



2013-2017

IMPLEMENTATION OF

***THE FLORIDA STRATEGIC PLAN FOR
ECONOMIC DEVELOPMENT***

V1.17, 02/23/2018

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Introduction

Florida was one of the states hit hardest by the severe economic recession that followed the collapse of the housing market in 2007. At the height of the recession, Florida endured an unemployment rate approaching 12 percent and a foreclosure rate of nearly 14 percent. Yet, by the end of 2016, Florida's unemployment rate had fallen to 4.1 percent—well below the national average of 4.4 percent. In addition, the strength of the state's housing market has returned, with significant increases in the median sales price for single-family homes and home sales overall. Florida is outperforming other similarly sized and positioned states in almost all measures, and is on track to having the nation's top performing economy and becoming the world's premier place to live, learn, play, work, and do business.

In 2010, Governor Rick Scott was inaugurated and set the state's focus on supporting businesses and job creation by all executive agencies. Following the Governor's lead, the Florida Legislature directed the state to create the Department of Economic Opportunity (DEO) and tasked the agency with developing a five-year statewide plan for economic development, which was officially adopted in 2013. Since its creation, the *Florida Strategic Plan for Economic Development (Strategic Plan)* has served as the state's roadmap for restoring and further bolstering the economy. The *Strategic Plan* provides a framework for coordinated action by state, regional, and local agencies and organizations to improve Florida's economic competitiveness and facilitate job creation for Floridians.

The *Strategic Plan* is guided by the Six Pillars of Florida's Future Economy™ (Six Pillars), which serve as a common framework for envisioning the state's future economy. These pillars are accompanied by four cross-cutting and 25 area-specific strategies. The *Strategic Plan* supports the Governor's three economic development priorities of promoting economic development and job creation, improving education, and public safety. The plan includes a baseline assessment of Florida's relative competitive position compared to other states, which focuses on performance measures addressing three key areas: global competitiveness, economic growth and prosperity, and quality of life. A copy of the *Florida Strategic Plan for Economic Development* may be viewed and downloaded from: www.floridajobs.org/FL5yrPlan

Through the collaborative efforts of 15 state-level agencies and organizations, the *Strategic Plan* strategies are implemented using various self-identified tactics with associated performance metrics. The implementation performance of the 29 strategies is measured regularly and reported to DEO by the Economic Development Liaisons, who were designated by each agency and organization to serve as the primary point of contact on issues and projects related to the economic development of Florida.

As shown in Figure 1, much has happened in the way of implementing the *Florida Strategic Plan for Economic Development* across Florida. Florida now has a unified vision for economic development. Implementation is reported quarterly and annually by statewide agencies and organizations for 28 of the 29 economic development strategies. Figure 2 provides an overview of the *Strategic Plan*: Florida's economic vision, three goals, five objectives and 29 strategies. Of the 29 strategies, 25 are organized within the framework of the Florida Chamber Foundation's Six Pillars of Florida's Future Economy™.

Figure 1: Then and Now – Implementation of the *Florida Strategic Plan for Economic Development*

