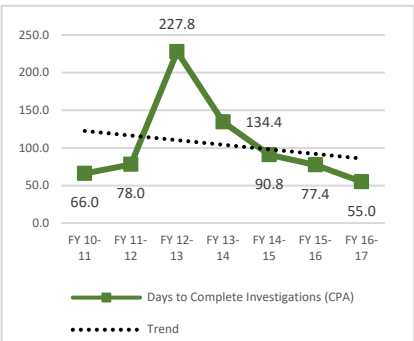
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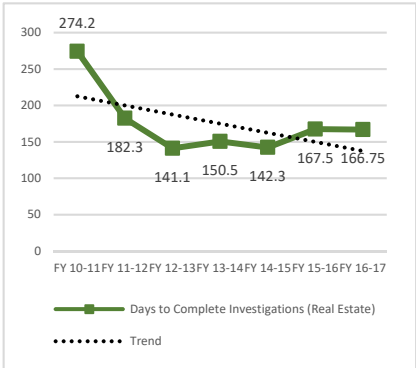
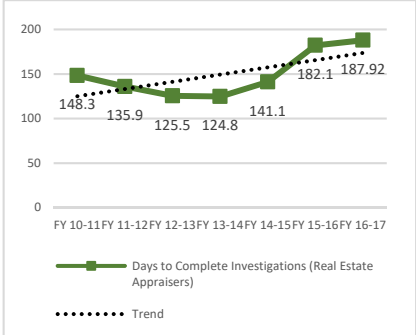
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Fiscal Year	Percent Renewals Online																			
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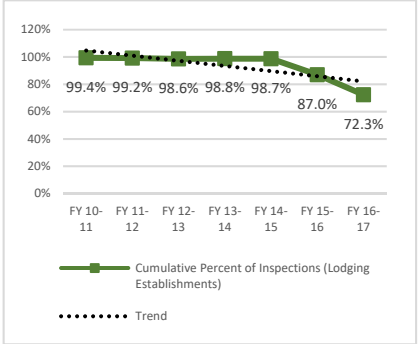
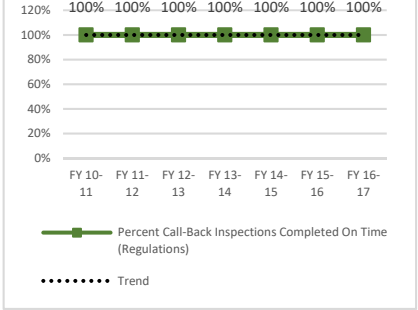
Strategy	DBPR Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?																
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Fiscal Year		Percent of Customers Satisfied																		
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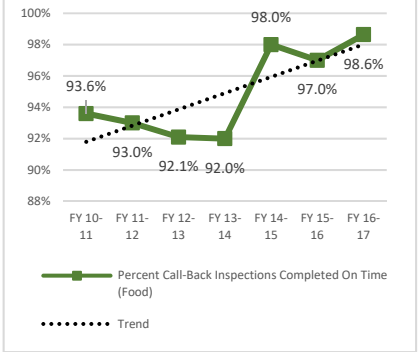
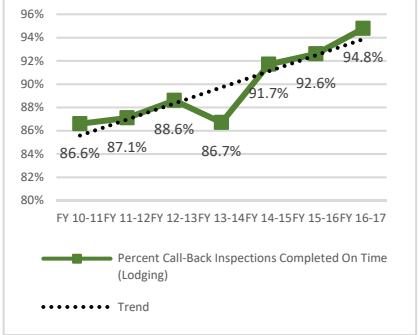
Strategy	DBPR Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?																
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Fiscal Year	Percent Calls Resolved on First Contact																			
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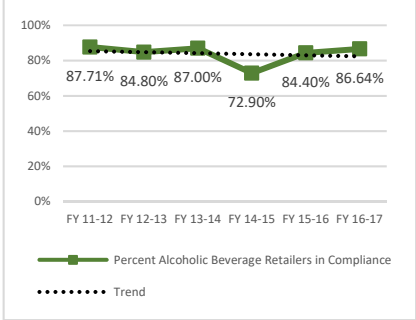
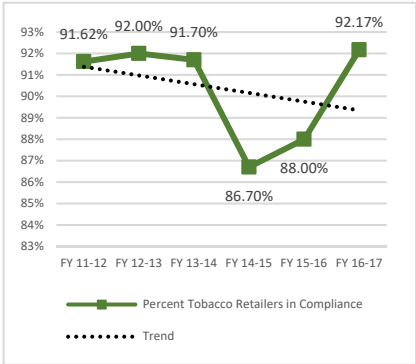
Strategy	DBPR Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?																
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Fiscal Year	Days to Complete																			
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Strategy	DBPR Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?	
18, 20	Tactic E: Hold licensees and regulated entities accountable.		<p>Metric: E2B. Percentage of call-back inspections completed within follow-up period (Food Establishments).</p> <p>Standard: $\geq 90\%$</p> <p>Results: Then (SFY2010-11): 93.6% Now (SFY2016-17): 98.6%</p>	<p>This tactic supports implementation of four <i>Strategic Plan</i> strategies. This tactic focuses on holding licensees and regulated entities accountable through DBPR’s inspection programs. Inspections are an important part of DBPR’s focus on regulatory enforcement and protecting Floridians. The completion of statutorily mandated inspections ensures that licensees and regulated entities are operating in a safe and lawful manner. The completion of call-back inspections is important to ensure that any deficiencies are corrected in a timely manner. DBPR conducts underage persons’ access to alcohol and tobacco inspections of retailers to protect the health and safety of minors in Florida. This metric measures the percent of call-back inspections for food establishments that are completed within the follow-up period prescribed by the Division of Hotels and Restaurants.</p>	
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18, 20	Tactic E: Hold licensees and regulated entities accountable.		<p>Metric: E2C. Percentage of call-back inspections completed within follow-up period (Lodging Establishments).</p> <p>Standard: $\geq 87\%$</p> <p>Results: Then (SFY2010-11): 86.6% Now (SFY2016-17): 94.8%</p>	<p>This tactic supports implementation of four <i>Strategic Plan</i> strategies. This tactic focuses on holding licensees and regulated entities accountable through DBPR’s inspection programs. Inspections are an important part of DBPR’s focus on regulatory enforcement and protecting Floridians. The completion of statutorily mandated inspections ensures that licensees and regulated entities are operating in a safe and lawful manner. The completion of call-back inspections is important to ensure that any deficiencies are corrected in a timely manner. DBPR conducts underage persons’ access to alcohol and tobacco inspections of retailers to protect the health and safety of minors in Florida. This metric measures the percent of call-back inspections for lodging establishments that are completed within the follow-up period prescribed by the Division of Hotels and Restaurants.</p>	
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<p>18, 20</p> <p>25</p> <p>27</p>	<p><u>Tactic E:</u> Hold licensees and regulated entities accountable.</p>	 <table border="1"> <caption>Percent Tobacco Retailers in Compliance</caption> <thead> <tr> <th>Fiscal Year</th> <th>Compliance Percentage</th> </tr> </thead> <tbody> <tr> <td>FY 11-12</td> <td>91.62%</td> </tr> <tr> <td>FY 12-13</td> <td>92.00%</td> </tr> <tr> <td>FY 13-14</td> <td>91.70%</td> </tr> <tr> <td>FY 14-15</td> <td>86.70%</td> </tr> <tr> <td>FY 15-16</td> <td>88.00%</td> </tr> <tr> <td>FY 16-17</td> <td>92.17%</td> </tr> </tbody> </table>	Fiscal Year	Compliance Percentage	FY 11-12	91.62%	FY 12-13	92.00%	FY 13-14	91.70%	FY 14-15	86.70%	FY 15-16	88.00%	FY 16-17	92.17%	<p><u>Metric:</u> E4. Percentage of tobacco retailers tested and found in compliance with underage persons' access.</p> <p><u>Standard:</u> $\geq 80\%$</p> <p><u>Results:</u> Then (2011-12): 91.62% Now (SFY2016-17): 92.17%</p>	<p>This tactic supports implementation of four <i>Strategic Plan</i> strategies. This tactic focuses on holding licensees and regulated entities accountable through DBPR's inspection programs. Inspections are an important part of DBPR's focus on regulatory enforcement and protecting Floridians. The completion of statutorily mandated inspections ensures that licensees and regulated entities are operating in a safe and lawful manner. The completion of call-back inspections is important to ensure that any deficiencies are corrected in a timely manner. DBPR conducts underage persons' access to alcohol and tobacco inspections of retailers to protect the health and safety of minors in Florida. This metric measures the percent of tobacco retailers tested and found in compliance with underage persons' access.</p>
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Department of Economic Opportunity

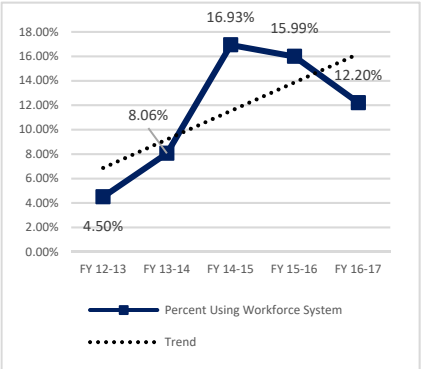
Strategy	DEO Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?															
3, 4 9, 10, 11 13 19, 20, 21 25, 26 27	Tactic A: Provide financial assistance and support (e.g., grant awards, incentives, loans, emergency services, self-sufficiency programs, weatherization activities) to people eligible for Reemployment Assistance, communities and local governments, and businesses.	<table border="1"> <caption>Percent Funds Obligated</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Funds Obligated</th> </tr> </thead> <tbody> <tr> <td>FY 14-15</td> <td>97.0%</td> </tr> <tr> <td>FY 15-16</td> <td>-</td> </tr> <tr> <td>FY 16-17</td> <td>101.1%</td> </tr> </tbody> </table>	Fiscal Year	Percent Funds Obligated	FY 14-15	97.0%	FY 15-16	-	FY 16-17	101.1%	<p>Metric: A1. The percentage of available grant funding obligated during the reporting period.</p> <p>Standard: $\geq 97.0\%$</p> <p>Results: Then (SFY2014-15): 97.0% Now (SFY2016-17): 101.1%</p>	The purpose of the grant awards is to enhance the economy and strengthen Florida's communities. The measure shows the extent that state grant awards are being obligated and spent as intended to enhance local economies.							
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3, 4 9, 11 13 19, 20, 21 26 27	Tactic A: Provide financial assistance and support (e.g., grant awards, incentives, loans, emergency services, self-sufficiency programs, weatherization activities) to people eligible for Reemployment Assistance, communities and local governments, and businesses.	<table border="1"> <caption>Percent Jobs Created and Trend</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Jobs Created</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>107.42%</td> <td>-</td> </tr> <tr> <td>FY 14-15</td> <td>154.20%</td> <td>-</td> </tr> <tr> <td>FY 15-16</td> <td>250.00%</td> <td>-</td> </tr> <tr> <td>FY 16-17</td> <td>137.00%</td> <td>-</td> </tr> </tbody> </table>	Fiscal Year	Percent Jobs Created	Trend	FY 13-14	107.42%	-	FY 14-15	154.20%	-	FY 15-16	250.00%	-	FY 16-17	137.00%	-	<p>Metric: A2. The percentage of required (CDBG) jobs ... created, retained, or both ...</p> <p>Standard: $\geq 100.00\%$</p> <p>Results: Then (SFY2013-14): 107.42% Now (SFY2016-17): 137.00%</p>	This metric describes DEO's provision of job creation and retention programs through Community Development Block Grant-Economic Development category funding. The program is designed to primarily benefit low to moderate income populations, and is vital to improving the self-sufficiency and economic viability of the communities in which they live. This metric embodies DEO's vision, mission, and goals and objectives as they relate to assisting the Governor in advancing Florida's economy by enhancing the state's economic vision and administering the Federal CDBG Program that provides funding to support vibrant, safe, and healthy communities.
Fiscal Year	Percent Jobs Created	Trend																	
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FY 14-15	154.20%	-																	
FY 15-16	250.00%	-																	
FY 16-17	137.00%	-																	

Strategy	DEO Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?
3, 4	<p>Tactic A: Provide financial assistance and support (e.g., grant awards, incentives, loans, emergency services, self-sufficiency programs, weatherization activities) to people eligible for Reemployment Assistance, communities and local governments, and businesses.</p>	<p>The first chart shows 'Percent of Total CSBG Funding' with values: 26.45% (FY 13-14), 24.00% (FY 14-15), 26.00% (FY 15-16), and 27.00% (FY 16-17). The second chart shows 'Percent Meeting Self-Sufficiency' with values: 6.32% (FY 13-14), 84.00% (FY 14-15), 79.00% (FY 15-16), and 75.00% (FY 16-17).</p>	<p>Metric: A3A. Percentage of total CSBG funding supporting self-sufficiency and / A3B. the percentage of individuals meeting self-sufficiency outcomes.</p> <p>Standards: $\geq 20.00\%$/$\geq 70.00\%$</p> <p>Results: Then (2013-14): 26.45%/6.32% Now (2016-17): 27.00%/75.00%</p>	<p>This two-part metric measures the level of commitment of Community Services Block Grant funds in direct support of self-sufficiency, and also the percent of individuals who met their self-sufficiency outcomes in those programs. DEO is working to improve the percent of total Community Services Block Grant funding supporting self-sufficiency programs, and the percent of individuals who meet their sufficiency outcomes.</p>
9, 11				
19				
26				
27				
3, 4	<p>Tactic A: Provide financial assistance and support (e.g., grant awards, incentives, loans, emergency services, self-sufficiency programs, weatherization activities) to people eligible for Reemployment Assistance, communities and local governments, and businesses.</p>	<p>The chart shows 'Percent Approved in Less Time' with values: 78.00% (FY 12-13), 95.65% (FY 13-14), 100.00% (FY 14-15), 100.00% (FY 15-16), and 100.00% (FY 16-17).</p>	<p>Metric: A4. The percentage of incentives applications approved in less time than required by statutes.</p> <p>Standard: $\geq 85\%$</p> <p>Results: Then (SFY2012-13): 78% Now (SFY2016-17): 100%</p>	<p>This metric measures DEO's ability to respond in a timely manner to the people, businesses, and communities it supports.</p>
9, 10, 11				
13				
19, 20, 21				
26				
27				

Strategy	DEO Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?												
3, 4 11 19, 20 25, 26 27	<u>Tactic A:</u> Provide financial assistance and support (e.g., grant awards, incentives, loans, emergency services, self-sufficiency programs, weatherization activities) to people eligible for Reemployment Assistance, communities and local governments, and businesses.	<table border="1"> <caption>Percent Paid Timely Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Paid Timely</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>80.00%</td> </tr> <tr> <td>FY 13-14</td> <td>65.23%</td> </tr> <tr> <td>FY 14-15</td> <td>68.03%</td> </tr> <tr> <td>FY 15-16</td> <td>69.80%</td> </tr> <tr> <td>FY 16-17</td> <td>87.80%</td> </tr> </tbody> </table>	Fiscal Year	Percent Paid Timely	FY 12-13	80.00%	FY 13-14	65.23%	FY 14-15	68.03%	FY 15-16	69.80%	FY 16-17	87.80%	<p><u>Metric:</u> A5. The percentage of Reemployment Assistance first payments paid timely.</p> <p><u>Standard:</u> $\geq 87.0\%$</p> <p><u>Results:</u></p> <p>Then (SFY2012-13): 80.0%</p> <p>Now (SFY2016-17): 87.8%</p>	This metric measures DEO's ability to pay benefits to claimants for the first compensable week of unemployment. DEO is working system-wide to improve performance on this metric.
Fiscal Year	Percent Paid Timely															
FY 12-13	80.00%															
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3, 4 9, 10, 11 13 19, 20, 21 25, 26 27	<u>Tactic A:</u> Provide financial assistance and support (e.g., grant awards, incentives, loans, emergency services, self-sufficiency programs, weatherization activities) to people eligible for Reemployment Assistance, communities and local governments, and businesses.	<table border="1"> <caption>Percent Needs Met Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Needs Met</th> </tr> </thead> <tbody> <tr> <td>FY 15-16</td> <td>32%</td> </tr> <tr> <td>FY 16-17</td> <td>38%</td> </tr> </tbody> </table> <table border="1"> <caption>Percent Meeting National Standards Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Meeting National Standards</th> </tr> </thead> <tbody> <tr> <td>FY 16-17</td> <td>100%</td> </tr> </tbody> </table>	Fiscal Year	Percent Needs Met	FY 15-16	32%	FY 16-17	38%	Fiscal Year	Percent Meeting National Standards	FY 16-17	100%	<p><u>Metric:</u> A6A. The percentage of qualified weatherization assistance needs met, and A6B. the percentage of weatherized homes meeting the national energy installation standards.</p> <p><u>Standard:</u> $\geq 30\%$ / $\geq 75\%$</p> <p><u>Results:</u></p> <p>Then (2015-16): 32% / NA</p> <p>Now (2016-17): 38% / 100%</p>	This metric relates to the <i>Florida Strategic Plan for Economic Development's</i> strategy to develop vibrant, safe, and healthy communities. The program is designed to primarily serve the low-income population to improve the energy performance of their dwellings, using the most advanced technologies and testing procedures available in the housing industry. The program's benefit is that it helps participants increase their health, safety, and quality of life, as well as their personal income by decreasing their annual household energy expenditures. The resulting increase in retained earnings allows members of participating households the ability to make other necessary purchases they would otherwise have spent on their critical energy needs. The metric assesses the intended outcomes of the weatherization assistance program to cost-effectively reduce the energy consumption and energy costs for qualified low-income families, thus enabling self-sufficiency and improving quality of life.		
Fiscal Year	Percent Needs Met															
FY 15-16	32%															
FY 16-17	38%															
Fiscal Year	Percent Meeting National Standards															
FY 16-17	100%															