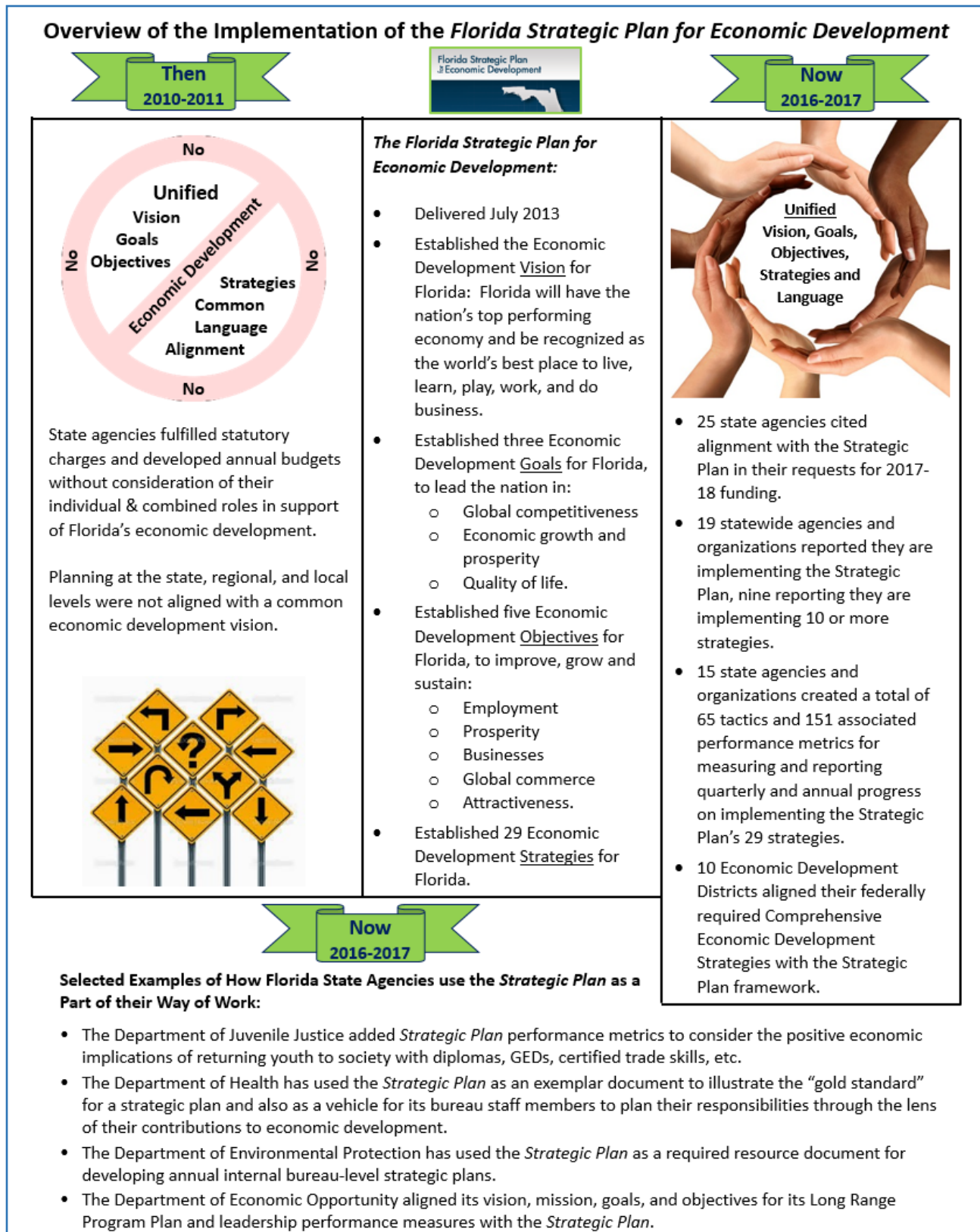


Figure 2: Florida Strategic Plan for Economic Development At-A-Glance

Vision:	Florida will have the nation’s top performing economy and be recognized as the world’s best place to live, learn, play, work, and do business.
Goals:	Lead the nation in global competitiveness as a location for business, investment, talent, innovation, and visitors. Lead the nation in economic growth and prosperity. Lead the nation in quality of life.
Objectives:	Improve and sustain employment in Florida. Foster opportunities for prosperity. Grow businesses. Expand global commerce. Increase Florida’s attractiveness to workers, residents, and visitors.
Cross-Cutting Strategies	
<ol style="list-style-type: none"> 1. Strengthen collaboration and alignment among state, regional, and local entities toward the state’s economic vision. 2. Develop and implement a statewide strategy to develop regional talent and innovation clusters using global best practices. 3. Strengthen Florida’s economic regions and connect resources across regions to build Florida as a globally competitive megaregion. 4. Position Florida as a global hub for trade, visitors, talent, innovation, and investment. 	
Area-Specific Strategies	
Talent Supply & Education	<ol style="list-style-type: none"> 5. Align education and workforce development programs to foster employment opportunities and develop and retain talented workers with the skills to meet current and future employer needs. 6. Develop an integrated pre-K through career education system to prepare students for becoming successful workers or entrepreneurs. 7. Lead the nation in science, technology, engineering, and mathematics (STEM) research, education, and market-relevant technical skills. 8. Expand access to education and training programs for talent in distressed markets.
Innovation & Economic Development	<ol style="list-style-type: none"> 9. Strengthen Florida’s leadership in expanding and emerging talent and innovation clusters and transitioning established clusters to serve new markets. 10. Grow, sustain, and integrate efforts related to research and development, technology transfer and commercialization, and capital to create, nurture, and expand innovation businesses. 11. Expand the number of Florida businesses selling goods and services internationally, and diversify the markets they serve. 12. Brand and consistently market Florida as the best state for business.
Infrastructure & Growth Leadership	<ol style="list-style-type: none"> 13. Coordinate decision-making and investments for economic development, land use, transportation, infrastructure, housing, water, energy, natural resources, workforce, and community development at the statewide, regional, and local levels. 14. Develop and maintain multimodal, interconnected trade and transportation systems to support a prosperous, globally competitive economy. 15. Develop and maintain a cutting-edge telecommunications infrastructure. 16. Ensure the future supply and quality of water to meet Florida’s economic and quality of life goals. 17. Develop and maintain diverse, reliable, and cost-effective energy sources and systems to meet Florida’s economic and environmental goals.
Business Climate & Competitiveness	<ol style="list-style-type: none"> 18. Revise permitting, development, and other regulatory processes to meet changing business needs and provide a predictable legal and regulatory environment. 19. Ensure state, regional, and local agencies provide collaborative, seamless, consistent, and timely customer service to businesses and workers. 20. Reduce barriers to small/minority business and entrepreneurial growth. 21. Expand opportunities for access to capital for businesses throughout their life-cycle. 22. Work with industry to ensure property and health insurance rates are competitive with other large states. 23. Develop a government revenue structure that encourages business growth and development.
Civic & Governance Systems	<ol style="list-style-type: none"> 24. Support and sustain statewide and regional partnerships to accomplish Florida’s economic and quality of life goals. 25. Improve the efficiency and effectiveness of government agencies at all levels. 26. Invest in strategic statewide and regional economic development priorities.
Quality of Life & Quality Places	<ol style="list-style-type: none"> 27. Create and sustain vibrant, safe, and healthy communities that attract workers, residents, businesses, and visitors. 28. Ensure Florida's environment and quality of life are sustained and enhanced by future growth plans and development decisions. 29. Promote, develop, protect, and leverage Florida’s natural, art, and cultural assets in a sustainable manner.

A critical review of the implementation of the *Strategic Plan* shows the impact it has had on Florida's economy since its inception in 2013. This review is intended to provide decision-makers and interested parties with useful information that can be used to develop an updated five-year plan for economic growth, as required by s. 20.60 (5)(a)4, Florida Statutes. This report provides a discussion of:

- Florida's relative economic position based on the most recently available macro-economic statistics in 2016 and 2017.
- The positive progress Florida has made in bolstering the state's economy since the *Strategic Plan*'s inception by looking at baseline performance data from 2011 and 2013.
- Highlights of successful implementation of the *Strategic Plan* by DEO and its economic development partners.

Findings Related to Florida's Three Economic Development Goals

Florida's employment growth rate of 2.51 percent from December 2016 to December 2017 is the second highest among its three larger peer states, California, Texas, and New York. California was first with a rate of 2.53. Industries supporting global trade, tourism, technology, professional services, health services, and agriculture continue to lead Florida's economic expansion. As Florida's economic vision continues to be realized, Florida is transitioning from a state driven largely by leisure and growth to a state driven increasingly by trade in talent, innovation, quality of life, and global trade industries.