Strategy	DEO Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?						
3, 4 9, 10, 11 13 19, 20, 21 25, 26 27	<u>Tactic A:</u> Provide financial assistance and support (e.g., grant awards, incentives, loans, emergency services, self-sufficiency programs, weatherization activities) to people eligible for Reemployment Assistance, communities and local governments, and businesses.	New Measure – no data are available at this time.	<u>Metric:</u> A7A. The percentage of state and federal loan and loan guarantee funds obligated against available funds at the beginning of the reporting period, and A7B. the program life-to-date default rate among borrowers. <u>Standard:</u> TBD <u>Results:</u> Then (SFY2012-13): NA Now (SFY2016-17): NA	The purpose of the available state and federal loan and loan guarantee programs is to assist business growth and positive community development. The measure demonstrates the increasing utilization of the programs by businesses and communities and their responsible use of the loans and loan guarantees received for this purpose. This metric shows the extent that available state and federal loan and loan guarantee funds are being obligated and spent as intended to grow small businesses and enhance local economies.						
1, 4 9 13 19, 20, 21, 22 25, 26 27, 28, 29	<u>Tactic B:</u> 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 their quality of life.	<table border="1"> <caption>Percent Completed in Less Time</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Completed in Less Time</th> </tr> </thead> <tbody> <tr> <td>FY 15-16</td> <td>78%</td> </tr> <tr> <td>FY 16-17</td> <td>95%</td> </tr> </tbody> </table>	Fiscal Year	Percent Completed in Less Time	FY 15-16	78%	FY 16-17	95%	<u>Metric:</u> B1. The percentage of adopted comprehensive plan amendment packages with reviews completed in less time than required by statute. <u>Standard:</u> ≥ 30% <u>Results:</u> Then (SFY2015-16): 78% Now (SFY2016-17): 95%	The metric is important to demonstrate the Bureau of Community Planning and Growth's efficiency in completing its review of adopted plan amendment packages that do not have adverse impacts on significant state resources and facilities within DEO's scope of review, and which assist local governments in fostering vibrant, healthy communities. Focusing on DEO's statutory responsibilities for review of adopted comprehensive plan amendment packages under the Community Planning Act is a good measure of the Division of Community Development's performance because it relates to a large percentage of the existing work load.
Fiscal Year	Percent Completed in Less Time									
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Strategy	DEO Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?												
1 9 13 19, 20, 21 25, 26 27, 28, 29	<u>Tactic B:</u> 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 their quality of life.	<table border="1"> <caption>Assisted Productions Resulting in Business</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>69%</td> </tr> <tr> <td>FY 13-14</td> <td>77%</td> </tr> <tr> <td>FY 14-15</td> <td>76%</td> </tr> <tr> <td>FY 15-16</td> <td>79%</td> </tr> <tr> <td>FY 16-17</td> <td>86%</td> </tr> </tbody> </table>	Fiscal Year	Percentage	FY 12-13	69%	FY 13-14	77%	FY 14-15	76%	FY 15-16	79%	FY 16-17	86%	<p><u>Metric:</u> B2. The percentage of productions assisted by the Office of Film and Entertainment resulting in business and employment in Florida.</p> <p><u>Standard:</u> $\geq 50\%$</p> <p><u>Results:</u> Then (SFY2012-13): 69% Now (SFY2016-17): 86%</p>	The Office of Film and Entertainment (OFE) provides technical assistance and information to productions with the goal of expanding the business and employment opportunities available in the state's film and entertainment industries. This metric provides a direct measure by which to evaluate those efforts. OFE works continuously to improve its efforts to provide the high level technical assistance and information necessary to expand the film and entertainment based business and employment opportunities in the state.
Fiscal Year	Percentage															
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2 5, 8 9 19, 20, 21 25, 26 27	<u>Tactic C:</u> Provide workforce development, training, and placement services that meet the needs of Florida businesses and job seekers.	<table border="1"> <caption>Percent Entering Workforce</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>84.91%</td> </tr> <tr> <td>FY 13-14</td> <td>89.98%</td> </tr> <tr> <td>FY 14-15</td> <td>87.18%</td> </tr> <tr> <td>FY 15-16</td> <td>76.58%</td> </tr> <tr> <td>FY 16-17</td> <td>89.50%</td> </tr> </tbody> </table>	Fiscal Year	Percentage	FY 12-13	84.91%	FY 13-14	89.98%	FY 14-15	87.18%	FY 15-16	76.58%	FY 16-17	89.50%	<p><u>Metric:</u> C1. The percentage of individuals who enter the workforce after receiving training services funded through the Workforce Innovation and Opportunity Act.</p> <p><u>Standard:</u> $\geq 84.0\%$</p> <p><u>Results:</u> Then (SFY2012-13): 84.9% Now (SFY2016-17): 89.5%</p>	DEO provides workforce services to employers and job seekers. One of the primary focuses of the workforce system is to provide world-class talent to meet the needs of Florida's businesses. Workforce Innovation and Opportunity Act (WIOA) training is one of the key components in the workforce system that assists jobseekers in finding employment. This outcome measures the impact the WIOA training has in assisting jobseekers in entering into employment.
Fiscal Year	Percentage															
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25	Tactic D: Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.	<p>The top chart, 'Percent of Costs', shows a steady increase from 1.61% in FY 12-13 to 2.50% in FY 16-17. The bottom chart, 'Percent of Positions', shows an increase from 12.50% in FY 12-13 to 14.50% in FY 16-17. Both charts include a trend line and data points for each fiscal year.</p> <table border="1"> <caption>Percent of Costs</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent of Costs</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>1.61%</td> </tr> <tr> <td>FY 13-14</td> <td>2.39%</td> </tr> <tr> <td>FY 14-15</td> <td>2.01%</td> </tr> <tr> <td>FY 15-16</td> <td>2.40%</td> </tr> <tr> <td>FY 16-17</td> <td>2.50%</td> </tr> </tbody> </table> <table border="1"> <caption>Percent of Positions</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent of Positions</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>12.50%</td> </tr> <tr> <td>FY 13-14</td> <td>12.27%</td> </tr> <tr> <td>FY 14-15</td> <td>12.85%</td> </tr> <tr> <td>FY 15-16</td> <td>14.10%</td> </tr> <tr> <td>FY 16-17</td> <td>14.50%</td> </tr> </tbody> </table>	Fiscal Year	Percent of Costs	FY 12-13	1.61%	FY 13-14	2.39%	FY 14-15	2.01%	FY 15-16	2.40%	FY 16-17	2.50%	Fiscal Year	Percent of Positions	FY 12-13	12.50%	FY 13-14	12.27%	FY 14-15	12.85%	FY 15-16	14.10%	FY 16-17	14.50%	<p><u>Metric:</u> D1A. The percentage of administration and support costs and / D1B. positions compared to total department costs and positions.</p> <p><u>Standards:</u> ≤ 2.0% / ≤ 12.0%</p> <p><u>Results:</u> (Costs/Positions) Then (2012-13): 1.6% / 12.5% Now (2016-17): 2.5% / 14.5%</p>	<p>The metric represents a target for administrative support levels and efforts relative to agency staff and program activities. Administrative costs are a necessary part of any program or service. It is critical to maximize the funds that ultimately provide services to the public, and reduce the costs of administering the funds and programs by maintaining a target to track the degree to which that end is achieved.</p>
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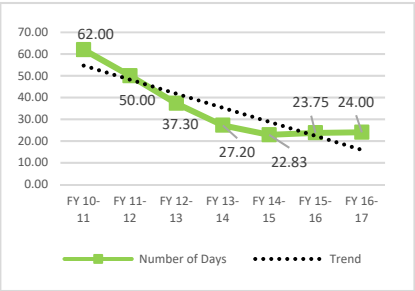
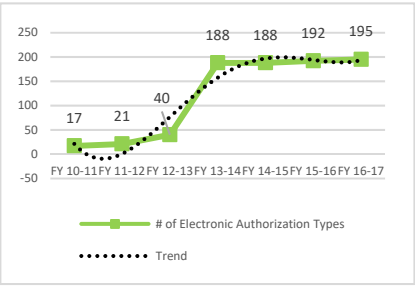
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Fiscal Year			Percent													
FY 12-13			98.3%													
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18, 19, 20	Tactic D: Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.	<table border="1"> <caption>Percent Disposed Within 75 Days</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>98.1%</td> </tr> <tr> <td>FY 13-14</td> <td>58.1%</td> </tr> <tr> <td>FY 14-15</td> <td>66.3%</td> </tr> <tr> <td>FY 15-16</td> <td>86.3%</td> </tr> <tr> <td>FY 16-17</td> <td>81.4%</td> </tr> </tbody> </table>	Fiscal Year	Percent	FY 12-13	98.1%	FY 13-14	58.1%	FY 14-15	66.3%	FY 15-16	86.3%	FY 16-17	81.4%	<p>Metric: D3. The percentage of Reemployment Assistance appeals cases disposed within 75 days.</p> <p>Standard: $\geq 80.0\%$</p> <p>Results: Then (SFY2012-13): 98.1% Now (SFY2016-17): 81.4%</p>	The Reemployment Assistance Appeals Commission (Commission) is subject to performance standards established by the U.S. Department of Labor, which include a standard of disposing of 80 percent of its incoming appeals cases within 75 days. This metric reflects the speed at which the Commission reviews and processes appeals cases, which is directly related to optimizing the Commission's resources.
Fiscal Year			Percent													
FY 12-13			98.1%													
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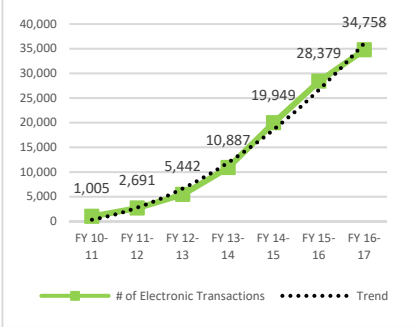
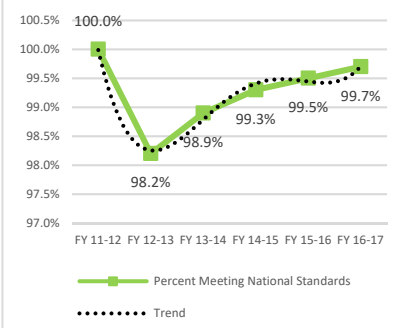
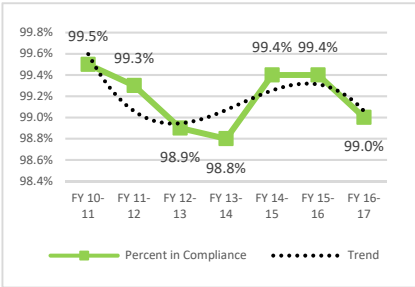
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Fiscal Year			Percent Findings													
FY 12-13			28.3%													
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1, 2, 3, 4	Tactic D: Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.	<p>New Measure – No data are available at this time.</p>	<p>Metric: D5. The percentage of customers satisfied with their experience with DEO’s implementation and support of the economic development incentive program</p> <p>Standard: TBD</p> <p>Results: Then (SFY2012-13): NA Now (SFY2016-17): NA</p>	The Division of Strategic Business Development administers economic development incentive programs with a goal of providing excellent and efficient customer service to eligible businesses that are seeking to locate or expand in Florida, making Florida a more competitive state while protecting the tax-payers’ interests. This metric provides a direct measure by which to evaluate those efforts. The division works continuously to streamline its incentives application approval process to ensure an excellent customer experience while applying the appropriate level of due diligence during the evaluation of each application.												
9, 10, 11, 12																
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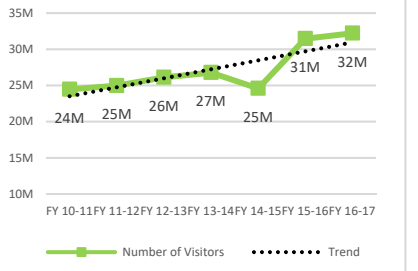
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Fiscal Year			Percent Invoices Completed in Less Time	Trend																		
FY 12-13			100.00%	98.50%																		
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18, 19, 20	Tactic D: Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.	<table border="1"> <caption>Percent Paid Accurately</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Paid Accurately</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>91.86%</td> <td>91.50%</td> </tr> <tr> <td>FY 14-15</td> <td>90.89%</td> <td>92.50%</td> </tr> <tr> <td>FY 15-16</td> <td>94.37%</td> <td>93.50%</td> </tr> <tr> <td>FY 16-17</td> <td>94.70%</td> <td>94.50%</td> </tr> </tbody> </table>	Fiscal Year	Percent Paid Accurately	Trend	FY 13-14	91.86%	91.50%	FY 14-15	90.89%	92.50%	FY 15-16	94.37%	93.50%	FY 16-17	94.70%	94.50%	<p>Metric: D7. The percentage of Reemployment Assistance benefits paid accurately.</p> <p>Standard: $\geq 94.5\%$</p> <p>Results: Then (SFY2013-14): 91.9% Now (SFY2016-17): 94.7%</p>	One of the Division of Workforce Services goals is to provide timely temporary partial wage replacement benefits to qualified individuals who have lost their jobs through no fault of their own. This metric reflects the accuracy of processing Reemployment Assistance benefits paid, including benefits paid in terms of overpayments and underpayments. This performance metric complements the Federal Core Measure that tracks the improper benefit payments made.			
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27																						

Strategy	DEO Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?																								
1, 2, 3, 4 5, 8 9, 10, 11, 12 13 19 24, 25, 26 27	Tactic E: Improve collaboration and alignment among state, regional, and local entities toward the state's economic development vision.	<table border="1"> <caption>Number Technical Assistance Activities</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Activities</th> </tr> </thead> <tbody> <tr> <td>FY 15-16</td> <td>1,422</td> </tr> <tr> <td>FY 16-17</td> <td>2,059</td> </tr> </tbody> </table>	Fiscal Year	Number of Activities	FY 15-16	1,422	FY 16-17	2,059	<p>Metric: E1. The number of instances of technical assistance provided by Bureau of Community Planning and Growth staff to local governments and others related to the Community Planning Act, areas of critical state concern, and developments of regional impact.</p> <p>Standard: $\geq 1,400$</p> <p>Results: Then (SFY2015-16): 1,422 Now (SFY2016-17): 2,059</p>	DEO provides a significant amount of technical assistance to local governments, developers, citizens, and state and regional agencies related to the Community Planning Act and the statutes governing areas of critical state concern and developments of regional impact. This metric will measure that assistance. The metric is an appropriate measure of the Division of Community Development's performance because it relates to a large percentage of the existing work load.																		
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1, 2 9, 10, 12 13 19, 20 24, 25, 26 27	Tactic E: Improve collaboration and alignment among state, regional, and local entities toward the state's economic development vision.	<table border="1"> <caption>Number Partners Implementing Strategies</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Partners</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>4</td> </tr> <tr> <td>FY 13-14</td> <td>6</td> </tr> <tr> <td>FY 14-15</td> <td>6</td> </tr> <tr> <td>FY 15-16</td> <td>6</td> </tr> <tr> <td>FY 16-17</td> <td>6</td> </tr> </tbody> </table> <table border="1"> <caption>Percent Partners Implementing Strategies</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percentage of Partners</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>83%</td> </tr> <tr> <td>FY 13-14</td> <td>100%</td> </tr> <tr> <td>FY 14-15</td> <td>100%</td> </tr> <tr> <td>FY 15-16</td> <td>100%</td> </tr> <tr> <td>FY 16-17</td> <td>100%</td> </tr> </tbody> </table>	Fiscal Year	Number of Partners	FY 12-13	4	FY 13-14	6	FY 14-15	6	FY 15-16	6	FY 16-17	6	Fiscal Year	Percentage of Partners	FY 12-13	83%	FY 13-14	100%	FY 14-15	100%	FY 15-16	100%	FY 16-17	100%	<p>Metric: E2. The number and percentage of the public-private partners implementing one or more strategies in the <i>Florida Strategic Plan for Economic Development</i>.</p> <p>Standard: 6/100%</p> <p>Results: (Number/Percentage) Then (2012-13): 4/83% Now (2016-17): 6/100%</p>	DEO works with its public-private partners to adopt one or more strategies of the <i>Florida Strategic Plan for Economic Development</i> into their own organizational planning and priority setting processes. This metric provides a direct measure by which to evaluate those efforts. The Division of Strategic Business Development structures the contractual requirements of the Public-Private Partners with which it contracts to ensure that these entities are each in alignment with the <i>Florida Strategic Plan for Economic Development</i> . The Division of Workforce Services receives annual reports from CareerSource Florida that have outlined strategic initiatives they are undertaking in support of the <i>Strategic Plan</i> . It is anticipated that this level of performance will continue. The Division of Community Development receives a quarterly report from the Florida Housing Finance Corporation demonstrating whether or not its performance meets the implementation target established in their strategic plan.
Fiscal Year	Number of Partners																											
FY 12-13	4																											
FY 13-14	6																											
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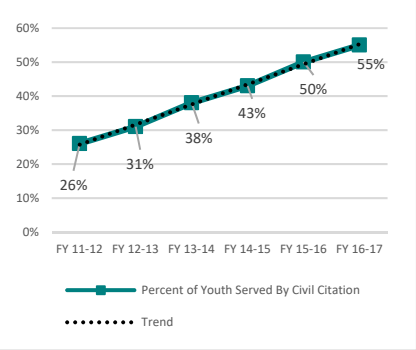
Department of Environmental Protection

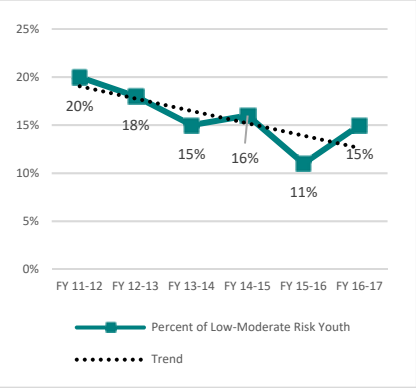
Strategy	DEP Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?																
11	<p><u>Tactic A:</u> Support the economic mission through streamlined, more effective and less burdensome regulatory processes.</p>	 <table border="1"> <caption>Number of Days to Issue a Permit</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Days</th> </tr> </thead> <tbody> <tr><td>FY 10-11</td><td>62.00</td></tr> <tr><td>FY 11-12</td><td>50.00</td></tr> <tr><td>FY 12-13</td><td>37.30</td></tr> <tr><td>FY 13-14</td><td>27.20</td></tr> <tr><td>FY 14-15</td><td>22.83</td></tr> <tr><td>FY 15-16</td><td>23.75</td></tr> <tr><td>FY 16-17</td><td>24.00</td></tr> </tbody> </table>	Fiscal Year	Number of Days	FY 10-11	62.00	FY 11-12	50.00	FY 12-13	37.30	FY 13-14	27.20	FY 14-15	22.83	FY 15-16	23.75	FY 16-17	24.00	<p><u>Metric:</u> A1. Length of time to issue a permit.</p> <p><u>Standard:</u> ≤ 33 days</p> <p><u>Results:</u> Then (SFY2010-11): 62 days Now (SFY2016-17): 24 days</p>	<p>Tactic A supports implementation of five <i>Strategic Plan</i> strategies. This metric measures the average time it takes from the moment an application is received until final agency action, and includes both agency and applicant time. DEP has seen improvements, mostly attributed to the modernization of permitting processes and communications, reducing this metric by over 50 percent since 2010.</p>
Fiscal Year			Number of Days																	
FY 10-11			62.00																	
FY 11-12	50.00																			
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FY 16-17	24.00																			
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18, 19, 20	<p><u>Tactic B:</u> Increase the number of authorization types that can be submitted online and increase the total number of electronic transactions.</p>	 <table border="1"> <caption># of Electronic Authorization Types</caption> <thead> <tr> <th>Fiscal Year</th> <th># of Electronic Authorization Types</th> </tr> </thead> <tbody> <tr><td>FY 10-11</td><td>17</td></tr> <tr><td>FY 11-12</td><td>21</td></tr> <tr><td>FY 12-13</td><td>40</td></tr> <tr><td>FY 13-14</td><td>188</td></tr> <tr><td>FY 14-15</td><td>188</td></tr> <tr><td>FY 15-16</td><td>192</td></tr> <tr><td>FY 16-17</td><td>195</td></tr> </tbody> </table>	Fiscal Year	# of Electronic Authorization Types	FY 10-11	17	FY 11-12	21	FY 12-13	40	FY 13-14	188	FY 14-15	188	FY 15-16	192	FY 16-17	195	<p><u>Metric:</u> B1. Number of electronic authorization types.</p> <p><u>Standard:</u> None Stated</p> <p><u>Results:</u> Then (SFY2010-11): 17 Now (SFY2016-17): 195</p>	<p>Tactic B supports implementation of four <i>Strategic Plan</i> strategies. This metric measures the number of electronic permit authorization types DEP has made available to the public for electronic receipt and processing of permit applications. This measure is heavily dependent on DEP's Office of Technology and Information Services' priorities and workloads.</p>
Fiscal Year	# of Electronic Authorization Types																			
FY 10-11	17																			
FY 11-12	21																			
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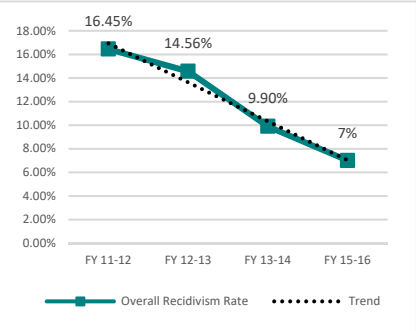
Strategy	DEP Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?
18, 19, 20	Tactic B: Increase the number of authorization types that can be submitted online and increase the total number of electronic transactions.		<p><u>Metric:</u> B2. Number of electronic transactions.</p> <p><u>Standard:</u> None Stated</p> <p><u>Results:</u> Then (SFY2010-11): 1,005 Now (SFY2016-17): 34,758</p>	Tactic B supports implementation of four <i>Strategic Plan</i> strategies. This metric measures the number of electronic transactions that occur between DEP and the public during each quarter. This measure monitors the trend of electronic transactions made by the public. Yearly results are expected to exceed prior year results. DEP is making more authorization types available, and promoting the use of electronic transaction systems.
25				
4	Tactic C: Provide clean water to Florida's residents and visitors.		<p><u>Metric:</u> C1. Percent of Florida's inspected drinking water facilities meeting national drinking water quality standards.</p> <p><u>Standard:</u> ≥ 98.0%</p> <p><u>Results:</u> Then (SFY2011-12): 100.0% Now (SFY2016-17): 99.7%</p>	Tactic C supports implementation of four <i>Strategic Plan</i> strategies. This metric shows the percent of drinking water facilities within the state inspected to assess compliance with environmental laws and permit conditions each quarter.
16				
24				
27				
4	Tactic D: Provide clean air to Florida's residents and visitors.		<p><u>Metric:</u> D1. Percent of Florida's inspected air facilities in compliance with environmental laws and permit conditions.</p> <p><u>Standard:</u> ≥ 94.0%</p> <p><u>Results:</u> Then (SFY2010-11): 99.5% Now (SFY2016-17): 99.0%</p>	Tactic D supports implementation of three <i>Strategic Plan</i> strategies. This metric measures the percent of air permits within the state that are inspected to assess compliance with environmental laws and permit conditions each quarter.
24				
27				

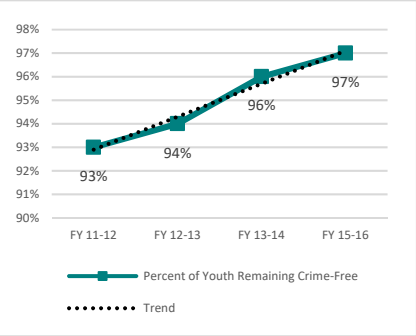
Strategy	DEP Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?																
12	Tactic E: Balance the preservation of our natural and cultural resources, while providing recreational opportunities for Florida's residents and visitors to connect with them.	 <table border="1" data-bbox="567 154 982 422"> <caption>Number of Visitors to Florida State Parks (FY 10-11 to FY 16-17)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Visitors (M)</th> </tr> </thead> <tbody> <tr> <td>FY 10-11</td> <td>24M</td> </tr> <tr> <td>FY 11-12</td> <td>25M</td> </tr> <tr> <td>FY 12-13</td> <td>26M</td> </tr> <tr> <td>FY 13-14</td> <td>27M</td> </tr> <tr> <td>FY 14-15</td> <td>25M</td> </tr> <tr> <td>FY 15-16</td> <td>31M</td> </tr> <tr> <td>FY 16-17</td> <td>32M</td> </tr> </tbody> </table>	Fiscal Year	Number of Visitors (M)	FY 10-11	24M	FY 11-12	25M	FY 12-13	26M	FY 13-14	27M	FY 14-15	25M	FY 15-16	31M	FY 16-17	32M	<p><u>Metric:</u> E1. The number of visitors to Florida State Parks.</p> <p><u>Standard:</u> 2.5% increase y/y</p> <p><u>Results:</u> Then (2010-11): 24,458,027 Now (2016-17): 32,219,989</p>	Tactic E supports implementation of four <i>Strategic Plan</i> strategies. This metric measures the number of visitors to Florida's 171 parks and state trails each quarter.
Fiscal Year			Number of Visitors (M)																	
FY 10-11	24M																			
FY 11-12	25M																			
FY 12-13	26M																			
FY 13-14	27M																			
FY 14-15	25M																			
FY 15-16	31M																			
FY 16-17	32M																			
27, 28, 29																				

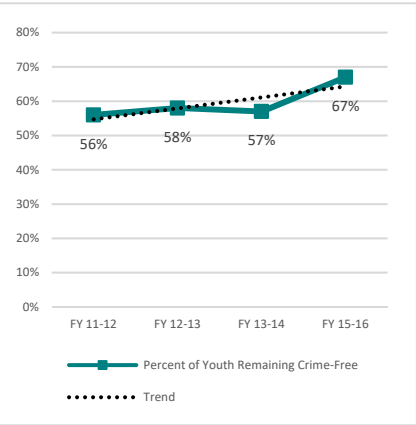
Department of Juvenile Justice

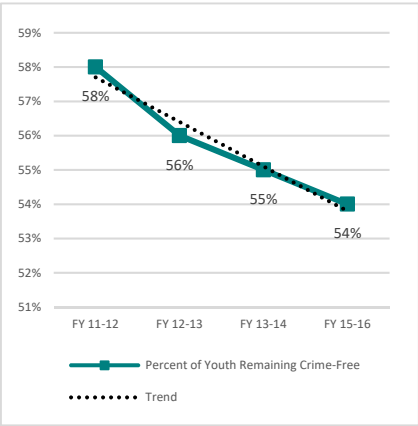
Strategy	DJJ Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?														
25	<p><u>Tactic A:</u> Divert youth who commit minor offenses from the juvenile justice system through the utilization of civil citations and other similar diversionary programming.</p>	 <table border="1"> <caption>Percent of Youth Served By Civil Citation</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent of Youth Served</th> </tr> </thead> <tbody> <tr> <td>FY 11-12</td> <td>26%</td> </tr> <tr> <td>FY 12-13</td> <td>31%</td> </tr> <tr> <td>FY 13-14</td> <td>38%</td> </tr> <tr> <td>FY 14-15</td> <td>43%</td> </tr> <tr> <td>FY 15-16</td> <td>50%</td> </tr> <tr> <td>FY 16-17</td> <td>55%</td> </tr> </tbody> </table>	Fiscal Year	Percent of Youth Served	FY 11-12	26%	FY 12-13	31%	FY 13-14	38%	FY 14-15	43%	FY 15-16	50%	FY 16-17	55%	<p><u>Metric:</u> A1. The percentage of youth who commit minor offenses served by civil citation or other similar diversionary program.</p> <p><u>Standard:</u> $\geq 40\%$</p> <p><u>Results:</u> Then (FFY2011-12): 26% Now (FFY2016-17): 55%</p>	<p>This tactic supports implementation of two <i>Strategic Plan</i> strategies. Civil citations and other similar diversionary programming services are intended to intervene at an early stage of delinquency, decrease subsequent offenses during and after participation in diversionary programs, and provide for an array of services to youth. These services can range from programs such as teen courts, mediation services, and other contracted diversion programs.</p>
Fiscal Year	Percent of Youth Served																	
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FY 16-17	55%																	
27				<p>Civil Citation provides an alternative that greatly reduces processing and paperwork time for law enforcement, the courts, and juvenile justice personnel. Civil Citation is much more cost-effective than formally processing a youth in the court and juvenile justice system, and offers the youth an opportunity to receive sanctions, treatment, and to make reparations without receiving a delinquency record that may interfere with educational, work, and military service opportunities for many years into the future. The extremely low recidivism rate (approximately five percent) for youth who participate in Civil Citation is an important indicator of the success of this approach. The goals of Civil Citation are to divert the youth prior to arrest, hold the youth accountable for delinquent behavior, involve the parents in sanctioning the youth, and prevent the youth's further involvement in the juvenile justice system.</p>														

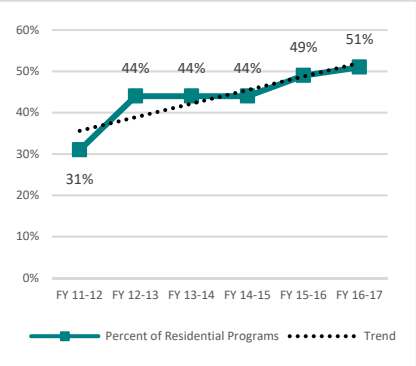
Strategy	DJJ Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?														
25	Tactic A: Divert youth who commit minor offenses from the juvenile justice system through the utilization of civil citations and other similar diversionary programming.		<p><u>Metric:</u> A2. The percentage of low and moderate risk youth in residential placement.</p> <p><u>Standard:</u> ≤ 15%</p> <p><u>Results:</u> Then (FFY2011-12): 20% Now (FFY2016-17): 15%</p>	<p>This tactic supports implementation of two <i>Strategic Plan</i> strategies. Civil citations and other similar diversionary programming services are intended to intervene at an early stage of delinquency, decrease subsequent offenses during and after participation in diversionary programs, and provide for an array of services to youth. These services can range from programs such as teen courts, mediation services, and other contracted diversion programs.</p>														
27		 <table border="1"> <caption>Percent of Low-Moderate Risk Youth</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent of Low-Moderate Risk Youth</th> </tr> </thead> <tbody> <tr> <td>FY 11-12</td> <td>20%</td> </tr> <tr> <td>FY 12-13</td> <td>18%</td> </tr> <tr> <td>FY 13-14</td> <td>15%</td> </tr> <tr> <td>FY 14-15</td> <td>16%</td> </tr> <tr> <td>FY 15-16</td> <td>11%</td> </tr> <tr> <td>FY 16-17</td> <td>15%</td> </tr> </tbody> </table>	Fiscal Year	Percent of Low-Moderate Risk Youth	FY 11-12	20%	FY 12-13	18%	FY 13-14	15%	FY 14-15	16%	FY 15-16	11%	FY 16-17	15%		<p>The purpose of effective community-based interventions programs is to reduce the number of youth in residential commitment. The lower percentage reflects that low and moderate risk youth are being treated in the community. The purpose of Community Intervention Services is to increase public safety by reducing juvenile delinquency through effective intervention and case management services to youth on diversion, probation, and post-commitment supervision. Probation and Community Intervention promotes accountability using restorative sanctions and treatment services that strengthen families and help support youth in becoming responsible citizens.</p>
Fiscal Year	Percent of Low-Moderate Risk Youth																	
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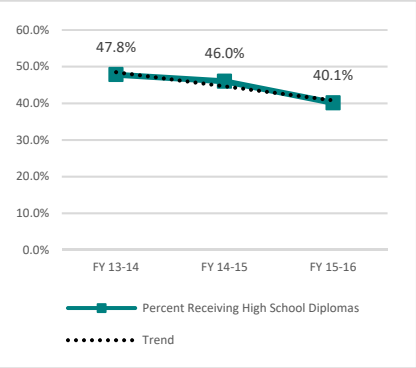
Strategy	DJJ Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?										
25	Tactic B: Reduce the number of youth re-entering the juvenile justice system.		<p><u>Metric:</u> B1. Overall DJJ recidivism rate.</p> <p><u>Standard:</u> ≤ 15%</p> <p><u>Results:</u> Then (FFY2011-12): 16.45% Now (FFY2015-16*): 7.00% <i>*for FY14-15 completers</i></p>	<p>This tactic supports implementation of two <i>Strategic Plan</i> strategies. The Department of Juvenile Justice (DJJ) oversees the development, maintenance, and management of facilities and programs that meet the needs of Florida’s delinquent youths and promote public safety. DJJ offers residential commitment programs based on risk level. Additionally, DJJ offers voluntary youth crime prevention programs throughout the state of Florida to prevent youth crime and reduce the numbers of youth re-entering Florida’s juvenile justice system. Prevention programs target at-risk juveniles and those who exhibit problem behaviors such as governability, truancy, running away from home, and other pre-delinquent behaviors.</p>										
27		 <table border="1"> <caption>Overall Recidivism Rate Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Overall Recidivism Rate</th> </tr> </thead> <tbody> <tr> <td>FY 11-12</td> <td>16.45%</td> </tr> <tr> <td>FY 12-13</td> <td>14.56%</td> </tr> <tr> <td>FY 13-14</td> <td>9.90%</td> </tr> <tr> <td>FY 15-16</td> <td>7.00%</td> </tr> </tbody> </table>	Fiscal Year	Overall Recidivism Rate	FY 11-12	16.45%	FY 12-13	14.56%	FY 13-14	9.90%	FY 15-16	7.00%		<p>Recidivism is defined as adjudication, adjudication withheld, or adult conviction for any new law violation of the law committed within 12 months of previous adjudication or conviction.</p>
Fiscal Year	Overall Recidivism Rate													
FY 11-12	16.45%													
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FY 13-14	9.90%													
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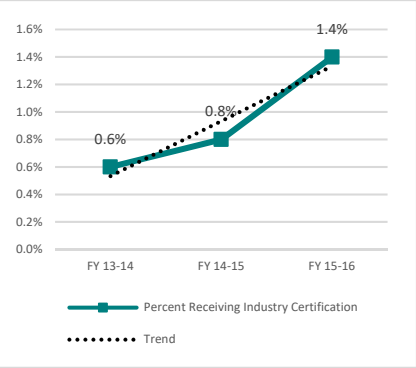
Strategy	DJJ Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?										
25	Tactic B: Reduce the number of youth re-entering the juvenile justice system.		<p><u>Metric:</u> B2. Percentage of DJJ youth who remain crime-free six-months after completing prevention programs.</p> <p><u>Standard:</u> $\geq 93\%$</p> <p><u>Results:</u> Then (FFY2011-12): 93% Now (FFY2015-16*): 97% <i>*for FY14-15 completers</i></p>	<p>This tactic supports implementation of two <i>Strategic Plan</i> strategies. The Department of Juvenile Justice (DJJ) oversees the development, maintenance, and management of facilities and programs that meet the needs of Florida’s delinquent youths and promote public safety. DJJ offers residential commitment programs based on risk level. Additionally, DJJ offers voluntary youth crime prevention programs throughout the state of Florida to prevent youth crime and reduce the numbers of youth re-entering Florida’s juvenile justice system. Prevention programs target at-risk juveniles and those who exhibit problem behaviors such as governability, truancy, running away from home, and other pre-delinquent behaviors.</p>										
27		 <table border="1"> <caption>Percent of Youth Remaining Crime-Free</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent of Youth Remaining Crime-Free</th> </tr> </thead> <tbody> <tr> <td>FY 11-12</td> <td>93%</td> </tr> <tr> <td>FY 12-13</td> <td>94%</td> </tr> <tr> <td>FY 13-14</td> <td>96%</td> </tr> <tr> <td>FY 15-16</td> <td>97%</td> </tr> </tbody> </table>	Fiscal Year	Percent of Youth Remaining Crime-Free	FY 11-12	93%	FY 12-13	94%	FY 13-14	96%	FY 15-16	97%		<p>DJJ has achieved notable successes in effective prevention programming as evidence by high rates of youth who remain crime free after completing a prevention program.</p>
Fiscal Year	Percent of Youth Remaining Crime-Free													
FY 11-12	93%													
FY 12-13	94%													
FY 13-14	96%													
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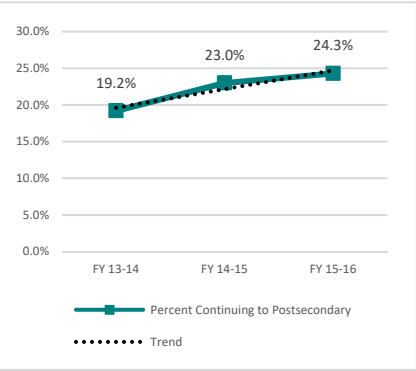
Strategy	DJJ Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?										
25	Tactic B: Reduce the number of youth re-entering the juvenile justice system.		<p><u>Metric:</u> B3. Percentage of DJJ youth who remain crime-free one year after release from secure residential commitment.</p> <p><u>Standard:</u> $\geq 63\%$</p> <p><u>Results:</u> Then (FFY2011-12): 56% Now (FFY2015-16*): 67% <i>*for FY14-15 completers</i></p>	<p>This tactic supports implementation of two <i>Strategic Plan</i> strategies. The Department of Juvenile Justice (DJJ) oversees the development, maintenance, and management of facilities and programs that meet the needs of Florida's delinquent youths and promote public safety. DJJ offers residential commitment programs based on risk level. Additionally, DJJ offers voluntary youth crime prevention programs throughout the state of Florida to prevent youth crime and reduce the numbers of youth re-entering Florida's juvenile justice system. Prevention programs target at-risk juveniles and those who exhibit problem behaviors such as governability, truancy, running away from home, and other pre-delinquent behaviors.</p>										
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5, 7, 8	Tactic C: Prepare DJJ youth to become productive adults and enhance workforce effectiveness.		<p><u>Metric:</u> C1. Percentage of DJJ residential programs offering Vocational Type 3 certifications.</p> <p><u>Standard:</u> $\geq 49\%$</p> <p><u>Results:</u> Then (FFY2011-12): 31% Now (FFY2016-17): 51%</p>	<p>This tactic supports implementation of four <i>Strategic Plan</i> strategies. Youth in DJJ programs receive year-round educational services focused on the attainment of a high school diploma, GED, college credit, and/or available career education programming. The Florida juvenile justice system is designed to rehabilitate offenders through supervision, counseling, and treatment. A youth is committed to a residential program for an indeterminate length of time and must complete an individualized treatment plan. The goals of the plan are based on personal rehabilitative needs and are one of the requirements for release. Included in each youth's goals are educational and vocational services.</p>														
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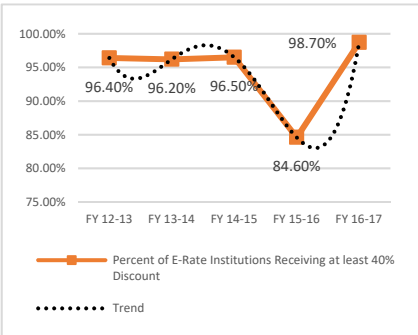
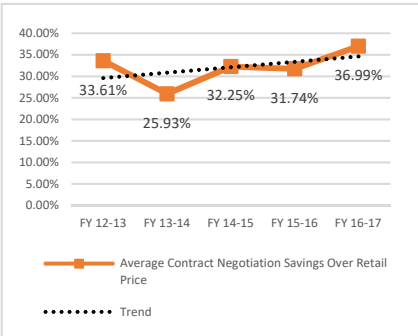
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5, 8	Tactic C: Prepare DJJ youth to become productive adults and enhance workforce effectiveness.	 <table border="1" data-bbox="548 467 961 833"> <caption>Percent Receiving High School Diplomas</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Receiving High School Diplomas</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>47.8%</td> </tr> <tr> <td>FY 14-15</td> <td>46.0%</td> </tr> <tr> <td>FY 15-16</td> <td>40.1%</td> </tr> </tbody> </table>	Fiscal Year	Percent Receiving High School Diplomas	FY 13-14	47.8%	FY 14-15	46.0%	FY 15-16	40.1%	<p><u>Metric:</u> C2. Percentage of DJJ youth who are 12th graders enrolled in a DJJ school who received their high school diploma or GED while enrolled in a DJJ school or within one year of completion of a DJJ school.</p> <p><u>Standard:</u> None Stated</p> <p><u>Results:</u> Then (FFY2013-14): 47.8% Now (FFY2015-16): 40.1%</p>	<p>This tactic supports implementation of three <i>Strategic Plan</i> strategies. Youth in DJJ programs receive year-round educational services focused on the attainment of a high school diploma, GED, college credit, and/or available career education programming. The Florida juvenile justice system is designed to rehabilitate offenders through supervision, counseling, and treatment.</p> <p>DJJ partnered with the Florida Department of Education (DOE) in FY 2014-2015 to capture data for this measure. A performance standard for this measure does not exist because there is no current means to identify the percentage of the population in DJJ schools that were eligible for their high school diploma or GED. Additionally, many students are considered overage for grade placement upon entry. Other factors impacting the low percentage of graduations include individual school district policies on approving underage waivers to take the GED, and school districts' commitment to providing students in residential commitment programs access to GED preparation and examination.</p>
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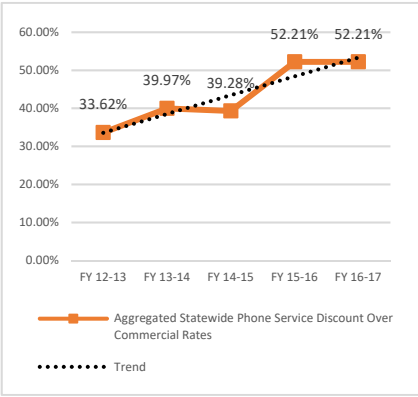
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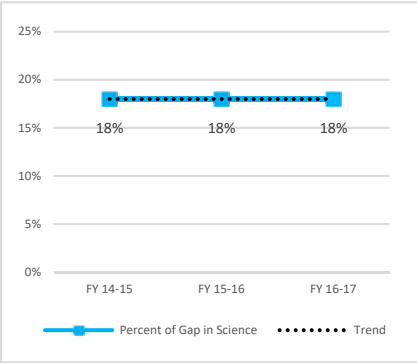
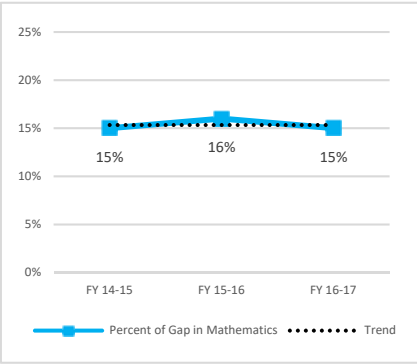
Department of Management Services