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

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

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

- Global competitiveness data show Florida's place within the larger context of the global economy.
- Economic growth and prosperity data describe the health of Florida's businesses and workers.
- Quality of life indicators show Florida's continuing competitive position and attractiveness as a place to live and visit.

The plan includes a baseline assessment of Florida's relative competitive position compared to other states. The assessment focuses on evaluating progress toward meeting Florida's three economic goals. Under each goal, the *Strategic Plan* identifies key performance measures.

Florida's economy has continued to expand for more than seven years running. The state's unemployment rate continues to drop, and total nonfarm employment in 2017 remains at an all-time high. Florida is in the fastest growing part of the United States and at the crossroads of north/south and east/west trade lanes in an increasingly global economy. The state has tremendous assets: a large and diverse consumer and labor market; a tradition of imagination and invention; extensive infrastructure and natural resources; and worldwide appeal to workers, retirees, and visitors. Florida's economy as measured by GDP is the fourth largest in the U.S. after California, Texas, and New York. At the end of 2014, Florida surpassed New York and continues to rank third in population size after California and Texas.

Most macro-economic data are annualized based on the calendar year. However, unless otherwise stated, the implementation data tabulated by metric or tactic in this report are provided in Florida State Fiscal Years, for example for 12 months beginning on 1 July of one calendar year through 30 June of the next calendar year.

Goal 1 – Lead the nation in global competitiveness as a location for business, investment, talent, innovation, and visitors.

With a gross domestic product (GDP) of \$926 billion in 2016, Florida's economy is the fourth largest in the U.S., and would rank 17th in the world if it were a country. Florida's per capita GDP ranked 40th in the U.S. and 15th compared to all countries. Florida's per capita income has continued to grow, reaching \$45,953 in 2016 and ranking Florida 27th in the nation, an estimate comparable to the per capita income of the Netherlands. Florida's low cost of living helps to maintain its strong job market and global competitiveness. Florida's activity and national ranking in the global market has expanded over the past decade. Florida welcomed more than 112.4 million visitors in 2016, including 14.5 million overseas and Canadian visitors. Florida ranks ninth for state-of-origin exports and fourth for employment in foreign-owned firms. The value of Florida-origin exports exceeded \$55 billion in 2017, and while the result is equal to that in 2010, Florida's national ranking remains in the top ten, illustrating the strength of Florida's export industries in relation to other states.

Figure 3 provides examples of the implementation of tactics, metrics and results for four of the 15 state agencies and statewide organizations implementing the *Florida Strategic Plan for Economic Development*. These are:

- Florida Department of Environmental Protection
- Florida Department of Health
- Florida Department of Business and Professional Regulation
- Florida Fish and Wildlife Conservation Commission

Results of their efforts, along with those of the other state agencies and statewide organizations have been positive and better position Florida to achieve Goal 1: Lead the nation in global competitiveness as a location for business, investment, talent, innovation, and visitors.

Figure 3: Four Successful Examples of Implementing Strategic Plan Goal 1
Lead the nation in global competitiveness as a location for business, investment, talent, innovation and visitors.