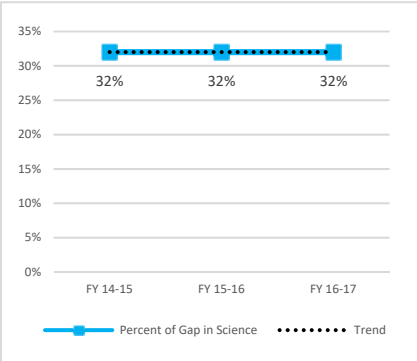
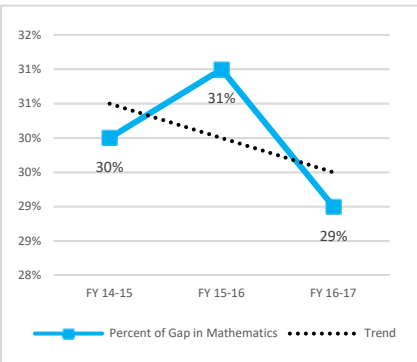
Strategy	DMS Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?
25	<p>Tactic A: Achieve a lower rental rate in Department-managed facilities in contrast to comparable private sector rates, thus generating savings for the Florida taxpayer.</p>	<p>The top chart displays the Average Facility Rental Rate Per Square Foot (Public) from FY 12-13 to FY 16-17. The rate is constant at \$17.18. The bottom chart displays the Average Facility Rental Rate Per Square Foot (Private) from FY 12-13 to FY 16-17. The rates are \$20.53, \$20.86, \$20.07, \$20.48, and \$21.04 respectively.</p>	<p>Metric: A1. The average facility rental rate per square foot in departmental managed facilities as compared to the private sector rate on a monthly basis. (Ratio)</p> <p>Standard: Public ≤ Private</p> <p>Results: (Public/Private) Then (SFY2012-13): \$17.18/\$20.53 Now (SFY2016-17): \$17.18/\$21.04</p>	<p>The Division of Real Estate Development and Management is in part responsible for administering public and private leasing arrangements for the state to ensure these leases are in the best interest of the state, renting state owned space to sister agencies, and ensuring optimal utilization of state owned assets. Actively monitoring private sector leasing rates, and comparing them to the rates in state managed facilities, allows DMS to know whether or not maintaining these state assets remains valuable to the state. Additionally, actively monitoring private sector leasing rates and comparing them to the rates in state managed facilities allows DMS to know whether or not maintaining these state assets remains valuable to the state. This tactic aligns with <i>Strategic Plan</i> Strategy 25. This metric demonstrates DMS’s commitment to maintaining and continuously verifying the value of state assets in addition to providing sister agencies appropriate rental options at decreased rates thus lowering the cost of government. The performance standard is to achieve a rate equal to or lower than private sector rental rates as calculated on a per square foot basis.</p>
19, 20	<p>Tactic B: Foster an environment of greater competition among vendors via increased utilization of the eQuote component of MyFloridaMarketPlace (MFMP), thus generating savings for the taxpayer.</p>	<p>The chart displays the Percent of Quotes through MFMP eQuote from FY 12-13 to FY 16-17. The percentages are 5.72%, 41.21%, 61.29%, 48.94%, and 50.72% respectively.</p>	<p>Metric: B1. The percentage of quotes obtained through the MyFloridaMarketPlace eQuote component for all state agencies as measured monthly via the MFMP Utilization Scorecard.</p> <p>Standard: ≥ 50%</p> <p>Results: Then (SFY2012-13): 5.72% Now (SFY2016-17): 50.72%</p>	<p>The Division of State Purchasing is responsible for combining the purchasing power of the state’s many different agencies and local governments into a single force resulting in a strong stance from which DMS can negotiate the best possible value in goods and services for the state. In support of this responsibility, the division administers an online procurement system known as MyFloridaMarketPlace (MFMP) which serves as a centralized place for procurement activities and transactions between vendors and government. One of the features of MFMP is the ability to seek vendor quotes electronically through the eQuote component. Using eQuote, users can issue their requests for quotes electronically and select any vendor who has registered in the MFMP Vendor Information Portal to participate in eQuote. The advantages of the eQuote component are twofold: utilization brings value to the state by driving competition among a higher number of vendors and it streamlines the process through which agencies communicate to vendors thus increasing productivity. This tactic supports implementation of three <i>Strategic Plan</i> strategies. This cumulative metric demonstrates the DMS’s commitment toward implementing solutions designed to drive efficiency and its commitment to increasing competition among vendors in the procurement process thus driving down costs.</p>
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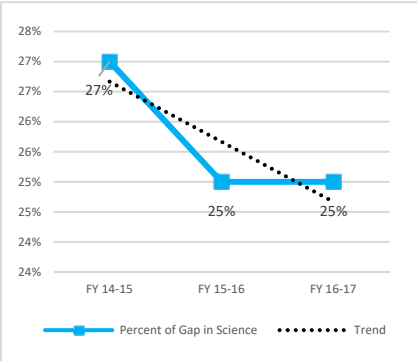
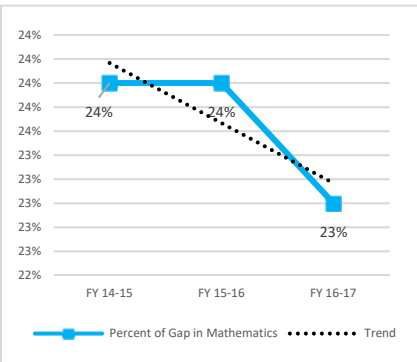
Strategy	DMS Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?												
<p>3</p> <p>10</p> <p>15</p> <p>25</p>	<p><u>Tactic C:</u> Strengthen the state's technology infrastructure by assisting local entities in successfully procuring E-rate funding.</p>	 <table border="1"> <caption>Percent of E-Rate Institutions Receiving at least 40% Discount</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>96.40%</td> </tr> <tr> <td>FY 13-14</td> <td>96.20%</td> </tr> <tr> <td>FY 14-15</td> <td>96.50%</td> </tr> <tr> <td>FY 15-16</td> <td>84.60%</td> </tr> <tr> <td>FY 16-17</td> <td>98.70%</td> </tr> </tbody> </table>	Fiscal Year	Percent	FY 12-13	96.40%	FY 13-14	96.20%	FY 14-15	96.50%	FY 15-16	84.60%	FY 16-17	98.70%	<p><u>Metric:</u> C1. The percentage of Florida's E-Rate eligible institutions (K-12 schools and libraries) receiving a discount of at least 40% or greater.</p> <p><u>Standard:</u> $\geq 90.00\%$</p> <p><u>Results:</u></p> <p>Then (SFY2012-13): 96.40%</p> <p>Now (SFY2016-17): 98.70%</p>	<p>The Division of Telecommunications provides voice, data, and conferencing telecommunications services for government throughout the state of Florida. Embedded within the division is the E-Rate assistance unit which is specifically charged with helping Florida's schools and libraries in applying for participation in the federal E-Rate program. The federal program was created to ensure schools and libraries have access to advanced telecommunications infrastructure, but at a reduced cost, considering the limited resources generally available to these entities. Through the program, schools and libraries compete with entities across the country for telecommunications discounts, and the DMS E-Rate team was established to help applying Florida schools and libraries to be more successful. This tactic supports implementation of three <i>Strategic Plan</i> strategies. This metric demonstrates the DMS's commitment to building the state's telecommunications infrastructure, specifically benefiting the state's education system which will help to ensure Florida's students remain competitive with their peers from other states.</p>
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<p>25</p>	<p><u>Tactic D:</u> Use the combined purchasing power of the state to deliver the best value in goods and services thus, reducing the cost of state government.</p>	 <table border="1"> <caption>Average Contract Negotiation Savings Over Retail Price</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>33.61%</td> </tr> <tr> <td>FY 13-14</td> <td>25.93%</td> </tr> <tr> <td>FY 14-15</td> <td>32.25%</td> </tr> <tr> <td>FY 15-16</td> <td>31.74%</td> </tr> <tr> <td>FY 16-17</td> <td>36.99%</td> </tr> </tbody> </table>	Fiscal Year	Percent	FY 12-13	33.61%	FY 13-14	25.93%	FY 14-15	32.25%	FY 15-16	31.74%	FY 16-17	36.99%	<p><u>Metric:</u> D1. Average savings over retail or other referenced price among all completed state contract negotiations performed by the Division of State Purchasing.</p> <p><u>Standard:</u> $\geq 28.00\%$ over MSRP</p> <p><u>Results:</u></p> <p>Then (SFY2012-13): 33.61%</p> <p>Now (SFY2016-17): 36.99%</p>	<p>Both the Division of State Purchasing and the Division of Telecommunications are responsible for leveraging the combined purchasing power of the state to garner the best possible value in goods and services for the state. The Division of Telecommunications pursues best value pricing in telecommunications services specifically while the Division of State Purchasing employs its procurement expertise in a number of arenas including contracting for goods, services, and information technology resources. By establishing state contracts for the best value in goods and services, these divisions ensure taxpayer dollars are not wasted or misspent. This tactic supports implementation of two <i>Strategic Plan</i> strategies. The performance of this tactic is evaluated using two performance metrics. This metric demonstrates DMS's commitment to achieving savings while maintaining quality service through effective procurement.</p>
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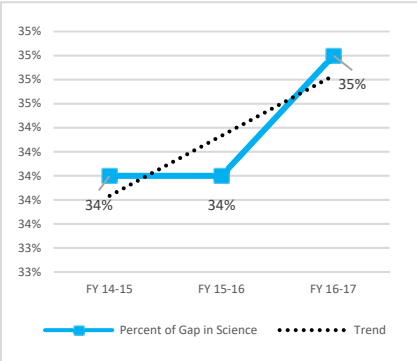
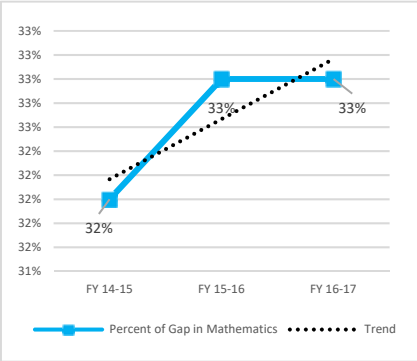
Strategy	DMS Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?												
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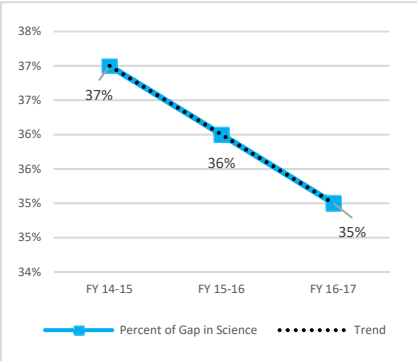
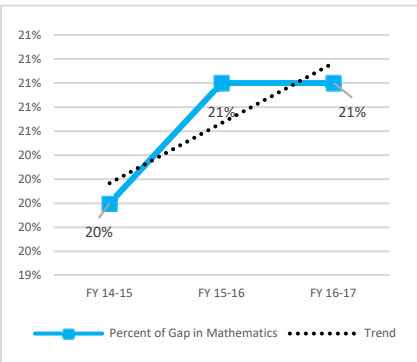
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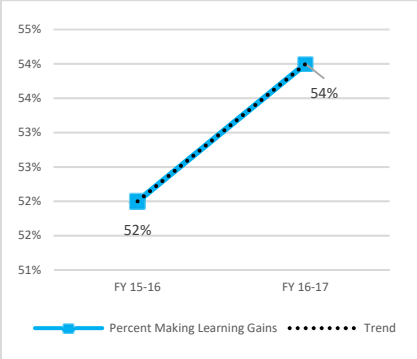
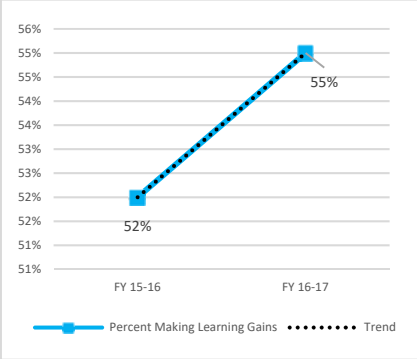
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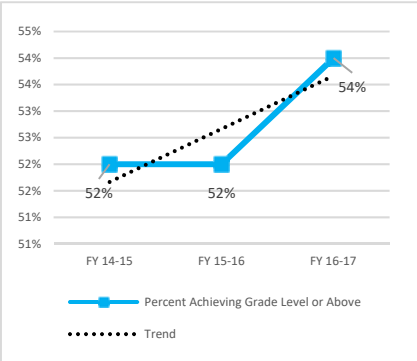
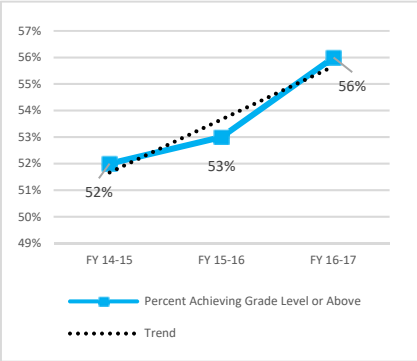
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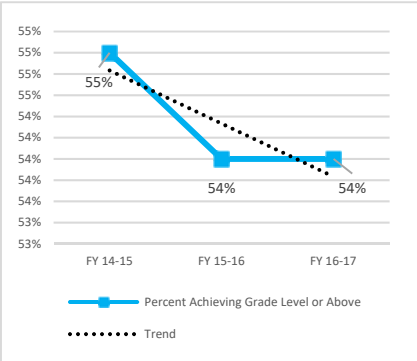
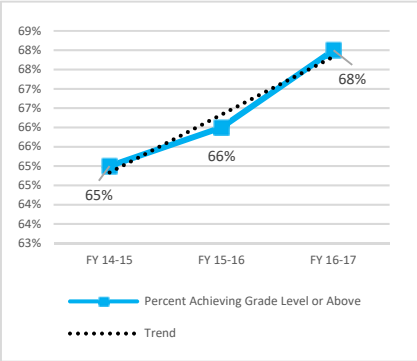
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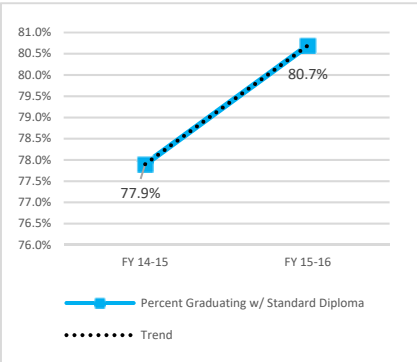
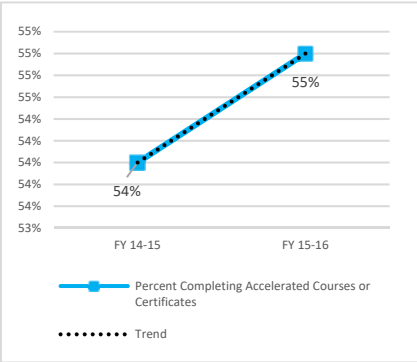
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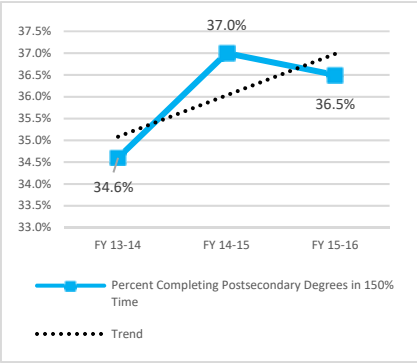
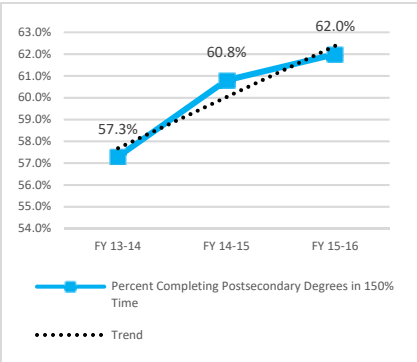
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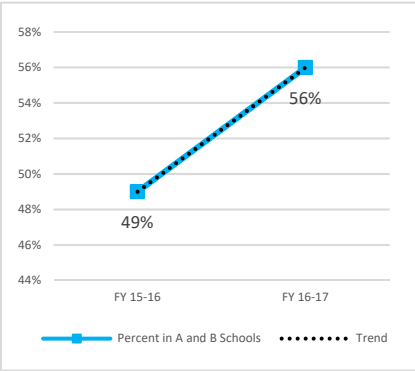
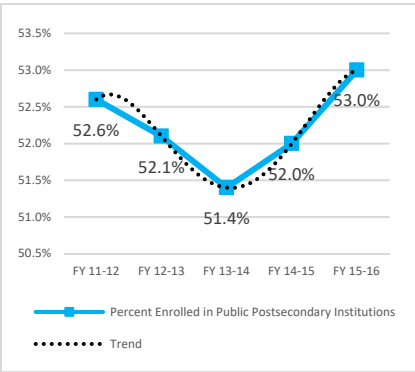
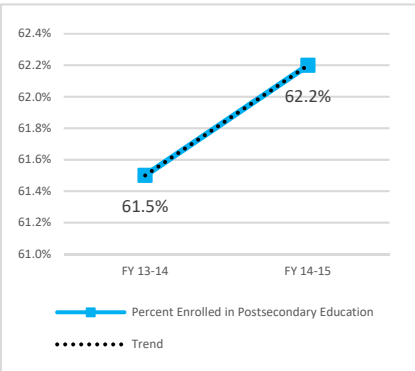
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Fiscal Year	Percent Making Learning Gains									
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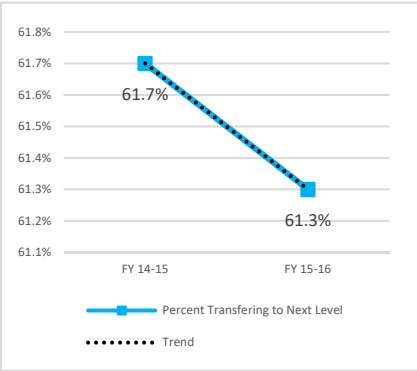
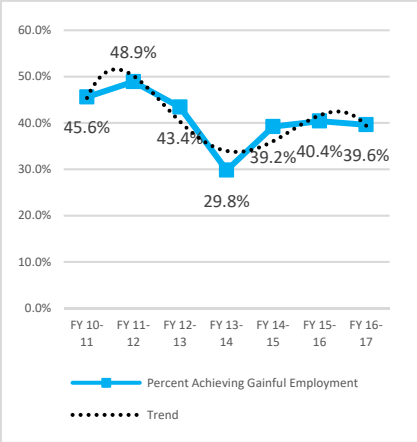
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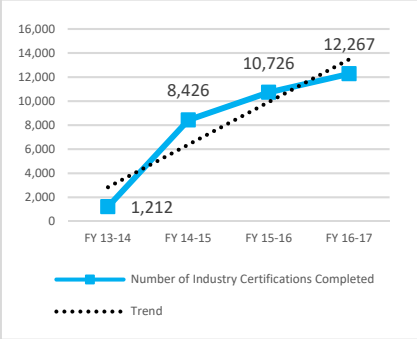
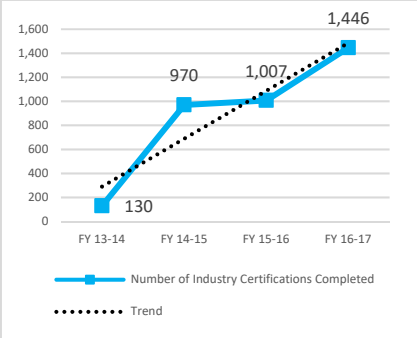
Strategy	DOE Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?								
5, 7	<p><u>Tactic A:</u> Provide for highest student achievement, as indicated by evidence of student learning gains at all levels.</p>	 <table border="1"> <caption>Percent Achieving Grade Level or Above (FY 14-15 to FY 16-17)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Achieving Grade Level or Above</th> </tr> </thead> <tbody> <tr> <td>FY 14-15</td> <td>55%</td> </tr> <tr> <td>FY 15-16</td> <td>54%</td> </tr> <tr> <td>FY 16-17</td> <td>54%</td> </tr> </tbody> </table>	Fiscal Year	Percent Achieving Grade Level or Above	FY 14-15	55%	FY 15-16	54%	FY 16-17	54%	<p><u>Metric:</u> A7C. Percent of student achieving grade level or above performance on Florida Assessments in <u>Science</u>.</p> <p><u>Standard:</u> None Stated</p> <p><u>Results:</u> Then (2014-15): 55% Now (2016-17): 54%</p>	<p>This tactic aligns with four <i>Strategic Plan</i> strategies. The performance for this tactic is evaluated using 20 metrics. These four metrics include students who score at achievement level 3 or higher on the statewide assessment for these subject areas: a) Florida Standards Assessment (FSA)-ELA grades 3-10 b) FSA Math grades 3-8; Algebra 1, Algebra 2, Geometry End-of-Course (EOC) c) Statewide science assessment grades 5, 8; Biology EOC d) Civics EOC, U.S. History EOC.</p>
Fiscal Year	Percent Achieving Grade Level or Above											
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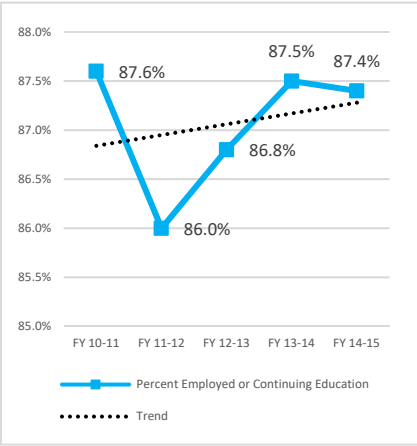
Strategy	DOE Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?						
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Fiscal Year	Percentage									
FY 14-15	77.9%									
FY 15-16	80.7%									
5, 6	<p><u>Tactic A:</u> Provide for highest student achievement, as indicated by evidence of student learning gains at all levels.</p>	 <table border="1"> <caption>Percent Completing Accelerated Courses or Certificates</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>FY 14-15</td> <td>54%</td> </tr> <tr> <td>FY 15-16</td> <td>55%</td> </tr> </tbody> </table>	Fiscal Year	Percentage	FY 14-15	54%	FY 15-16	55%	<p><u>Metric:</u> A9. Percent of high school graduates who completed one or more accelerated courses or certifications.</p> <p><u>Standard:</u> None Stated</p> <p><u>Results:</u> Then (2014-15): 54% Now (2015-16): 55%</p>	<p>This tactic aligns with four <i>Strategic Plan</i> strategies. The performance for this tactic is evaluated using 20 metrics. This metric represents the percentage of graduates who were eligible for college credit or an industry certification while in high school. College credit eligibility is determined by either passing scores on an Advanced Placement (AP), International Baccalaureate (IB), or Advanced International Certificate of Education (AICE) exam or a grade of “C” or higher in a dual enrollment course. Industry certifications are awarded by passing an industry certification exam. Only industry certifications on the funding list are included. This measure captures the percent of graduates who earned at least one of these accelerated outcomes while enrolled in high school.</p>
Fiscal Year	Percentage									
FY 14-15	54%									
FY 15-16	55%									

Strategy	DOE Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?								
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Fiscal Year	Percent											
FY 13-14	34.6%											
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5	<p><u>Tactic A:</u> Provide for highest student achievement, as indicated by evidence of student learning gains at all levels.</p>	 <table border="1"> <caption>Data for Metric A11: Percent of District Postsecondary students completing a postsecondary degree or certificate at 150% of program time</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>57.3%</td> </tr> <tr> <td>FY 14-15</td> <td>60.8%</td> </tr> <tr> <td>FY 15-16</td> <td>62.0%</td> </tr> </tbody> </table>	Fiscal Year	Percent	FY 13-14	57.3%	FY 14-15	60.8%	FY 15-16	62.0%	<p><u>Metric:</u> A11. Percent of District Postsecondary students completing a postsecondary degree or certificate at 150% of program time.</p> <p><u>Standard:</u> None Stated</p> <p><u>Results:</u> Then (2013-14): 57.3% Now (2015-16): 62.0%</p>	<p>This tactic aligns with four <i>Strategic Plan</i> strategies. The performance for this tactic is evaluated using 20 metrics. The District Postsecondary completion rate metric measures the percentage of first-time, full-time students who complete an educational certificate program within 150% of the time it takes a full-time student to complete the program.</p>
Fiscal Year	Percent											
FY 13-14	57.3%											
FY 14-15	60.8%											
FY 15-16	62.0%											

Strategy	DOE Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?												
8	<p>Tactic B: Provide for seamless articulation and maximum access, as measured by evidence of progression, readiness, and access by targeted groups of students identified by the Commissioner of Education.</p>	 <table border="1"> <caption>Percent in A and B Schools</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td>FY 15-16</td> <td>49%</td> </tr> <tr> <td>FY 16-17</td> <td>56%</td> </tr> </tbody> </table>	Fiscal Year	Percent	FY 15-16	49%	FY 16-17	56%	<p>Metric: B1. Percent of K-12 students enrolled in A and B schools.</p> <p>Standard: None Stated</p> <p>Results: Then (2015-16): 49% Now (2016-17): 56%</p>	<p>This tactic aligns with two <i>Strategic Plan</i> strategies. The performance for this tactic is evaluated using four metrics. This metric represents the percentage of K-12 students enrolled in public schools that earned an “A” or “B” through the state’s School Educational Options Grades system. The components of the school grades formula can be found at:</p> <p>http://schoolgrades.fldoe.org/pdf/1516/SchoolGradesOverview16.pdf.</p>						
Fiscal Year	Percent															
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6	<p>Tactic B: Provide for seamless articulation and maximum access, as measured by evidence of progression, readiness, and access by targeted groups of students identified by the Commissioner of Education.</p>	 <table border="1"> <caption>Percent Enrolled in Public Postsecondary Institutions</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td>FY 11-12</td> <td>52.6%</td> </tr> <tr> <td>FY 12-13</td> <td>52.1%</td> </tr> <tr> <td>FY 13-14</td> <td>51.4%</td> </tr> <tr> <td>FY 14-15</td> <td>52.0%</td> </tr> <tr> <td>FY 15-16</td> <td>53.0%</td> </tr> </tbody> </table>	Fiscal Year	Percent	FY 11-12	52.6%	FY 12-13	52.1%	FY 13-14	51.4%	FY 14-15	52.0%	FY 15-16	53.0%	<p>Metric: B2. Percent of Florida Public High School graduates who enroll in a Florida public postsecondary institution in the Fall.</p> <p>Standard: None Stated</p> <p>Results: Then (2011-12): 52.6% Now (2015-16): 53.0%</p>	<p>This tactic aligns with two <i>Strategic Plan</i> strategies. The performance for this tactic is evaluated using four metrics. This metric includes Florida public high school students who enroll in-state within 12 months of earning a high school diploma in a Florida public postsecondary institution.</p>
Fiscal Year	Percent															
FY 11-12	52.6%															
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6	<p>Tactic B: Provide for seamless articulation and maximum access, as measured by evidence of progression, readiness, and access by targeted groups of students identified by the Commissioner of Education.</p>	 <table border="1"> <caption>Percent Enrolled in Postsecondary Education</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>61.5%</td> </tr> <tr> <td>FY 14-15</td> <td>62.2%</td> </tr> </tbody> </table>	Fiscal Year	Percent	FY 13-14	61.5%	FY 14-15	62.2%	<p>Metric: B3. Percent of overall high school graduates who enroll in postsecondary education.</p> <p>Standard: None Stated</p> <p>Results: Then (2013-14): 61.5% Now (2014-15): 62.2%</p>	<p>This tactic aligns with two <i>Strategic Plan</i> strategies. The performance for this tactic is evaluated using four metrics. This metric includes students who enroll in-state within 12 months of earning a high school diploma in a Florida College System (FCS) institution, a State University System (SUS) institution, an Independent Colleges and Universities of Florida (ICUF) institution, a Florida nonpublic postsecondary schools institution (Commission for Independent Education), or a District Postsecondary institution.</p>						
Fiscal Year	Percent															
FY 13-14	61.5%															
FY 14-15	62.2%															

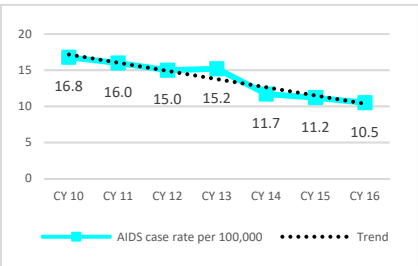
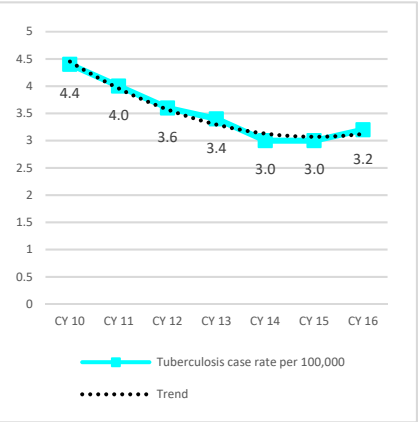
Strategy	DOE Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?																
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Fiscal Year	Percent																			
FY 14-15	61.7%																			
FY 15-16	61.3%																			
5, 6	<p><u>Tactic C:</u> Provide for a skilled workforce and economic development, as measured by evidence of employment and earnings.</p>	 <table border="1"> <caption>Percent Achieving Gainful Employment</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td>FY 10-11</td> <td>45.6%</td> </tr> <tr> <td>FY 11-12</td> <td>48.9%</td> </tr> <tr> <td>FY 12-13</td> <td>43.4%</td> </tr> <tr> <td>FY 13-14</td> <td>29.8%</td> </tr> <tr> <td>FY 14-15</td> <td>39.2%</td> </tr> <tr> <td>FY 15-16</td> <td>40.4%</td> </tr> <tr> <td>FY 16-17</td> <td>39.6%</td> </tr> </tbody> </table>	Fiscal Year	Percent	FY 10-11	45.6%	FY 11-12	48.9%	FY 12-13	43.4%	FY 13-14	29.8%	FY 14-15	39.2%	FY 15-16	40.4%	FY 16-17	39.6%	<p><u>Metric:</u> C1. Percentage of individuals exiting the vocational rehabilitation program who achieved a gainful employment outcome.</p> <p><u>Standard:</u> $\geq 50.0\%$</p> <p><u>Results:</u> Then (2010-11): 45.6% Now (2016-17): 39.6%</p>	<p>This tactic aligns with three <i>Strategic Plan</i> strategies. The performance for this tactic is evaluated using four metrics. This metric measures the percent of individuals that have entered the vocational rehabilitation program, and are prepared for gainful employment prior to exiting the program. This is not only valuable to the student, but is also important for the continued economic growth of this state.</p>
Fiscal Year	Percent																			
FY 10-11	45.6%																			
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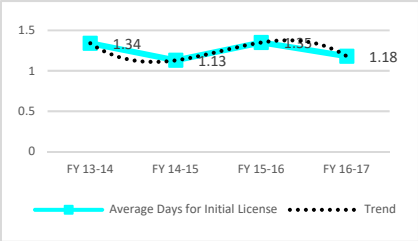
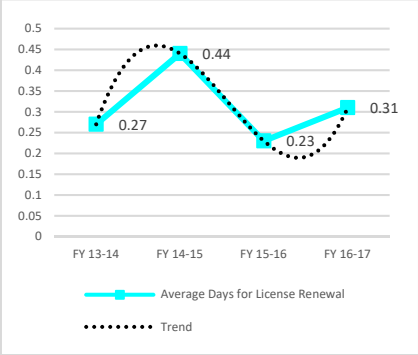
Strategy	DOE Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?										
5, 6, 8	<p><u>Tactic C:</u> Provide for a skilled workforce and economic development, as measured by evidence of employment and earnings.</p>	 <table border="1"> <caption>Number of Industry Certifications Completed (All Florida Colleges)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Industry Certifications Completed</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>1,212</td> </tr> <tr> <td>FY 14-15</td> <td>8,426</td> </tr> <tr> <td>FY 15-16</td> <td>10,726</td> </tr> <tr> <td>FY 16-17</td> <td>12,267</td> </tr> </tbody> </table>	Fiscal Year	Number of Industry Certifications Completed	FY 13-14	1,212	FY 14-15	8,426	FY 15-16	10,726	FY 16-17	12,267	<p><u>Metric:</u> C2A. Number of Florida-funded industry certifications completed by Florida College System (FCS) college students in <u>all Florida colleges</u>.</p> <p><u>Standard:</u> None Stated</p> <p><u>Results:</u> Then (2013-14): 1,212 Now (2016-17): 12,267</p>	<p>This tactic aligns with three <i>Strategic Plan</i> strategies. The performance for this tactic is evaluated using four metrics. Industry certifications are awarded by passing an industry certification exam. Only industry certifications on the funding list are included. This measure captures the number of Florida-funded industry certifications completed at all Florida College System (FCS) colleges.</p>
Fiscal Year	Number of Industry Certifications Completed													
FY 13-14	1,212													
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5, 6, 8	<p><u>Tactic C:</u> Provide for a skilled workforce and economic development, as measured by evidence of employment and earnings.</p>	 <table border="1"> <caption>Number of Industry Certifications Completed (Rural and Town Colleges)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Industry Certifications Completed</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>130</td> </tr> <tr> <td>FY 14-15</td> <td>970</td> </tr> <tr> <td>FY 15-16</td> <td>1,007</td> </tr> <tr> <td>FY 16-17</td> <td>1,446</td> </tr> </tbody> </table>	Fiscal Year	Number of Industry Certifications Completed	FY 13-14	130	FY 14-15	970	FY 15-16	1,007	FY 16-17	1,446	<p><u>Metric:</u> C2B. Number of Florida-funded industry certifications completed by Florida College System (FCS) college students in <u>rural and town colleges</u>.</p> <p><u>Standard:</u> None Stated</p> <p><u>Results:</u> Then (2013-14): 130 Now (2016-17): 1,446</p>	<p>This tactic aligns with three <i>Strategic Plan</i> strategies. The performance for this tactic is evaluated using four metrics. Industry certifications are awarded by passing an industry certification exam. Only industry certifications on the funding list are included. This measure captures the number of Florida-funded industry certifications completed at Florida College System (FCS) rural and town colleges.</p>
Fiscal Year	Number of Industry Certifications Completed													
FY 13-14	130													
FY 14-15	970													
FY 15-16	1,007													
FY 16-17	1,446													

Strategy	DOE Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?												
5, 6, 8	<p><u>Tactic C</u>: Provide for a skilled workforce and economic development, as measured by evidence of employment and earnings.</p>	 <table border="1" data-bbox="506 168 919 610"> <caption>Percent Employed or Continuing Education Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Employed or Continuing Education</th> </tr> </thead> <tbody> <tr> <td>FY 10-11</td> <td>87.6%</td> </tr> <tr> <td>FY 11-12</td> <td>86.0%</td> </tr> <tr> <td>FY 12-13</td> <td>86.8%</td> </tr> <tr> <td>FY 13-14</td> <td>87.5%</td> </tr> <tr> <td>FY 14-15</td> <td>87.4%</td> </tr> </tbody> </table>	Fiscal Year	Percent Employed or Continuing Education	FY 10-11	87.6%	FY 11-12	86.0%	FY 12-13	86.8%	FY 13-14	87.5%	FY 14-15	87.4%	<p><u>Metric</u>: C3. Percent of Florida College System (FCS) graduates employed or continuing education for all programs (standard FETPIP methodology).</p> <p><u>Standard</u>: None Stated</p> <p><u>Results</u>: Then (2010-11): 87.6% Now (2014-15): 87.4%</p>	<p>This tactic aligns with three <i>Strategic Plan</i> strategies. The performance for this tactic is evaluated using four metrics. This metric uses Florida Education and Training Placement Information Program (FETPIP) data to identify whether program completers were employed in the fall (October, November, and December) of the year following their completion. It includes individuals employed full- or part-time and who were not found continuing their education.</p>
Fiscal Year	Percent Employed or Continuing Education															
FY 10-11	87.6%															
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Department of Health

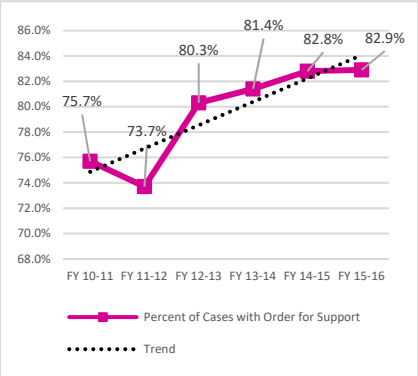
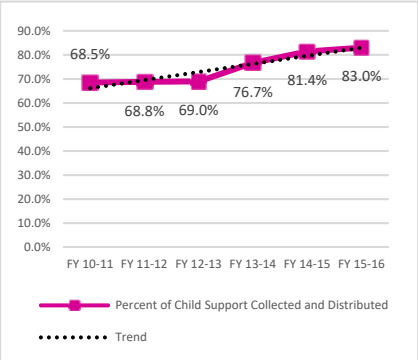
Strategy	DOH Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?																
6	<u>Tactic A:</u> Increase the percentage of adults and children at a healthy weight.	<table border="1"> <caption>Percent of Students at Healthy Weight</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent of Students at Healthy Weight</th> </tr> </thead> <tbody> <tr><td>FY 10-11</td><td>62.50%</td></tr> <tr><td>FY 11-12</td><td>71.92%</td></tr> <tr><td>FY 12-13</td><td>70.19%</td></tr> <tr><td>FY 13-14</td><td>63.51%</td></tr> <tr><td>FY 14-15</td><td>62.49%</td></tr> <tr><td>FY 15-16</td><td>61.16%</td></tr> <tr><td>FY 16-17</td><td>61.60%</td></tr> </tbody> </table>	Fiscal Year	Percent of Students at Healthy Weight	FY 10-11	62.50%	FY 11-12	71.92%	FY 12-13	70.19%	FY 13-14	63.51%	FY 14-15	62.49%	FY 15-16	61.16%	FY 16-17	61.60%	<p><u>Metric:</u> A1. Increase the percentage of Florida public school students in grades 1, 3, and 6 at a healthy weight.</p> <p><u>Standard:</u> $\geq 61.3\%$</p> <p><u>Results:</u> Then (SFY2010-11): 62.5% Now (SFY2016-17): 61.6%</p>	The Environmental Approaches Section of the Bureau of Chronic Disease Prevention in the Division of Community Health Promotion works to increase access to and opportunities for physical activity and healthy food. The goal is to make the healthy choice the easy choice through environmental and policy changes at birthing facilities, child care centers, schools, employee wellness programs at worksites, communities and health care settings. Through Healthiest Weight Florida, county health departments implement evidence-based practices/initiatives that increase collaboration with other state agencies and organizations to help Florida’s children and adults make consistent, informed choices about healthy eating and active living.
Fiscal Year	Percent of Students at Healthy Weight																			
FY 10-11	62.50%																			
FY 11-12	71.92%																			
FY 12-13	70.19%																			
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FY 16-17	61.60%																			
27	<u>Tactic A:</u> Increase the percentage of adults and children at a healthy weight.	<table border="1"> <caption>Percent of Adults at Healthy Weight</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent of Adults at Healthy Weight</th> </tr> </thead> <tbody> <tr><td>FY 11-12</td><td>34.90%</td></tr> <tr><td>FY 12-13</td><td>36.40%</td></tr> <tr><td>FY 13-14</td><td>33.80%</td></tr> <tr><td>FY 14-15</td><td>35.70%</td></tr> <tr><td>FY 15-16</td><td>33.90%</td></tr> <tr><td>FY 16-17</td><td>33.90%</td></tr> </tbody> </table>	Fiscal Year	Percent of Adults at Healthy Weight	FY 11-12	34.90%	FY 12-13	36.40%	FY 13-14	33.80%	FY 14-15	35.70%	FY 15-16	33.90%	FY 16-17	33.90%	<p><u>Metric:</u> A2. Increase the percentage of Florida adults at a healthy weight.</p> <p><u>Standard:</u> $\geq 35.70\%$</p> <p><u>Results:</u> Then (SFY2011-12): 34.90% Now (SFY2016-17): 33.90%</p>	The Environmental Approaches Section of the Bureau of Chronic Disease Prevention in the Division of Community Health Promotion works to increase access to and opportunities for physical activity and healthy food. The goal is to make the healthy choice the easy choice through environmental and policy changes at birthing facilities, child care centers, schools, employee wellness programs at worksites, communities and health care settings. Through Healthiest Weight Florida, county health departments implement evidence-based practices/initiatives that increase collaboration with other state agencies and organizations to help Florida’s children and adults make consistent, informed choices about healthy eating and active living.		
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24, 25	<u>Tactic B:</u> Reduce infectious diseases.	<table border="1"> <caption>Immunization Rate</caption> <thead> <tr> <th>Fiscal Year</th> <th>Immunization Rate</th> </tr> </thead> <tbody> <tr><td>FY 10-11</td><td>81.10%</td></tr> <tr><td>FY 11-12</td><td>86.10%</td></tr> <tr><td>FY 12-13</td><td>83.00%</td></tr> <tr><td>FY 13-14</td><td>86.70%</td></tr> <tr><td>FY 14-15</td><td>85.70%</td></tr> <tr><td>FY 15-16</td><td>85.50%</td></tr> <tr><td>FY 16-17</td><td>84.10%</td></tr> </tbody> </table>	Fiscal Year	Immunization Rate	FY 10-11	81.10%	FY 11-12	86.10%	FY 12-13	83.00%	FY 13-14	86.70%	FY 14-15	85.70%	FY 15-16	85.50%	FY 16-17	84.10%	<p><u>Metric:</u> B1. Immunization rate among two year olds.</p> <p><u>Standard:</u> $\geq 90.00\%$</p> <p><u>Results:</u> Then (CY2010): 81.10% Now (CY2016): 84.10%</p>	This measure is a core public health measure impacting population health and infectious diseases. Immunization rates among two-year olds have fluctuated in recent years between the low to mid/high 80 percent, in part due to concerns among parents regarding the safety of early childhood vaccination. Certain advocacy groups have campaigned aggressively against early children vaccination, often citing questionable research data. It is important that state agencies provide clear and consistent messaging that fully immunizing young children is in the child’s and the community’s best interest. The incidence of vaccine preventable disease in young children has also been very low.
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Strategy	DOH Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?																
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24, 25	Tactic D: Provide high quality and timely services to children with special health care needs.	<table border="1"> <caption>Percent of Assessments</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent</th> </tr> </thead> <tbody> <tr><td>FY 10-11</td><td>99.0%</td></tr> <tr><td>FY 11-12</td><td>99.0%</td></tr> <tr><td>FY 12-13</td><td>100.0%</td></tr> <tr><td>FY 13-14</td><td>100.0%</td></tr> <tr><td>FY 14-15</td><td>99.0%</td></tr> <tr><td>FY 15-16</td><td>99.0%</td></tr> <tr><td>FY 16-17</td><td>99.0%</td></tr> </tbody> </table> <table border="1"> <caption>Percent of Reports</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent</th> </tr> </thead> <tbody> <tr><td>FY 10-11</td><td>94.0%</td></tr> <tr><td>FY 11-12</td><td>96.0%</td></tr> <tr><td>FY 12-13</td><td>97.0%</td></tr> <tr><td>FY 13-14</td><td>97.0%</td></tr> <tr><td>FY 14-15</td><td>95.0%</td></tr> <tr><td>FY 15-16</td><td>95.0%</td></tr> <tr><td>FY 16-17</td><td>96.0%</td></tr> </tbody> </table>	Fiscal Year	Percent	FY 10-11	99.0%	FY 11-12	99.0%	FY 12-13	100.0%	FY 13-14	100.0%	FY 14-15	99.0%	FY 15-16	99.0%	FY 16-17	99.0%	Fiscal Year	Percent	FY 10-11	94.0%	FY 11-12	96.0%	FY 12-13	97.0%	FY 13-14	97.0%	FY 14-15	95.0%	FY 15-16	95.0%	FY 16-17	96.0%	<p>Metric: D2A. Percent of Child Protection Team assessments and/ D2B. percent of reports provided to the Department of Children and Families within established timeframes.</p> <p>Standard: $\geq 90.0\%$ / $\geq 90.0\%$</p> <p>Results: Then (SFY2010-11): 99.0%/94.0% Now (SFY2016-17): 99.0%/96.0%</p>	This tactic supports implementation of three <i>Strategic Plan</i> strategies. This measure pertains directly to the safety of children in potentially abusive situations.
Fiscal Year	Percent																																			
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Department of Revenue

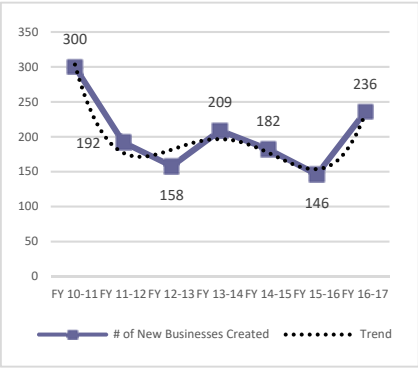
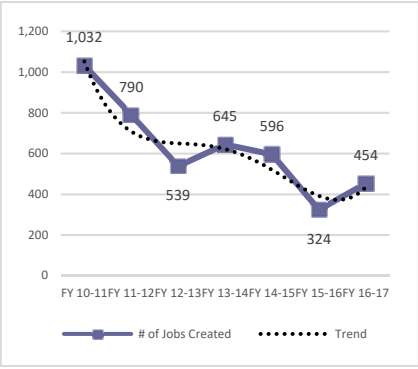
Strategy	DOR Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?														
25	<p><u>Tactic A:</u> Increase the number of child support orders established.</p>	 <table border="1"> <caption>Percent of Cases with Order for Support</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent of Cases with Order for Support</th> </tr> </thead> <tbody> <tr> <td>FY 10-11</td> <td>75.7%</td> </tr> <tr> <td>FY 11-12</td> <td>73.7%</td> </tr> <tr> <td>FY 12-13</td> <td>80.3%</td> </tr> <tr> <td>FY 13-14</td> <td>81.4%</td> </tr> <tr> <td>FY 14-15</td> <td>82.8%</td> </tr> <tr> <td>FY 15-16</td> <td>82.9%</td> </tr> </tbody> </table>	Fiscal Year	Percent of Cases with Order for Support	FY 10-11	75.7%	FY 11-12	73.7%	FY 12-13	80.3%	FY 13-14	81.4%	FY 14-15	82.8%	FY 15-16	82.9%	<p><u>Metric:</u> A1. Percent of (IV-D) cases with an Order for Support (Federal Definition)</p> <p><u>Standard:</u> $\geq 81.5\%$</p> <p><u>Results:</u> Then (FFY2010-11): 75.7% Now (FFY2015-16): 82.9%</p>	<p>Support orders are the basis for parents to provide child support. A child support order provides both parents clear expectations related to financial and medical support they need to provide to their child. Increasing the number of cases with child support orders in place is critical to families receiving the child support they need. The establishment of the initial child support order is required before payments can be monitored and if payment is not made, enforcement actions can begin.</p>
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25	<p><u>Tactic B:</u> Increase the total amount of child support collected.</p>	 <table border="1"> <caption>Percent of Child Support Collected and Distributed</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent of Child Support Collected and Distributed</th> </tr> </thead> <tbody> <tr> <td>FY 10-11</td> <td>68.5%</td> </tr> <tr> <td>FY 11-12</td> <td>68.8%</td> </tr> <tr> <td>FY 12-13</td> <td>69.0%</td> </tr> <tr> <td>FY 13-14</td> <td>76.7%</td> </tr> <tr> <td>FY 14-15</td> <td>81.4%</td> </tr> <tr> <td>FY 15-16</td> <td>83.0%</td> </tr> </tbody> </table>	Fiscal Year	Percent of Child Support Collected and Distributed	FY 10-11	68.5%	FY 11-12	68.8%	FY 12-13	69.0%	FY 13-14	76.7%	FY 14-15	81.4%	FY 15-16	83.0%	<p><u>Metric:</u> B1. Percent of child support collected and distributed the year that was due within the federal fiscal year.</p> <p><u>Standard:</u> $\geq 68.5\%$</p> <p><u>Results:</u> Then (FFY2010-11): 68.5% Now (FFY2015-16): 83.0%</p>	<p>Child support is ordered and paid between parents to help the parents meet the basic needs of the child, including food and shelter.</p> <p>Timely and reliable payment of child support allows families to plan and budget for the needs of their family and allows parents who owe support to avoid accumulating large past-due balances, which can be hard to repay in the future or when their employment or other circumstances change.</p> <p>The Program's total collections are also primary driver to earning federal performance incentive earnings. If Florida does not continue to increase total collections at the same rate as other States, we could begin to lose federal incentive earnings, which fund our base budget.</p>
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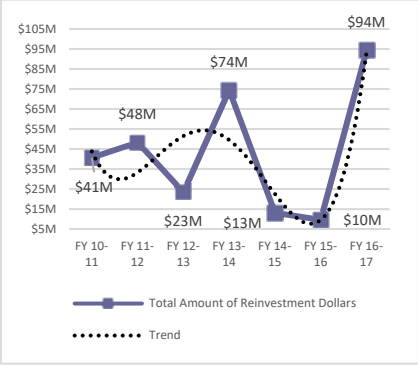
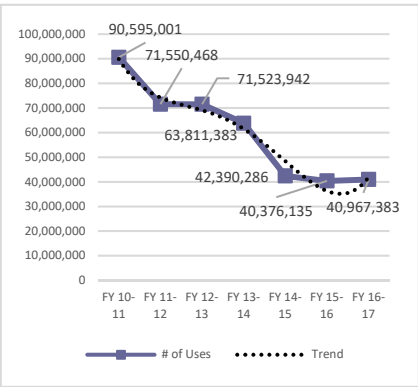
Strategy	DOR Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?						
19, 20 25	<u>Tactic C:</u> Improve existing technology and broaden filing capabilities to assist taxpayers in complying with tax laws.	<table border="1"> <caption>Percent of Tax Returns Filed Timely and Accurately</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td>FY 15-16</td> <td>89.5%</td> </tr> <tr> <td>FY 16-17</td> <td>92.3%</td> </tr> </tbody> </table>	Fiscal Year	Percent	FY 15-16	89.5%	FY 16-17	92.3%	<p><u>Metric:</u> C1. Percent of all tax returns filed timely and accurately.</p> <p><u>Standard:</u> $\geq 85.0\%$</p> <p><u>Results:</u> Then (SFY2015-16): 89.5% Now (SFY2016-17): 92.3%</p>	The tactic focuses on the timeliness and accuracy of tax return processing, and serves as an indicator of the effectiveness of the Department's filing platforms. A key initiative of the General Tax Administration Program is to continue educational outreach efforts to enhance understanding of tax filing obligations and promote convenient channels for customer interaction.
Fiscal Year	Percent									
FY 15-16	89.5%									
FY 16-17	92.3%									
19, 20 25	<u>Tactic D:</u> Ensure prompt availability of funds to support Florida's infrastructure and services to its citizens.	<table border="1"> <caption>Percent of Distributions Made Timely</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td>FY 15-16</td> <td>100%</td> </tr> <tr> <td>FY 16-17</td> <td>100%</td> </tr> </tbody> </table>	Fiscal Year	Percent	FY 15-16	100%	FY 16-17	100%	<p><u>Metric:</u> D1. Percent of revenue distributions made timely.</p> <p><u>Standard:</u> $\geq 99\%$</p> <p><u>Results:</u> Then (SFY2015-16): 100% Now (SFY2016-17): 100%</p>	This tactic focuses on the legal mandate by statute and/or local ordinance to timely distribute revenue to the appropriate jurisdiction to fund governmental operations and programs. The goal is to ensure prompt availability of funds to support Florida's infrastructure and services to citizens.
Fiscal Year	Percent									
FY 15-16	100%									
FY 16-17	100%									
19, 20 25	<u>Tactic E:</u> Improve the timeliness of taxpayer claimed refunds.	<table border="1"> <caption>Median Number Days to Process Refund</caption> <thead> <tr> <th>Fiscal Year</th> <th>Median Number Days</th> </tr> </thead> <tbody> <tr> <td>FY 15-16</td> <td>34</td> </tr> <tr> <td>FY 16-17</td> <td>33</td> </tr> </tbody> </table>	Fiscal Year	Median Number Days	FY 15-16	34	FY 16-17	33	<p><u>Metric:</u> E1. Median number of days to process a refund.</p> <p><u>Standard:</u> < 35</p> <p><u>Results:</u> Then (SFY2015-16): 34 Now (SFY2016-17): 33</p>	This tactic focuses on the timeliness of tax refund processing, and serves as an indicator of the effectiveness of the Department's refund process. The goal is to increase customer service and satisfaction in instances where a refund is necessary.
Fiscal Year	Median Number Days									
FY 15-16	34									
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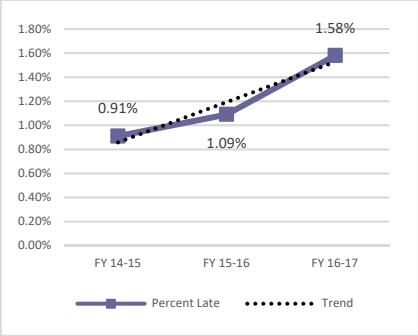
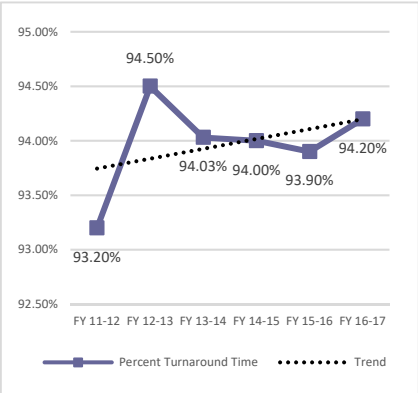
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5, 6	Tactic F: Improve uniformity and accuracy of property tax assessments.	<table border="1"> <caption>Percent Property Value Assessed</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Property Value Assessed</th> </tr> </thead> <tbody> <tr><td>FY 10-11</td><td>96.2%</td></tr> <tr><td>FY 11-12</td><td>99.6%</td></tr> <tr><td>FY 12-13</td><td>97.4%</td></tr> <tr><td>FY 13-14</td><td>93.8%</td></tr> <tr><td>FY 14-15</td><td>93.8%</td></tr> <tr><td>FY 15-16</td><td>94.8%</td></tr> <tr><td>FY 16-17</td><td>94.8%</td></tr> </tbody> </table>	Fiscal Year	Percent Property Value Assessed	FY 10-11	96.2%	FY 11-12	99.6%	FY 12-13	97.4%	FY 13-14	93.8%	FY 14-15	93.8%	FY 15-16	94.8%	FY 16-17	94.8%	<p>Metric: F1. Percent of property value assessed on county tax rolls.</p> <p>Standard: $\geq 90.0\%$</p> <p>Results:</p> <p>Then (SFY2011-12): 96.2%</p> <p>Now (SFY2016-17): 94.8%</p>	<p>This tactic supports a key statutory responsibility to secure a just valuation for ad valorem tax purposes. The tactic focuses on specific requirements for uniform assessments of real property. The computation of both county and statewide assessment levels is a key product used in the indirect equalization school funding formula in Florida.</p>
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19, 20	Tactic G: Improve customer and supplier satisfaction with Property Tax Program products and services.	<table border="1"> <caption>Percent Training Participants Satisfied</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Training Participants Satisfied</th> </tr> </thead> <tbody> <tr><td>FY 10-11</td><td>95.7%</td></tr> <tr><td>FY 11-12</td><td>94.5%</td></tr> <tr><td>FY 12-13</td><td>95.3%</td></tr> <tr><td>FY 13-14</td><td>98.6%</td></tr> <tr><td>FY 14-15</td><td>96.4%</td></tr> <tr><td>FY 15-16</td><td>96.7%</td></tr> <tr><td>FY 16-17</td><td>97.1%</td></tr> </tbody> </table>	Fiscal Year	Percent Training Participants Satisfied	FY 10-11	95.7%	FY 11-12	94.5%	FY 12-13	95.3%	FY 13-14	98.6%	FY 14-15	96.4%	FY 15-16	96.7%	FY 16-17	97.1%	<p>Metric: G1. Percent of training participants satisfied with services provided.</p> <p>Standard: $\geq 95.0\%$</p> <p>Results:</p> <p>Then (SFY2010-11): 95.7%</p> <p>Now (SFY2016-17): 97.1%</p>	<p>This tactic supports a key statutory responsibility to provide aid and assistance to elected officials and their staff through professional development opportunities. The focus of the tactic is to upgrade assessment and collection skills. Monitoring customer satisfaction and continually seeking feedback on ways to improve performance allows the Department to provide better service and adapt to changing needs.</p>
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Department of State