Agency & Tactic	Data Chart	Metric & Results																
<p>Department of Environmental Protection:</p> <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>
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>Department of Health:</p> <p><u>Tactic C:</u> Streamline the licensing of health care practitioners.</p>	<table border="1"> <caption>Average Days for License Renewal</caption> <thead> <tr> <th>Fiscal Year</th> <th>Average Days</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>0.27</td> </tr> <tr> <td>FY 14-15</td> <td>0.44</td> </tr> <tr> <td>FY 15-16</td> <td>0.23</td> </tr> <tr> <td>FY 16-17</td> <td>0.31</td> </tr> </tbody> </table>	Fiscal Year	Average Days	FY 13-14	0.27	FY 14-15	0.44	FY 15-16	0.23	FY 16-17	0.31	<p><u>Metric:</u> C2. Average number of days to process a renewal application for a qualified applicant.</p> <p><u>Standard:</u> ≤ 1.00 day</p> <p><u>Results:</u> Then (SFY2013-14): 0.27 Now (SFY2016-17): 0.31</p>						
Fiscal Year	Average Days																	
FY 13-14	0.27																	
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FY 15-16	0.23																	
FY 16-17	0.31																	
<p>Department of Business and Professional Regulation:</p> <p><u>Tactic B:</u> Continuously improve and streamline business processes by leveraging technology solutions.</p>	<table border="1"> <caption>Percentage of Initial License Applications Available Online</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percentage Available Online</th> </tr> </thead> <tbody> <tr> <td>FY 10-11</td> <td>19.19%</td> </tr> <tr> <td>FY 11-12</td> <td>24.01%</td> </tr> <tr> <td>FY 12-13</td> <td>36.00%</td> </tr> <tr> <td>FY 13-14</td> <td>39.50%</td> </tr> <tr> <td>FY 14-15</td> <td>46.10%</td> </tr> <tr> <td>FY 15-16</td> <td>46.30%</td> </tr> <tr> <td>FY 16-17</td> <td>54.08%</td> </tr> </tbody> </table>	Fiscal Year	Percentage Available Online	FY 10-11	19.19%	FY 11-12	24.01%	FY 12-13	36.00%	FY 13-14	39.50%	FY 14-15	46.10%	FY 15-16	46.30%	FY 16-17	54.08%	<p><u>Metric:</u> B1. Percentage of initial (license) applications available online.</p> <p><u>Standard:</u> ≥ 39.00%</p> <p><u>Results:</u> Then (SFY2010-11): 19.19% Now (SFY2016-17): 54.08%</p>
Fiscal Year	Percentage Available Online																	
FY 10-11	19.19%																	
FY 11-12	24.01%																	
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FY 15-16	46.30%																	
FY 16-17	54.08%																	
<p>Florida Fish and Wildlife Conservation Commission:</p> <p><u>Tactic A:</u> Develop and improve ... key features to encourage and facilitate safe access and increased utilization of Florida woodlands, lakes, rivers, coastal waters, wildlife management areas, and other public and private lands.</p>	<table border="1"> <caption>Number of Participants in Fishing and Hunting Activities</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of 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	Number of 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><u>Metric:</u> A1. Number of active participants in hunting, freshwater fishing, and saltwater fishing activities.</p> <p><u>Standard:</u> ≥ 5,089,062 (annual growth of .75%)</p> <p><u>Results:</u> Then (SFY2012-13): 4,475,255 Now (SFY2016-17): 5,141,568</p>				
Fiscal Year	Number of Participants																	
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Goal 2 – Lead the Nation in Economic Growth and Prosperity

Since the 1950s, Florida has been one of the nation’s top performing economies for growth in both population and jobs. With more than 9 thousand new businesses created in 2017, Florida’s annual net business creation level remains top in the nation after much larger California. The construction industry sector once again led the state in the percentage of new growth in 2017, and the business and professional services sector leads with the number of new jobs, at 42,258 new jobs created in 2017. As of the end of 2017, Florida had 8,602,500 currently employed non-farm workers, continuing to surpass 2016’s previous peak employment level of 8,383,400. From the low point of 7,173,000 employed Floridians in 2010, the state has recovered nearly 1.4 million jobs. These data in Figures 4 and 5 are provided in calendar years (January through December).