Strategy	DOS Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?																
4 21 24 29	Tactic A: Adopt a proactive process to identify and promote urban and rural revitalization and encourage private investment in historic building rehabilitation through the Federal Historic Preservation Tax Incentives Program.	<table border="1"> <caption># of Requests Commented On and Forwarded to NPS</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Requests</th> </tr> </thead> <tbody> <tr><td>FY 10-11</td><td>81</td></tr> <tr><td>FY 11-12</td><td>40</td></tr> <tr><td>FY 12-13</td><td>37</td></tr> <tr><td>FY 13-14</td><td>8</td></tr> <tr><td>FY 14-15</td><td>50</td></tr> <tr><td>FY 15-16</td><td>36</td></tr> <tr><td>FY 16-17</td><td>33</td></tr> </tbody> </table>	Fiscal Year	Number of Requests	FY 10-11	81	FY 11-12	40	FY 12-13	37	FY 13-14	8	FY 14-15	50	FY 15-16	36	FY 16-17	33	<p>Metric: A1. Number of Certification Requests commented on and forwarded to National Park Services.</p> <p>Standard: None Stated</p> <p>Results: Then (SFY2010-11): 81 Now (SFY2016-17): 33</p>	<p>Tactic A supports implementation of four <i>Strategic Plan</i> strategies. This tactic supports the department’s mission of preserving historical resources for generations of Floridians to come while providing opportunities to educate residents on Florida’s history and stimulate heritage tourism. Additionally, this tactic supports the <i>Strategic Plan</i> by providing incentives for property owners or developers to preserve and protect Florida’s historical assets. The National Park Service (NPS) administers the Federal Historic Preservation Tax Incentives Program with the Internal Revenue Service (IRS) in partnership with the Division of Historical Resources (DHR) to promote the rehabilitation of historic structures, attract private investment to the historic cores of cities and towns, and to promote community revitalization through tax credits. If a registered property that is income-producing undergoes a substantial rehabilitation carried out according to the Secretary of the Interior’s Standards for Rehabilitation, the owner may apply for a 20 percent income tax credit. The credit amounts to 20 percent of the cost of the rehabilitation. Performance for Tactic A is evaluated with two performance metrics.</p>
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5, 6, 7, 8	<p>Tactic C: Provide access to the Florida Electronic Library (FEL) to all residents of Florida including public, academic, and K-12 school libraries. An emphasis has been placed on career and workforce development including resume writing and interviewing techniques, digital literacy, business planning, and small business resources.</p>	 <table border="1"> <caption># of Uses</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Uses</th> </tr> </thead> <tbody> <tr> <td>FY 10-11</td> <td>90,595,001</td> </tr> <tr> <td>FY 11-12</td> <td>71,550,468</td> </tr> <tr> <td>FY 12-13</td> <td>63,811,383</td> </tr> <tr> <td>FY 13-14</td> <td>71,523,942</td> </tr> <tr> <td>FY 14-15</td> <td>42,390,286</td> </tr> <tr> <td>FY 15-16</td> <td>40,376,135</td> </tr> <tr> <td>FY 16-17</td> <td>40,967,383</td> </tr> </tbody> </table>	Fiscal Year	Number of Uses	FY 10-11	90,595,001	FY 11-12	71,550,468	FY 12-13	63,811,383	FY 13-14	71,523,942	FY 14-15	42,390,286	FY 15-16	40,376,135	FY 16-17	40,967,383	<p>Metric: C1. Number of Florida Electronic Library uses.</p> <p>Standard: ≥ 60,000,000</p> <p>Results: Then (SFY2010-11): 90,595,001 Now (SFY2016-17): 40,967,383</p> <p>NOTE: The method used to capture the online usage data was changed in FY13-14 resulting in a decrease in the usage statistics.</p>	<p>Tactic C supports implementation of six <i>Strategic Plan</i> strategies. The Florida Electronic Library (FEL) is a gateway to select electronic resources that offer access to comprehensive, accurate, and reliable educational information. The FEL is available to all Florida residents including students in Florida's K-12 public schools, universities, and colleges. The FEL can be accessed 24 hours a day. Additionally, Florida's public libraries assist library card holders in workforce recovery efforts by providing access to databases and other job search resources, helping complete online job applications, and providing resume writing and interview skills training. This tactic supports the DOS mission and goal by improving the quality of life for Florida residents and advancing business and professional growth. The tactic also supports the <i>Strategic Plan</i> by providing access to education development and training programs to Florida College System institutions, state universities, school districts, and public libraries. Performance for Tactic C is evaluated by one metric which is reported every six months. Over 17 million articles are downloaded each year using the FEL. The statewide vendor for the FEL uses digital analytics to track the number of website hits to the FEL.</p>
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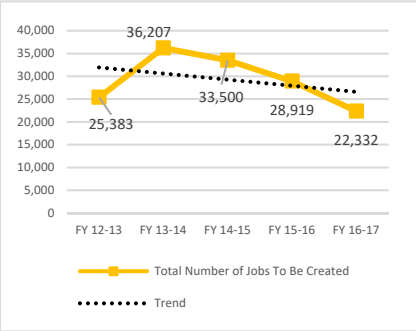
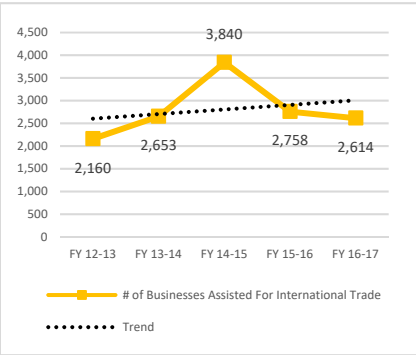
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18, 19, 23	<p><u>Tactic E:</u> Increase public awareness of business filing deadlines through improved announcements, meetings with business community groups, and new outreach efforts.</p>	 <table border="1"> <caption>Percent Late Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Late</th> </tr> </thead> <tbody> <tr> <td>FY 14-15</td> <td>0.91%</td> </tr> <tr> <td>FY 15-16</td> <td>1.09%</td> </tr> <tr> <td>FY 16-17</td> <td>1.58%</td> </tr> </tbody> </table>	Fiscal Year	Percent Late	FY 14-15	0.91%	FY 15-16	1.09%	FY 16-17	1.58%	<p><u>Metric:</u> E1. Reduce number of late business annual report and other filings. [% late]</p> <p><u>Standard:</u> ≤ 1.3%</p> <p><u>Results:</u> Then (SFY2014-15): 0.91% Now (SFY2016-17): 1.58%</p>	<p>Tactic E supports implementation of five <i>Strategic Plan</i> strategies. The Division of Corporations is Florida’s central location for the filing of business entities. Businesses must first register with the division to establish their existence on record and must file annual reports to perpetuate that existence, as well as update the record. Businesses or individuals wishing to use a fictitious name or trademark must register this information in addition to other required filings. One of the most important documents an entity must file is its annual report. The annual report ensures the entity remains active on the records of the Florida Department of State, Division of Corporations and is, therefore, authorized to conduct business in the state of Florida. Failure to file the report by May 1 results in a significant late fee and failure to file by the third Friday in September will result in the administrative dissolution or revocation of the entity. Each year the Department of State, Division of Corporations strives to reduce the number of late annual report filers and entities administratively dissolved or revoked for failure to file the report. In an effort to reduce the number of late business annual report filings, the department worked with the Department of Agriculture to produce a video entitled <i>File Early Florida</i> which encourages Florida businesses to file early to avoid late fees.</p>						
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12 18, 19, 20	<p><u>Tactic F:</u> Facilitate business through rapid turnaround time for business filing.</p>	 <table border="1"> <caption>Percent Turnaround Time Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Turnaround Time</th> </tr> </thead> <tbody> <tr> <td>FY 11-12</td> <td>93.20%</td> </tr> <tr> <td>FY 12-13</td> <td>94.50%</td> </tr> <tr> <td>FY 13-14</td> <td>94.03%</td> </tr> <tr> <td>FY 14-15</td> <td>94.00%</td> </tr> <tr> <td>FY 15-16</td> <td>93.90%</td> </tr> <tr> <td>FY 16-17</td> <td>94.20%</td> </tr> </tbody> </table>	Fiscal Year	Percent Turnaround Time	FY 11-12	93.20%	FY 12-13	94.50%	FY 13-14	94.03%	FY 14-15	94.00%	FY 15-16	93.90%	FY 16-17	94.20%	<p><u>Metric:</u> F1. Turnaround time for Division of Corporation filings.</p> <p><u>Standard:</u> ≥ 93.10%</p> <p><u>Results:</u> Then (SFY2011-12): 93.20% Now (SFY2016-17): 94.20%</p>	<p>Tactic F supports implementation of four <i>Strategic Plan</i> strategies. To reduce the regulatory burden on businesses, the Division of Corporations works in conjunction with other groups to modernize filing requirements. The Division of Corporation’s effort to foster economic and commercial growth by improving information availability and service delivery is a major theme in the development and maintenance of its operations and processes. By providing expeditious customer services and a means for business entities to file electronically, this tactic supports the department’s mission to ensure the integrity of Florida’s business community, and supports the <i>Strategic Plan</i> by helping to promote Florida as the best state for business. The department tracks the number of filings that are submitted by mail, fax, over-the-counter, and electronically. Additionally, the department measures the amount of time it takes for these filings to be processed and posted to Sunbiz.org. The sum of the total filings is then divided by the number of filings that are posted to Sunbiz.org within 24 hours.</p>
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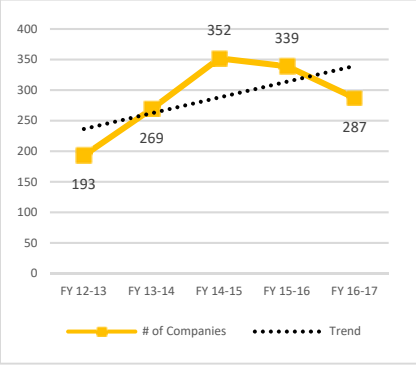

Department of Transportation

Strategy	FDOT Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?
3, 4 9, 10, 11, 12 13, 14 19 25 27, 28	<u>Tactic A:</u> Reduce delay and increase reliability of travel time on Florida's transportation system.		<p><u>Metric:</u> A1. Vehicle hours of delay during peak period on the State Highway System (trucks and all vehicles).</p> <p><u>Standard:</u> None Stated</p> <p><u>Results:</u> Then (CY2011): 87,300,000 Now (CY2015): 94,100,000</p>	Vehicle hours of delay is an indicator of traffic demand that is greater than the available capacity of the road network and are characterized by slower speeds, longer trips times, and increased queuing. This measure is important, as it reflects the efficient use of the transportation network. This measure is affected by land use, infrastructure investments, and total vehicle miles traveled (VMT). VMT increased in this same time period, as gas prices decreased and the US economy recovered.
3, 4 9, 10, 11, 12 13, 14 19 25 27, 28	<u>Tactic A:</u> Reduce delay and increase reliability of travel time on Florida's transportation system.		<p><u>Metric:</u> A2. Travel time reliability on freeways during peak period (trucks and all vehicles).</p> <p><u>Standard:</u> None Stated</p> <p><u>Results:</u> Then (CY2011): 82.5% Now (CY2015): 79.3%</p>	Travel time reliability is an indicator of the efficiency of the transportation network and reflects actual travel time compared to expected travel time per trip. This measure is important as an indicator of the efficiency of transportation. This measure is affected by land use, infrastructure investments, and total vehicle miles traveled (VMT). VMT increase in this same time period, as gas prices decreased and the US economy recovered.
1, 3, 4 9, 10, 11, 12 13, 14 19 24, 25 27, 28	<u>Tactic B:</u> Increase transportation connectivity, efficiency, and capacity.		<p><u>Metric:</u> B1. Percentage of FDOT capacity funds allocated to the Strategic Intermodal System (SIS).</p> <p><u>Standard:</u> ≥ 75%</p> <p><u>Results:</u> Then (SFY2011-12): 75% Now (SFY2015-16): 75%</p>	The Strategic Intermodal System (SIS) consists of the state's most strategic and significant transportation facilities, including major interstates and other highways moving higher volume and higher speed freight and passengers, as well as seaports, airports, rail, interregional transit, and spaceports. This measure is important, as it reflects the state's commitment to efficiently moving high volumes of freight and people to support businesses, jobs, and the economy as a whole.

Strategy	FDOT Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?												
1, 3, 4	Tactic B: Increase transportation connectivity, efficiency, and capacity.	<table border="1"> <caption>Percent Projects Completed On Time</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Projects Completed On Time</th> </tr> </thead> <tbody> <tr> <td>FY 11-12</td> <td>89.4%</td> </tr> <tr> <td>FY 12-13</td> <td>86.6%</td> </tr> <tr> <td>FY 13-14</td> <td>89.9%</td> </tr> <tr> <td>FY 14-15</td> <td>87.2%</td> </tr> <tr> <td>FY 15-16</td> <td>85.6%</td> </tr> </tbody> </table>	Fiscal Year	Percent Projects Completed On Time	FY 11-12	89.4%	FY 12-13	86.6%	FY 13-14	89.9%	FY 14-15	87.2%	FY 15-16	85.6%	<p>Metric: B2. Percentage of FDOT transportation projects completed on time.</p> <p>Standard: $\geq 80.0\%$</p> <p>Results:</p> <p>Then (SFY2011-12): 89.4%</p> <p>Now (SFY2015-16): 85.6%</p>	FDOT transportation projects completed on time is important, as delays in road construction, for example, exacerbate traffic congestion and delays, affect nearby businesses, and potentially delays potential economic impacts.
Fiscal Year			Percent Projects Completed On Time													
FY 11-12			89.4%													
FY 12-13			86.6%													
FY 13-14			89.9%													
FY 14-15			87.2%													
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9, 10, 11, 12																
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1, 3, 4	Tactic B: Increase transportation connectivity, efficiency, and capacity.	<table border="1"> <caption>Percent Projects Completed On Budget</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Projects Completed On Budget</th> </tr> </thead> <tbody> <tr> <td>FY 11-12</td> <td>84.9%</td> </tr> <tr> <td>FY 12-13</td> <td>90.3%</td> </tr> <tr> <td>FY 13-14</td> <td>89.1%</td> </tr> <tr> <td>FY 14-15</td> <td>91.2%</td> </tr> <tr> <td>FY 15-16</td> <td>92.0%</td> </tr> </tbody> </table>	Fiscal Year	Percent Projects Completed On Budget	FY 11-12	84.9%	FY 12-13	90.3%	FY 13-14	89.1%	FY 14-15	91.2%	FY 15-16	92.0%	<p>Metric: B3. Percentage of FDOT transportation projects completed on budget.</p> <p>Standard: $\geq 90.0\%$</p> <p>Results:</p> <p>Then (SFY2011-12): 84.9%</p> <p>Now (SFY2015-16): 92.0%</p>	FDOT transportation projects completed on budget is important, as overages affect funds available for other transportation projects.
Fiscal Year			Percent Projects Completed On Budget													
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Enterprise Florida

Strategy	EFI Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?												
1, 3, 4	<p><u>Tactic A:</u> Assist, promote, and enhance economic opportunities in Florida to recruit, retain, and expand businesses.</p>	 <table border="1"> <caption>Total Number of Jobs To Be Created</caption> <thead> <tr> <th>Fiscal Year</th> <th>Total Number of Jobs To Be Created</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>25,383</td> </tr> <tr> <td>FY 13-14</td> <td>36,207</td> </tr> <tr> <td>FY 14-15</td> <td>33,500</td> </tr> <tr> <td>FY 15-16</td> <td>28,919</td> </tr> <tr> <td>FY 16-17</td> <td>22,332</td> </tr> </tbody> </table>	Fiscal Year	Total Number of Jobs To Be Created	FY 12-13	25,383	FY 13-14	36,207	FY 14-15	33,500	FY 15-16	28,919	FY 16-17	22,332	<p><u>Metric:</u> A1. Total number of proposed jobs to be created by businesses assisted by Enterprise Florida.</p> <p><u>Standard:</u> $\geq 20,000$</p> <p><u>Results:</u> Then (SFY2012-13): 25,383 Now (SFY2016-17): 22,332</p>	<p>This tactic supports implementation of four <i>Strategic Plan</i> strategies. Tactic A's implementation performance is evaluated using one metric. This cumulative metric measures job creation resulting from EFI's on-going ability to recruit, retain, and expand businesses into Florida.</p>
Fiscal Year	Total Number of Jobs To Be Created															
FY 12-13	25,383															
FY 13-14	36,207															
FY 14-15	33,500															
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1, 4	<p><u>Tactic B:</u> Advance international trade opportunities.</p>	 <table border="1"> <caption># of Businesses Assisted For International Trade</caption> <thead> <tr> <th>Fiscal Year</th> <th># of Businesses Assisted For International Trade</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>2,160</td> </tr> <tr> <td>FY 13-14</td> <td>2,653</td> </tr> <tr> <td>FY 14-15</td> <td>3,840</td> </tr> <tr> <td>FY 15-16</td> <td>2,758</td> </tr> <tr> <td>FY 16-17</td> <td>2,614</td> </tr> </tbody> </table>	Fiscal Year	# of Businesses Assisted For International Trade	FY 12-13	2,160	FY 13-14	2,653	FY 14-15	3,840	FY 15-16	2,758	FY 16-17	2,614	<p><u>Metric:</u> B1. Number of Florida-based businesses assisted by Enterprise Florida for international trade.</p> <p><u>Standard:</u> $\geq 2,250$</p> <p><u>Results:</u> Then (SFY2012-13): 2,160 Now (SFY2016-17): 2,614</p>	<p>Tactic B supports implementation of four <i>Strategic Plan</i> strategies. The performance for Tactic B is evaluated using three metrics. This cumulative metric measures EFI's ability to provide assistance to existing businesses in order to support international trade efforts.</p>
Fiscal Year	# of Businesses Assisted For International Trade															
FY 12-13	2,160															
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11, 12																

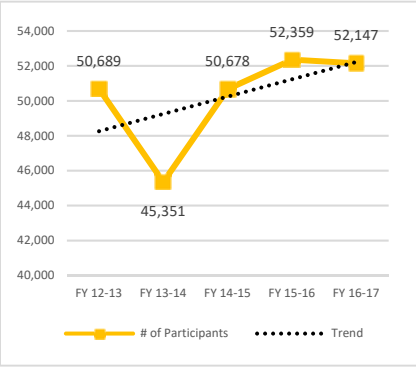
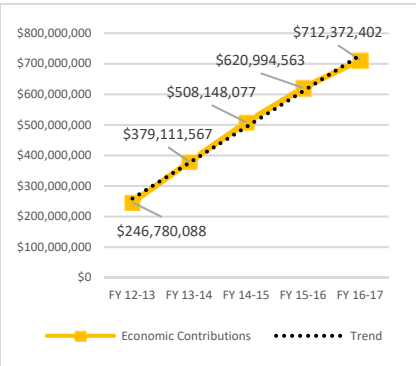
Strategy	EFI Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?												
1, 4	Tactic B: Advance international trade opportunities.	 <table border="1"> <caption># of Companies</caption> <thead> <tr> <th>Fiscal Year</th> <th># of Companies</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>193</td> </tr> <tr> <td>FY 13-14</td> <td>269</td> </tr> <tr> <td>FY 14-15</td> <td>352</td> </tr> <tr> <td>FY 15-16</td> <td>339</td> </tr> <tr> <td>FY 16-17</td> <td>287</td> </tr> </tbody> </table>	Fiscal Year	# of Companies	FY 12-13	193	FY 13-14	269	FY 14-15	352	FY 15-16	339	FY 16-17	287	<p><u>Metric:</u> B2. The number of companies with export sales attributable to activities conducted by Enterprise Florida.</p> <p><u>Standard:</u> ≥ 215</p> <p><u>Results:</u> Then (SFY2012-13): 193 Now (SFY2016-17): 287</p>	Tactic B supports implementation of four <i>Strategic Plan</i> strategies. The performance for Tactic B is evaluated using three metrics. This cumulative metric also measures EFI's ability to provide assistance to existing businesses in order to support international trade efforts.
Fiscal Year	# of Companies															
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1, 4	Tactic B: Advance international trade opportunities.	 <table border="1"> <caption>Amount of Projected Export Sales</caption> <thead> <tr> <th>Fiscal Year</th> <th>Amount of Projected Export Sales</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>\$725,878,280</td> </tr> <tr> <td>FY 13-14</td> <td>\$820,835,621</td> </tr> <tr> <td>FY 14-15</td> <td>\$918,732,619</td> </tr> <tr> <td>FY 15-16</td> <td>\$911,480,000</td> </tr> <tr> <td>FY 16-17</td> <td>\$738,015,971</td> </tr> </tbody> </table>	Fiscal Year	Amount of Projected Export Sales	FY 12-13	\$725,878,280	FY 13-14	\$820,835,621	FY 14-15	\$918,732,619	FY 15-16	\$911,480,000	FY 16-17	\$738,015,971	<p><u>Metric:</u> B3. The amount of projected export sales attributable to the activities conducted by Enterprise Florida.</p> <p><u>Standard:</u> $\geq \\$675,000,000$</p> <p><u>Results:</u> Then (SFY2012-13): \$725,878,280 Now (SFY2016-17): \$738,015,971</p>	Tactic B supports implementation of four <i>Strategic Plan</i> strategies. The performance for Tactic B is evaluated using three metrics. This cumulative metric measures sales activity by those international trade businesses assisted by EFI.
Fiscal Year	Amount of Projected Export Sales															
FY 12-13	\$725,878,280															
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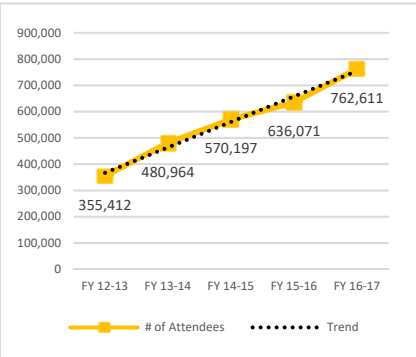
Strategy	EFI Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?						
1, 4	<u>Tactic C:</u> Market the state as a pro-business location for new investment.	<table border="1"> <caption>Overall Traffic in Visits</caption> <thead> <tr> <th>Fiscal Year</th> <th>Overall Traffic in Visits</th> </tr> </thead> <tbody> <tr> <td>FY 15-16</td> <td>383,174</td> </tr> <tr> <td>FY 16-17</td> <td>1,318,541</td> </tr> </tbody> </table>	Fiscal Year	Overall Traffic in Visits	FY 15-16	383,174	FY 16-17	1,318,541	<p><u>Metric:</u> C1. Web traffic to EFI's website- enterprise florida.com- overall traffic in visits.</p> <p><u>Standard:</u> $\geq 250,000$</p> <p><u>Results:</u> Then (SFY2015-16): 383,174 Now (SFY2016-17): 1,318,541</p>	<p>This tactic supports implementation of three <i>Strategic Plan</i> strategies. Tactic C's implementation performance is evaluated using one metric per site. These metrics measure the interaction of website visitors from around the world. These visitors result from EFI's on-going efforts to promote the state's business resources to its in-state, national and global target audiences.</p>
Fiscal Year	Overall Traffic in Visits									
FY 15-16	383,174									
FY 16-17	1,318,541									
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1, 4	<u>Tactic C:</u> Market the state as a pro-business location for new investment.	<table border="1"> <caption># of Positive Media Hits</caption> <thead> <tr> <th>Fiscal Year</th> <th># of Positive Media Hits</th> </tr> </thead> <tbody> <tr> <td>FY 15-16</td> <td>1,146</td> </tr> <tr> <td>FY 16-17</td> <td>7,554</td> </tr> </tbody> </table>	Fiscal Year	# of Positive Media Hits	FY 15-16	1,146	FY 16-17	7,554	<p><u>Metric:</u> C2. Positive media hits.</p> <p><u>Standard:</u> ≥ 700</p> <p><u>Results:</u> Then (SFY2015-16): 1,146 Now (SFY2016-17): 7,554</p>	<p>This tactic supports implementation of three <i>Strategic Plan</i> strategies. Tactic C's implementation performance is evaluated using two metrics. These metrics measure the dissemination of information resulting from EFI's on-going efforts to promote the state's business resources to in-state, national and global media outlets and target audiences.</p>
Fiscal Year	# of Positive Media Hits									
FY 15-16	1,146									
FY 16-17	7,554									
12										
1, 4	<u>Tactic C:</u> Market the state as a pro-business location for new investment.	<table border="1"> <caption>Total Social Media Followers</caption> <thead> <tr> <th>Fiscal Year</th> <th>Total Social Media Followers</th> </tr> </thead> <tbody> <tr> <td>FY 15-16</td> <td>21,171</td> </tr> <tr> <td>FY 16-17</td> <td>43,952</td> </tr> </tbody> </table>	Fiscal Year	Total Social Media Followers	FY 15-16	21,171	FY 16-17	43,952	<p><u>Metric:</u> C3. Total Social Media channel followers.</p> <p><u>Standard:</u> $\geq 21,000$</p> <p><u>Results:</u> Then (SFY2015-16): 21,171 Now (SFY2016-17): 43,952</p>	<p>This tactic supports implementation of three <i>Strategic Plan</i> strategies. Tactic C's implementation performance is evaluated using one metric per social media platform. These metrics measure interaction between EFI and its social media followers. This interaction increases awareness of EFI's on-going efforts to promote the state's business resources to in-state, national and global target audiences.</p>
Fiscal Year	Total Social Media Followers									
FY 15-16	21,171									
FY 16-17	43,952									
12										

Strategy	EFI Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?
1, 4	<u>Tactic C:</u> Market the state as a pro-business location for new investment.	<p>439,354,241</p> <p>FY 16-17</p> <p>Total Media Impressions Trend</p>	<u>Metric:</u> C4. The total media impressions (print, broadcast, out of home). <u>Standard:</u> $\geq 150,000,000$ <u>Results:</u> Now (SFY2016-17): 439,354,241 NOTE: No Historical Data Available	This tactic supports implementation of three <i>Strategic Plan</i> strategies. Tactic C's implementation performance is evaluated using several metrics, based on the media type and outlet. These metrics measure views and interactions between our target audience and the media viewed. All of these interactions increase awareness of EFI's on-going efforts to promote the state's business resources to in-state, national and global target audiences.
12				
1, 4	<u>Tactic D:</u> Promote opportunities for small and/or minority-owned businesses.	<p>67 81 66 109 20</p> <p>FY 12-13 FY 13-14 FY 14-15 FY 15-16 FY 16-17</p> <p># of Small/ Minority Businesses Trend</p>	<u>Metric:</u> D1. Number of small and/or minority businesses receiving financial assistance. <u>Standard:</u> ≥ 6 <u>Results:</u> Then (SFY2012-13): 67 Now (SFY2016-17): 20	This tactic supports implementation of five <i>Strategic Plan</i> strategies. Tactic D efforts fall under EFI's Minority and Small Business, Entrepreneurship, and Capital (MaSBEC) Department. This metric measures the number of small and/or minority businesses EFI is assisting.
10				
20, 21				
1, 4	<u>Tactic D:</u> Promote opportunities for small and/or minority-owned businesses.	<p>\$43,272,256 \$33,600,000 \$26,321,000 \$10,179,000</p> <p>FY 12-13 FY 13-14 FY 14-15 FY 15-16</p> <p>Funds Invested in Small/ Minority Businesses Trend</p>	<u>Metric:</u> D2. Amount of funds invested in small and/or minority businesses. <u>Standard:</u> $\geq \$17,000,000$ <u>Results:</u> Then (SFY2012-13): \$43,272,256 Now (SFY2015-16): \$10,179,000	This tactic supports implementation of five <i>Strategic Plan</i> strategies. Tactic D efforts fall under EFI's Minority and Small Business, Entrepreneurship, and Capital (MaSBEC) Department. This metric measures the value of funds invested in small and/or minority businesses.
10				
20, 21				

Strategy	EFI Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?												
1, 4	<u>Tactic E:</u> Provide general operations to promote economic development.	<table border="1"> <caption>Satisfaction Rate of Businesses</caption> <thead> <tr> <th>Fiscal Year</th> <th>Satisfaction Rate (%)</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>97%</td> </tr> <tr> <td>FY 14-15</td> <td>96%</td> </tr> <tr> <td>FY 15-16</td> <td>97%</td> </tr> <tr> <td>FY 16-17</td> <td>98%</td> </tr> </tbody> </table>	Fiscal Year	Satisfaction Rate (%)	FY 13-14	97%	FY 14-15	96%	FY 15-16	97%	FY 16-17	98%	<p><u>Metric:</u> E1. Satisfaction of businesses served with investment or trade assistance provided by EFI.</p> <p><u>Standard:</u> $\geq 90\%$</p> <p><u>Results:</u> Then (SFY2013-14): 97% Now (SFY2016-17): 98%</p>	Tactic E supports implementation of seven <i>Strategic Plan</i> strategies. The performance for Tactic E is evaluated using three metrics. This metric measures EFI's ability to serve businesses in the areas of investment or trade assistance satisfactorily.		
Fiscal Year			Satisfaction Rate (%)													
FY 13-14			97%													
FY 14-15			96%													
FY 15-16			97%													
FY 16-17	98%															
11																
13																
19																
25, 26																
1, 4	<u>Tactic E:</u> Provide general operations to promote economic development.	<table border="1"> <caption># of Strategies Implemented</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Strategies</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>11</td> </tr> <tr> <td>FY 13-14</td> <td>11</td> </tr> <tr> <td>FY 14-15</td> <td>11</td> </tr> <tr> <td>FY 15-16</td> <td>11</td> </tr> <tr> <td>FY 16-17</td> <td>11</td> </tr> </tbody> </table>	Fiscal Year	Number of Strategies	FY 12-13	11	FY 13-14	11	FY 14-15	11	FY 15-16	11	FY 16-17	11	<p><u>Metric:</u> E2. Number of Strategies in the <i>Florida Strategic Plan for Economic Development</i> being implemented by EFI.</p> <p><u>Standard:</u> ≥ 11</p> <p><u>Results:</u> Then (SFY2012-13): 11 Now (SFY2016-17): 11</p>	Tactic E supports implementation of seven <i>Strategic Plan</i> strategies. The performance for Tactic E is evaluated using three metrics. This metric measures EFI's overall ability to support and implement <i>Florida's Strategic Plan for Economic Development</i> .
Fiscal Year			Number of Strategies													
FY 12-13			11													
FY 13-14			11													
FY 14-15			11													
FY 15-16	11															
FY 16-17	11															
11																
13																
19																
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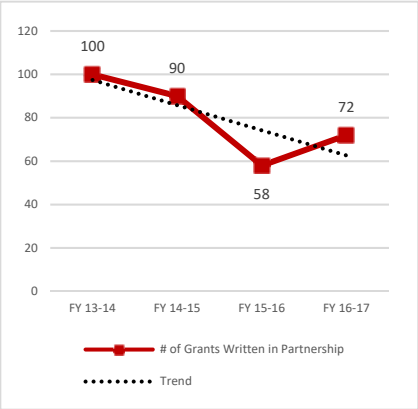
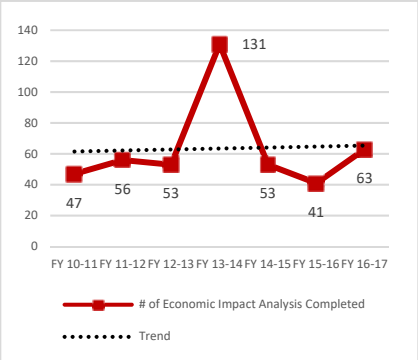
Strategy	EFI Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?												
1, 4	Tactic E: Provide general operations to promote economic development.	<table border="1"> <caption>Satisfaction Survey Response Rate</caption> <thead> <tr> <th>Fiscal Year</th> <th>Response Rate</th> </tr> </thead> <tbody> <tr> <td>FY 15-16</td> <td>34%</td> </tr> <tr> <td>FY 16-17</td> <td>17%</td> </tr> </tbody> </table>	Fiscal Year	Response Rate	FY 15-16	34%	FY 16-17	17%	<p>Metric: E3. Response rate for Business Development/ International Trade Development customer satisfaction survey.</p> <p>Standard: $\geq 35\%$</p> <p>Results: Then (SFY2015-16): 34% Now (SFY2016-17): 17%</p>	Tactic E supports implementation of seven <i>Strategic Plan</i> strategies. The performance for Tactic E is evaluated using three metrics. This metric measures EFI's overall ability to support and implement <i>Florida's Strategic Plan for Economic Development</i> .						
Fiscal Year			Response Rate													
FY 15-16			34%													
FY 16-17			17%													
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1, 4	Tactic F: Assist and market professional and amateur sports teams and sporting events in Florida.	<table border="1"> <caption>Economic Contributions</caption> <thead> <tr> <th>Fiscal Year</th> <th>Contribution</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>\$8,165,006</td> </tr> <tr> <td>FY 13-14</td> <td>\$7,069,198</td> </tr> <tr> <td>FY 14-15</td> <td>\$8,810,366</td> </tr> <tr> <td>FY 15-16</td> <td>\$8,792,444</td> </tr> <tr> <td>FY 16-17</td> <td>\$8,663,024</td> </tr> </tbody> </table>	Fiscal Year	Contribution	FY 12-13	\$8,165,006	FY 13-14	\$7,069,198	FY 14-15	\$8,810,366	FY 15-16	\$8,792,444	FY 16-17	\$8,663,024	<p>Metric: F1. Economic contributions to communities as a result of hosting Florida's Senior State Games and Sunshine State Games Championships.</p> <p>Standard: $\geq \\$7,000,000$</p> <p>Results: Then (SFY2012-13): \$8,165,006 Now (SFY2016-17): \$8,663,024</p>	This tactic supports implementation of six <i>Strategic Plan</i> strategies. The performance for Tactic F is evaluated using four metrics. This annual metric measures the economic impact of these two sporting events on Florida's communities.
Fiscal Year			Contribution													
FY 12-13			\$8,165,006													
FY 13-14	\$7,069,198															
FY 14-15	\$8,810,366															
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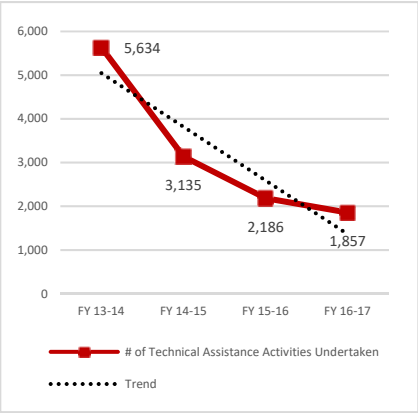
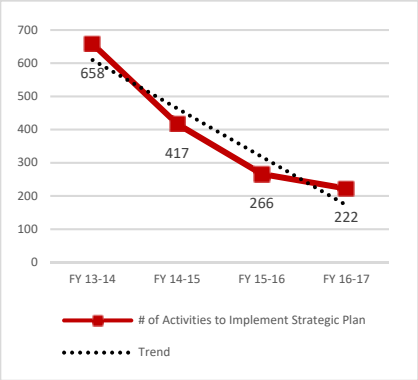
Strategy	EFI Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?												
1, 4	Tactic F: Assist and market professional and amateur sports teams and sporting events in Florida.	 <table border="1" data-bbox="548 298 961 662"> <caption># of Participants</caption> <thead> <tr> <th>Fiscal Year</th> <th># of Participants</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>50,689</td> </tr> <tr> <td>FY 13-14</td> <td>45,351</td> </tr> <tr> <td>FY 14-15</td> <td>50,678</td> </tr> <tr> <td>FY 15-16</td> <td>52,359</td> </tr> <tr> <td>FY 16-17</td> <td>52,147</td> </tr> </tbody> </table>	Fiscal Year	# of Participants	FY 12-13	50,689	FY 13-14	45,351	FY 14-15	50,678	FY 15-16	52,359	FY 16-17	52,147	<p><u>Metric:</u> F2. Number of participants (athletes and families) competing and attending in Florida's Senior State Games and Sunshine State Games Championships.</p> <p><u>Standard:</u> $\geq 40,000$</p> <p><u>Results:</u> Then (SFY2012-13): 50,689 Now (SFY2016-17): 52,147</p>	<p>This tactic supports implementation of six <i>Strategic Plan</i> strategies. The performance for Tactic F is evaluated using four metrics. This annual metric measures EFI's success at increasing participation in these two sporting events held in Florida.</p>
Fiscal Year			# of Participants													
FY 12-13			50,689													
FY 13-14	45,351															
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27, 29																
1, 4	Tactic F: Assist and market professional and amateur sports teams and sporting events in Florida.	 <table border="1" data-bbox="548 927 961 1291"> <caption>Economic Contributions</caption> <thead> <tr> <th>Fiscal Year</th> <th>Economic Contributions</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>\$246,780,088</td> </tr> <tr> <td>FY 13-14</td> <td>\$379,111,567</td> </tr> <tr> <td>FY 14-15</td> <td>\$508,148,077</td> </tr> <tr> <td>FY 15-16</td> <td>\$620,994,563</td> </tr> <tr> <td>FY 16-17</td> <td>\$712,372,402</td> </tr> </tbody> </table>	Fiscal Year	Economic Contributions	FY 12-13	\$246,780,088	FY 13-14	\$379,111,567	FY 14-15	\$508,148,077	FY 15-16	\$620,994,563	FY 16-17	\$712,372,402	<p><u>Metric:</u> F3. Economic contributions from Florida Sports Foundation sponsored sporting event grants.</p> <p><u>Standard:</u> $\geq \\$200,000,000$</p> <p><u>Results:</u> Then (SFY2012-13): \$246,780,088 Now (SFY2016-17): \$712,372,402</p>	<p>This tactic supports implementation of six <i>Strategic Plan</i> strategies. The performance for Tactic F is evaluated using four metrics. This metric measures the economic impact by out-of-state visitors of Florida Sports Foundation's funding of regional and major grant events to communities.</p>
Fiscal Year			Economic Contributions													
FY 12-13			\$246,780,088													
FY 13-14	\$379,111,567															
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FY 15-16	\$620,994,563															
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Strategy	EFI Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?												
1, 4	Tactic F: Assist and market professional and amateur sports teams and sporting events in Florida.	 <table border="1" data-bbox="548 183 961 537"> <caption>Attendee Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Attendees</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>355,412</td> </tr> <tr> <td>FY 13-14</td> <td>480,964</td> </tr> <tr> <td>FY 14-15</td> <td>570,197</td> </tr> <tr> <td>FY 15-16</td> <td>636,071</td> </tr> <tr> <td>FY 16-17</td> <td>762,611</td> </tr> </tbody> </table>	Fiscal Year	Number of Attendees	FY 12-13	355,412	FY 13-14	480,964	FY 14-15	570,197	FY 15-16	636,071	FY 16-17	762,611	<p><u>Metric:</u> F4. Number of attendees at the sponsored grant events.</p> <p><u>Standard:</u> $\geq 300,000$</p> <p><u>Results:</u></p> <p>Then (SFY2012-13): 355,412</p> <p>Now (SFY 2016-17): 762,611</p>	<p>This tactic supports implementation of six <i>Strategic Plan</i> strategies. The performance for Tactic F is evaluated using four metrics. This annual metric measures EFI's success at increasing attendance at sporting events held in Florida by out-of-state visitors.</p>
Fiscal Year			Number of Attendees													
FY 12-13			355,412													
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Florida Regional Councils Association