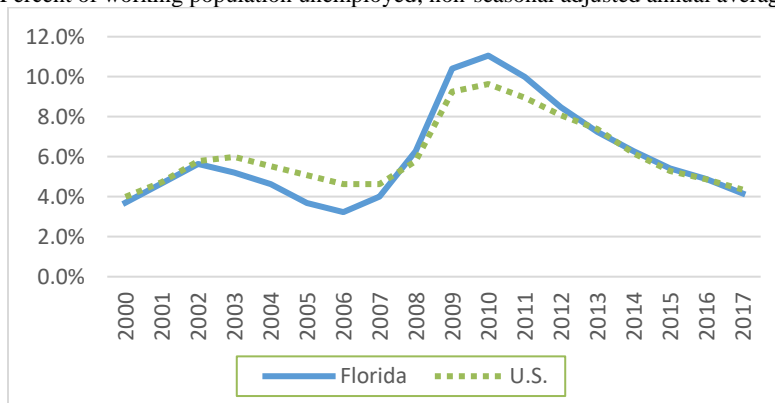
Figure 4: Total Nonagricultural Employment in Florida, 2000 through 2017
(In thousands of jobs)



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

In 2017, Florida’s 4.2 percent unemployment rate was less than the national unemployment rate of 4.4 percent. As shown in Figure 5, Florida’s unemployment rate has declined since 2010. When combined with the fact that Florida has an annual net increase of new residents, this relationship is a positive indicator that Florida’s strong labor market and increasingly diversified economy are providing ample work opportunities for current and new residents who seek them.

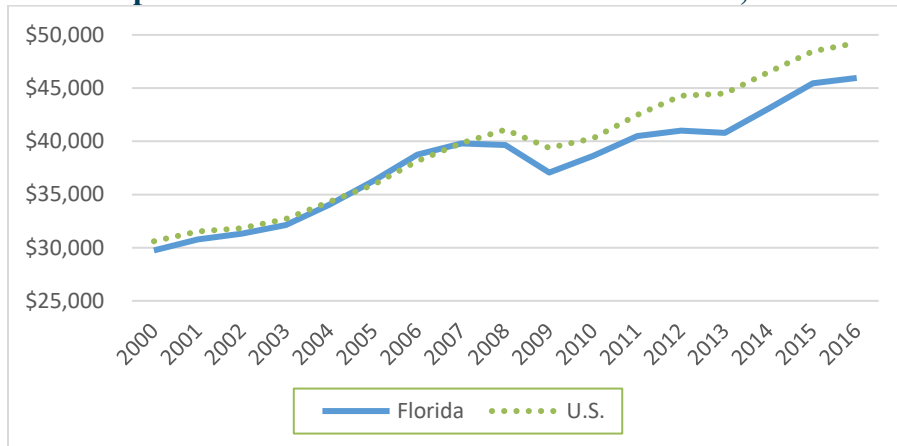
Figure 5: Unemployment Rates in Florida and the United States, 2000 through 2017
(Percent of working population unemployed, non-seasonal adjusted annual averages)



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

In 2016, Florida’s per capita income reached \$45,935, which is below the national level of \$49,246. Florida ranks 27th in the nation for per capita income. As can be seen in Figure 6, Florida’s per capita income trends with the national level, and is 93 percent of the national level. Florida’s low cost of living and its percentage of lower-paying service and agricultural jobs help explain this result. Additionally, per capita income must be viewed in combination with cost of living and individual tax burden to get a measure of economic well-being for individual workers. In this regard, Florida’s per capita disposable personal income, which takes taxes into account, is 94.6 percent of the national average. These data in Figure 6 are provided in calendar years (January through December).

Figure 6: Per Capita Income in Florida and the United States, 2000 through 2016



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

Figure 7 provides examples of the implementation of tactics, metrics and results for four of the 15 state agencies and statewide organizations implementing the *Florida Strategic Plan for Economic Development*. These are:

- Florida Department of Economic Opportunity
- Enterprise Florida, Inc. – Florida Sports Foundation
- Florida Department of Management Services
- Florida Department of Business and Professional Regulation

Results of their efforts, along with those of the other state agencies and statewide organizations have been positive and better position Florida to achieve Goal 2: Lead the nation in economic growth and prosperity.