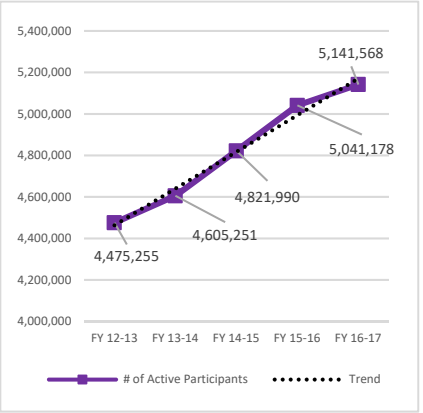
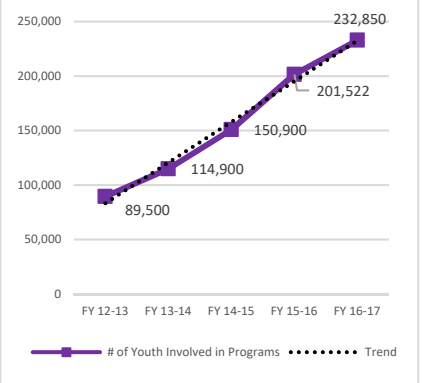
Strategy	FRCA Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?																
3	<u>Tactic A:</u> Administer revolving loan fund programs.	<table border="1"> <caption># of Jobs Created</caption> <thead> <tr> <th>Fiscal Year</th> <th># of Jobs Created</th> </tr> </thead> <tbody> <tr><td>FY 10-11</td><td>52</td></tr> <tr><td>FY 11-12</td><td>3</td></tr> <tr><td>FY 12-13</td><td>16</td></tr> <tr><td>FY 13-14</td><td>76</td></tr> <tr><td>FY 14-15</td><td>8</td></tr> <tr><td>FY 15-16</td><td>3</td></tr> <tr><td>FY 16-17</td><td>26</td></tr> </tbody> </table>	Fiscal Year	# of Jobs Created	FY 10-11	52	FY 11-12	3	FY 12-13	16	FY 13-14	76	FY 14-15	8	FY 15-16	3	FY 16-17	26	<p><u>Metric:</u> A1. Number of jobs created through revolving loan funds.</p> <p><u>Standard:</u> None Stated</p> <p><u>Results:</u> Then (SFY2010-11): 52 Now (SFY2016-17): 26</p> <p>NOTE: Number of jobs created fluctuates based on available funding.</p>	Tactic A supports implementation of seven <i>Strategic Plan</i> strategies. The performance for Tactic A is evaluated using two measures.
Fiscal Year			# of Jobs Created																	
FY 10-11			52																	
FY 11-12			3																	
FY 12-13			16																	
FY 13-14	76																			
FY 14-15	8																			
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FY 16-17	26																			
8																				
13																				
20, 21																				
26, 27, 29																				
3	<u>Tactic A:</u> Administer revolving loan fund programs.	<table border="1"> <caption># of Jobs Retained</caption> <thead> <tr> <th>Fiscal Year</th> <th># of Jobs Retained</th> </tr> </thead> <tbody> <tr><td>FY 10-11</td><td>82</td></tr> <tr><td>FY 11-12</td><td>89</td></tr> <tr><td>FY 12-13</td><td>38</td></tr> <tr><td>FY 13-14</td><td>187</td></tr> <tr><td>FY 14-15</td><td>53</td></tr> <tr><td>FY 15-16</td><td>46</td></tr> <tr><td>FY 16-17</td><td>58</td></tr> </tbody> </table>	Fiscal Year	# of Jobs Retained	FY 10-11	82	FY 11-12	89	FY 12-13	38	FY 13-14	187	FY 14-15	53	FY 15-16	46	FY 16-17	58	<p><u>Metric:</u> A2. Number of jobs retained through revolving loan funds.</p> <p><u>Standard:</u> None Stated</p> <p><u>Results:</u> Then (SFY 2010-11): 82 Now (SFY 2016-17): 58</p>	Tactic A supports implementation of seven <i>Strategic Plan</i> strategies. The performance for Tactic A is evaluated using two measures.
Fiscal Year			# of Jobs Retained																	
FY 10-11			82																	
FY 11-12			89																	
FY 12-13			38																	
FY 13-14	187																			
FY 14-15	53																			
FY 15-16	46																			
FY 16-17	58																			
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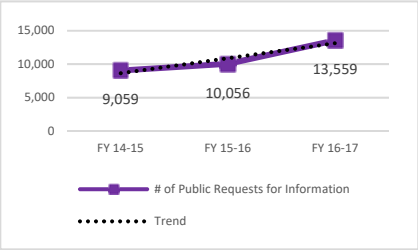
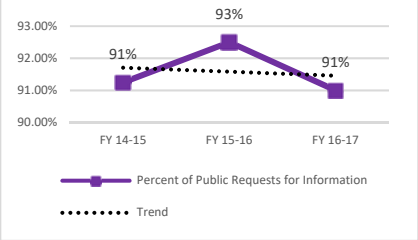
Strategy	FRCA Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?																
3	Tactic B: Write grants to support economic development projects and expand local economies.	 <table border="1"> <caption># of Grants Written in Partnership</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Grants</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>100</td> </tr> <tr> <td>FY 14-15</td> <td>90</td> </tr> <tr> <td>FY 15-16</td> <td>58</td> </tr> <tr> <td>FY 16-17</td> <td>72</td> </tr> </tbody> </table>	Fiscal Year	Number of Grants	FY 13-14	100	FY 14-15	90	FY 15-16	58	FY 16-17	72	<p><u>Metric:</u> B1. Number of grants written in partnership with local governments or economic development organizations.</p> <p><u>Standard:</u> None Stated</p> <p><u>Results:</u> Then (SFY 2013-14): 100 Now (SFY 2016-17): 72</p> <p style="text-align: center;">!</p>	<p>Tactic B supports implementation of six <i>Strategic Plan</i> strategies. The performance for Tactic B is evaluated using one measure. This measure is driven by the needs of a council's local governments and economic development partners. Typical grant applications prepared by regional planning councils include those for Community Development Block Grants and those issued by the U.S. Economic Development Administration and U.S. Department of Agriculture/Rural Development. For instance, the North Central Florida Regional Planning Council secured over \$4 million in federal and state economic development infrastructure grant funds to help enable the first private business, Klausner Lumber, to locate at the Suwannee County Catalyst Site. These grant funds provide needed infrastructure to the catalyst site, enabling Klausner to invest \$70 million in plant and equipment to create 350 jobs to improve economic opportunities in rural Florida. A grant written by the Apalachee Regional Planning Council resulted in the awarding of \$1,054,300 in funds needed to meet the infrastructure needs for the establishment of the Sacred Heart Hospital and North Florida Childcare Center in Port St. Joe.</p>						
Fiscal Year			Number of Grants																	
FY 13-14			100																	
FY 14-15			90																	
FY 15-16	58																			
FY 16-17	72																			
8																				
13																				
26																				
1, 3, 4	Tactic C: Conduct economic impact analyses to measure the economic and fiscal impacts of project development or policy initiatives.	 <table border="1"> <caption># of Economic Impact Analysis Completed</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Analyses</th> </tr> </thead> <tbody> <tr> <td>FY 10-11</td> <td>47</td> </tr> <tr> <td>FY 11-12</td> <td>56</td> </tr> <tr> <td>FY 12-13</td> <td>53</td> </tr> <tr> <td>FY 13-14</td> <td>131</td> </tr> <tr> <td>FY 14-15</td> <td>53</td> </tr> <tr> <td>FY 15-16</td> <td>41</td> </tr> <tr> <td>FY 16-17</td> <td>63</td> </tr> </tbody> </table>	Fiscal Year	Number of Analyses	FY 10-11	47	FY 11-12	56	FY 12-13	53	FY 13-14	131	FY 14-15	53	FY 15-16	41	FY 16-17	63	<p><u>Metric:</u> C1. Number of economic impact analyses completed on behalf of local governments or economic development organizations.</p> <p><u>Standard:</u> None Stated</p> <p><u>Results:</u> Then (SFY2010-11): 47 Now (SFY2016-17): 63</p> <p style="text-align: center;">.</p>	<p>Tactic C supports implementation of five <i>Strategic Plan</i> strategies. The performance for Tactic C is evaluated using one measure. This is a service offered to a council's local governments, often for free, depending on the complexity of the project being analyzed. Regional planning councils are equipped with state of the art econometric software (REMI – Regional Economic Modeling, Inc.), and provide objective economic impact analyses on policy and investment decisions—often in support of local economic development organizations. The analysis service helps them compete nationally and globally for investment and skilled personnel. This results in jobs that are a value-added benefit to the community.</p>
Fiscal Year			Number of Analyses																	
FY 10-11			47																	
FY 11-12			56																	
FY 12-13	53																			
FY 13-14	131																			
FY 14-15	53																			
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13																				
26																				

Strategy	FRCA Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?										
<p>1, 4</p> <p>8</p> <p>13, 14</p> <p>18, 19</p> <p>28, 29</p>	<p><u>Tactic D:</u> Provide technical assistance to local governments.</p>	 <table border="1"> <caption># of Technical Assistance Activities Undertaken</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Activities</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>5,634</td> </tr> <tr> <td>FY 14-15</td> <td>3,135</td> </tr> <tr> <td>FY 15-16</td> <td>2,186</td> </tr> <tr> <td>FY 16-17</td> <td>1,857</td> </tr> </tbody> </table>	Fiscal Year	Number of Activities	FY 13-14	5,634	FY 14-15	3,135	FY 15-16	2,186	FY 16-17	1,857	<p><u>Metric:</u> D1. Number of technical assistance activities undertaken to coordinate decision-making and investments for economic development, transportation, infrastructure, housing, water, energy, natural resources, workforce and community development at the local level.</p> <p><u>Standard:</u> None Stated</p> <p><u>Results:</u> Then (SFY2013-14): 5,634 Now (SFY2016-17): 1,857</p>	<p>Tactic D supports implementation of 12 <i>Strategic Plan</i> strategies. The performance for Tactic D is evaluated using one measure. This measure is driven by the needs of a council's local governments and economic development partners.</p>
Fiscal Year	Number of Activities													
FY 13-14	5,634													
FY 14-15	3,135													
FY 15-16	2,186													
FY 16-17	1,857													
<p>1, 3, 4</p> <p>8</p> <p>13</p> <p>19</p> <p>24, 26</p> <p>28, 29</p>	<p><u>Tactic E:</u> Build partnerships with local and regional economic development organizations and workforce boards and engage in regional collaborative activities.</p>	 <table border="1"> <caption># of Activities to Implement Strategic Plan</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Activities</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>658</td> </tr> <tr> <td>FY 14-15</td> <td>417</td> </tr> <tr> <td>FY 15-16</td> <td>266</td> </tr> <tr> <td>FY 16-17</td> <td>222</td> </tr> </tbody> </table>	Fiscal Year	Number of Activities	FY 13-14	658	FY 14-15	417	FY 15-16	266	FY 16-17	222	<p><u>Metric:</u> E1. Number of partnerships undertaken to implement one or more strategies in the <i>Florida Strategic Plan for Economic Development</i>.</p> <p><u>Standard:</u> None Stated</p> <p><u>Results:</u> Then (SFY2013-14): 658 Now (SFY2016-17): 222</p>	<p>Tactic E supports implementation of 14 <i>Strategic Plan</i> strategies. The performance for Tactic E is evaluated using two measures. This measure looks at the partnerships undertaken to implement one or more statewide <i>Strategic Plan</i> strategies, which include activities associated with any local or regional economic development organization.</p>
Fiscal Year	Number of Activities													
FY 13-14	658													
FY 14-15	417													
FY 15-16	266													
FY 16-17	222													

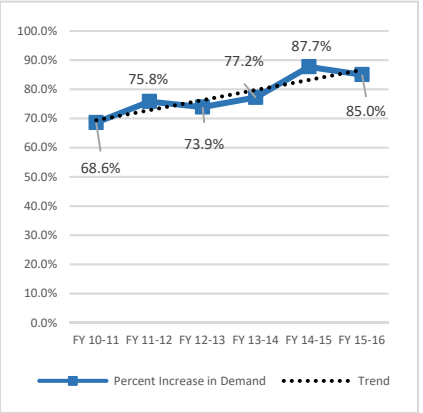
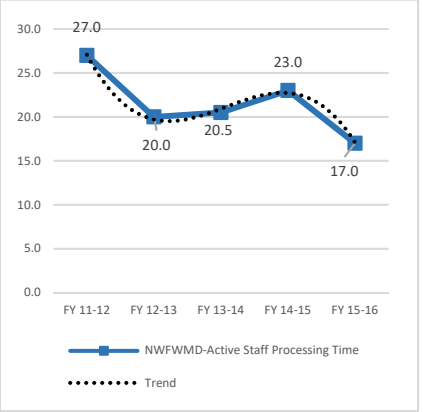
Strategy	FRCA Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?										
1, 3, 4	Tactic E: Build partnerships with local and regional economic development organizations and workforce boards and engage in regional collaborative activities.	<table border="1"> <caption># of Activities to Implement Strategic Regional Policy Plan</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Activities</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>814</td> </tr> <tr> <td>FY 14-15</td> <td>734</td> </tr> <tr> <td>FY 15-16</td> <td>934</td> </tr> <tr> <td>FY 16-17</td> <td>552</td> </tr> </tbody> </table>	Fiscal Year	Number of Activities	FY 13-14	814	FY 14-15	734	FY 15-16	934	FY 16-17	552	Metric: E2. Number of activities undertaken to implement one or more elements of the Strategic Regional Policy Plan. Standard: None Stated Results: Then (SFY2013-14): 814 Now (SFY2016-17): 552	Tactic E supports implementation of 14 <i>Strategic Plan</i> strategies. The performance for Tactic E is evaluated using two measures. This measure looks at the activities undertaken to implement one or more elements of the Strategic Regional Policy Plan, which include activities associated with the review of local government comprehensive plan amendments or activities associated with the Intergovernmental Coordination and Review Process.
Fiscal Year			Number of Activities											
FY 13-14			814											
FY 14-15			734											
FY 15-16			934											
FY 16-17			552											
8														
13														
19														
24, 26														
28, 29														
1, 2, 3, 4	Tactic F: Update the Comprehensive Economic Development Strategies using the Six Pillars as an organizing framework.	<table border="1"> <caption># of Comprehensive Economic Development Strategies Evaluated</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Strategies</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>84</td> </tr> <tr> <td>FY 14-15</td> <td>98</td> </tr> <tr> <td>FY 15-16</td> <td>78</td> </tr> <tr> <td>FY 16-17</td> <td>159</td> </tr> </tbody> </table>	Fiscal Year	Number of Strategies	FY 13-14	84	FY 14-15	98	FY 15-16	78	FY 16-17	159	Metric: F1. Number of Comprehensive Economic Development Strategies (CEDS) evaluated or amended for alignment with the <i>Florida Strategic Plan for Economic Development</i> . Standard: None Stated Results: Then (SFY2013-14): 84 Now (SFY2016-17): 159	Tactic F supports implementation of 16 <i>Strategic Plan</i> strategies. The performance for Tactic F is evaluated using one measure. This measure identifies those strategies evaluated or amended for alignment with Florida's statewide <i>Strategic Plan</i> . They are also associated with the once per year Comprehensive Economic Development Strategy assessment required by the federal government.
Fiscal Year			Number of Strategies											
FY 13-14			84											
FY 14-15			98											
FY 15-16			78											
FY 16-17	159													
13														
19, 20														
24														
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Florida Fish and Wildlife Conservation Commission

Strategy	FWCC Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?												
4	<p>Tactic A: Develop and improve infrastructure, roads, trails, boat ramps and docking facilities, shooting ranges, interpretive information, and other key features to encourage and facilitate safe access and increased utilization of Florida’s woodlands, lakes, rivers, coastal waters, wildlife management areas, and other public and private lands.</p>	 <table border="1"> <caption># of Active Participants</caption> <thead> <tr> <th>Fiscal Year</th> <th># of Active Participants</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>4,475,255</td> </tr> <tr> <td>FY 13-14</td> <td>4,605,251</td> </tr> <tr> <td>FY 14-15</td> <td>4,821,990</td> </tr> <tr> <td>FY 15-16</td> <td>5,041,178</td> </tr> <tr> <td>FY 16-17</td> <td>5,141,568</td> </tr> </tbody> </table>	Fiscal Year	# of Active Participants	FY 12-13	4,475,255	FY 13-14	4,605,251	FY 14-15	4,821,990	FY 15-16	5,041,178	FY 16-17	5,141,568	<p>Metric: A1. Number of active participants in hunting, freshwater fishing, and saltwater fishing activities.</p> <p>Standard: $\geq 5,089,062$ (annual growth of .75%)</p> <p>Results: Then (SFY 2012-13): 4,475,255 Now (SFY 2016-17): 5,141,568</p>	<p>This tactic supports implementation of four <i>Strategic Plan</i> strategies. The performance of this tactic is supported by one metric. FWCC monitors the number of licenses sold for the three activities identified in this metric. Because there are a number of exemptions to the license requirement, a positive adjustment factor was made based on a participation survey report prepared by the U.S. Fish and Wildlife Service. The participation adjustment allows FWCC to estimate an additional number of participants who are not required to purchase licenses or those who fail to obtain licenses. Recent changes approved by FWCC Commissioners to provide additional hunting opportunities are expected to retain hunters and recruit new ones. The metric for Tactic A tracks consumptive users of Florida’s abundant fish and wildlife resources. However, an increasing number of users, including birdwatchers, hikers, horse riders, and bicycle riders, are turning to the outdoors for non-consumptive recreation. These users are not necessarily also hunting or fishing license holders. FWCC collects some non-consumptive user data at selected management areas. In time FWCC hopes to be able to design and implement additional measurements of use that will better reflect non-consumptive activities. The economic impact of hunting, fishing, boating, and wildlife viewing in Florida exceeds \$26 billion and supports over 221,000 jobs.</p>
Fiscal Year			# of Active Participants													
FY 12-13			4,475,255													
FY 13-14	4,605,251															
FY 14-15	4,821,990															
FY 15-16	5,041,178															
FY 16-17	5,141,568															
12																
27, 29																
4	<p>Tactic B: Promote effective private sector/public sector partnerships; expansion of youth fishing, hunting, archery, and shooting sports programs; and expansion of wildlife viewing and conservation education programs in partnership with Florida’s school system.</p>	 <table border="1"> <caption># of Youth Involved in Programs</caption> <thead> <tr> <th>Fiscal Year</th> <th># of Youth Involved in Programs</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>89,500</td> </tr> <tr> <td>FY 13-14</td> <td>114,900</td> </tr> <tr> <td>FY 14-15</td> <td>150,900</td> </tr> <tr> <td>FY 15-16</td> <td>201,522</td> </tr> <tr> <td>FY 16-17</td> <td>232,850</td> </tr> </tbody> </table>	Fiscal Year	# of Youth Involved in Programs	FY 12-13	89,500	FY 13-14	114,900	FY 14-15	150,900	FY 15-16	201,522	FY 16-17	232,850	<p>Metric: B1. Number of youth involved in FFWC’s conservation programs.</p> <p>Standard: $\geq 272,055$ (annual growth of 35%)</p> <p>Results: Then (SFY 2012-13): 89,500 Now (SFY 2016-17): 232,850</p>	<p>This tactic supports implementation of six <i>Strategic Plan</i> strategies. The performance for this tactic is supported by one metric. Public/private partnerships in support of youth fishing, hunting, archery and shooting sports programs and wildlife viewing and conservation education programs encourage participation, and also awareness and interaction with Florida’s wildlife. This, in turn, promotes an awareness of the importance of conservation to maintain healthy wildlife population levels. Additionally, these programs utilize Florida’s natural assets to directly contribute to economic activity in the state. FWCC reports on the number of youth reached through its own programs and those of FWCC’s partners. The expansion of youth fishing, hunting, archery, and shooting sports programs; and the expansion of wildlife viewing and conservation education programs is a priority for the FWCC. FWCC is focusing giving youth a quality and meaningful educational experience.</p>
Fiscal Year			# of Youth Involved in Programs													
FY 12-13			89,500													
FY 13-14			114,900													
FY 14-15	150,900															
FY 15-16	201,522															
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Strategy	FFWCC Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?								
4	<p><u>Tactic C:</u> Respond to public inquiries in a timely manner to support fish and wildlife based recreation, tourism, and businesses.</p>	 <table border="1"> <caption># of Public Requests for Information</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Requests</th> </tr> </thead> <tbody> <tr> <td>FY 14-15</td> <td>9,059</td> </tr> <tr> <td>FY 15-16</td> <td>10,056</td> </tr> <tr> <td>FY 16-17</td> <td>13,559</td> </tr> </tbody> </table>	Fiscal Year	Number of Requests	FY 14-15	9,059	FY 15-16	10,056	FY 16-17	13,559	<p><u>Metric:</u> C1. The percent of public requests for information using the web-based "AskFWC" system receiving responses in less than five working days.</p> <p><u>Standard:</u> $\geq 95\%$</p> <p><u>Results:</u></p> <p>Then (SFY 2014-15): 91%</p> <p>Now (SFY 2016-17): 91%</p>	<p>This tactic supports implementation of six <i>Strategic Plan</i> strategies. The performance for this tactic is measured by one metric. Developing faster response times to the public's questions will contribute directly to economic development in Florida. Also, cost-effective and responsive governance by state agencies lowers the state's cost-of-living. Responding to information requests in a timely manner is an important part of FWCC's commitment to providing high-quality customer service. Visitors make decisions to come to Florida, and engage in outdoor activities while here, based on having information available when they are planning their trips. For example, understanding when hunting or fishing seasons are open can ensure positive experiences by residents and visitors alike. Additionally, many Florida businesses rely on financial benefits of tourism associated with outdoor activities.</p>
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Water Management Districts

Strategy	WMD Tactic	Data Chart	Metric and Results	Why is this tactic/metric important?														
1, 3	<p><u>Tactic A:</u> Provide technical and/or funding support for alternative water supply and water conservation projects.</p>	 <table border="1"> <caption>Percent Increase in Demand Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Increase in Demand</th> </tr> </thead> <tbody> <tr> <td>FY 10-11</td> <td>68.6%</td> </tr> <tr> <td>FY 11-12</td> <td>75.8%</td> </tr> <tr> <td>FY 12-13</td> <td>73.9%</td> </tr> <tr> <td>FY 13-14</td> <td>77.2%</td> </tr> <tr> <td>FY 14-15</td> <td>87.7%</td> </tr> <tr> <td>FY 15-16</td> <td>85.0%</td> </tr> </tbody> </table>	Fiscal Year	Percent Increase in Demand	FY 10-11	68.6%	FY 11-12	75.8%	FY 12-13	73.9%	FY 13-14	77.2%	FY 14-15	87.7%	FY 15-16	85.0%	<p><u>Metric:</u> A1. Percentage of the 2010-2030 public supply increase in demand that has been met by all water projects.</p> <p><u>Standard:</u> ≥ 5% increase y/y</p> <p><u>Results:</u> Then (FFY2011-12): 68.6% Now (FFY2015-16): 85.0%</p>	<p>Tactic A supports implementation of seven <i>Strategic Plan</i> strategies. Tactic A performance was evaluated using one metric reported by each of the five water management districts. This metric estimates how close a district/the state is to meeting the 20-year (e.g. 2010-2030) estimate for water demand. It can help identify any districts where projected water availability is lagging so that interventions can begin. This metric represents the outcome of many district programs including water use permitting, funding assistance, regulation, technical assistance, and water conservation. Because the construction of water facilities typically take several years, it is important to be well ahead of the standard of five percent per year over 20 years (i.e., to reach 100 percent of the 20-year projected demand described in the regional water supply plans). This metric focuses on the public supply sector because this sector has the most reliable data sets. The WMDs report on this metric annually, and DEP collates these data to obtain a statewide percentage.</p>
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