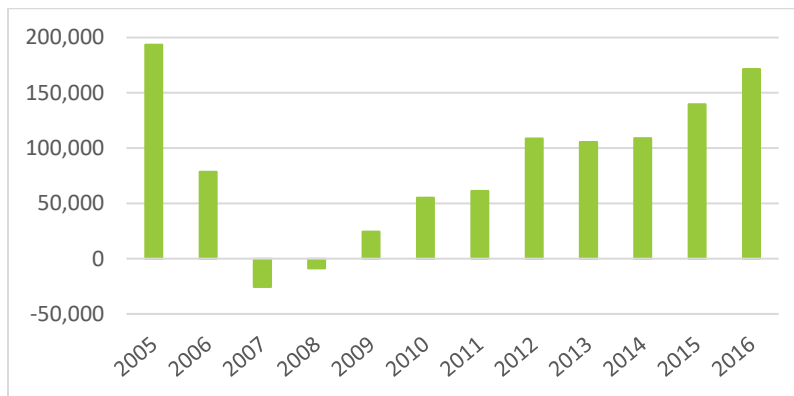
**Figure 7: Four Successful Examples of Implementing Strategic Plan Goal 2
Lead the nation in economic growth and prosperity.**

Agency & Tactic	Data Chart	Metric & Results																
<p>Department of Economic Opportunity:</p> <p><u>Tactic A:</u> Provide financial assistance and support ... to people eligible for Reemployment Assistance, communities and local governments, and businesses.</p>	<table border="1"> <caption>Percent Jobs Created</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Jobs Created</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>107.4%</td> </tr> <tr> <td>FY 14-15</td> <td>154.2%</td> </tr> <tr> <td>FY 15-16</td> <td>250.0%</td> </tr> <tr> <td>FY 16-17</td> <td>137.0%</td> </tr> </tbody> </table>	Fiscal Year	Percent Jobs Created	FY 13-14	107.4%	FY 14-15	154.2%	FY 15-16	250.0%	FY 16-17	137.0%	<p><u>Metric:</u> A2. The percentage of required (CDBG) jobs ... created, retained, or both ...</p> <p><u>Standard:</u> ≥ 97.0%</p> <p><u>Results:</u> Then (SFY2013-14): 107% Now (SFY2016-17): 137%</p>						
Fiscal Year	Percent Jobs Created																	
FY 13-14	107.4%																	
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FY 16-17	137.0%																	
<p>Enterprise Florida – Florida Sports Foundation:</p> <p><u>Tactic F:</u> Assist and market professional and amateur sports teams and sporting events in Florida.</p>	<table border="1"> <caption>Economic Contributions</caption> <thead> <tr> <th>Fiscal Year</th> <th>Economic Contributions</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>\$247M</td> </tr> <tr> <td>FY 13-14</td> <td>\$379M</td> </tr> <tr> <td>FY 14-15</td> <td>\$508M</td> </tr> <tr> <td>FY 15-16</td> <td>\$621M</td> </tr> <tr> <td>FY 16-17</td> <td>\$712M</td> </tr> </tbody> </table>	Fiscal Year	Economic Contributions	FY 12-13	\$247M	FY 13-14	\$379M	FY 14-15	\$508M	FY 15-16	\$621M	FY 16-17	\$712M	<p><u>Metric:</u> F3. Economic contributions from Florida Sports Foundation sponsored sporting event grants.</p> <p><u>Standard:</u> ≥ \$200,000,000</p> <p><u>Results:</u> Then (SFY2012-13): \$246,780,088 Now (SFY2016-17): \$712,372,402</p>				
Fiscal Year	Economic Contributions																	
FY 12-13	\$247M																	
FY 13-14	\$379M																	
FY 14-15	\$508M																	
FY 15-16	\$621M																	
FY 16-17	\$712M																	
<p>Department of Management Services:</p> <p><u>Tactic B:</u> 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>	<table border="1"> <caption>Percent Quotes Obtained</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Quotes Obtained</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>6%</td> </tr> <tr> <td>FY 13-14</td> <td>41%</td> </tr> <tr> <td>FY 14-15</td> <td>61%</td> </tr> <tr> <td>FY 15-16</td> <td>49%</td> </tr> <tr> <td>FY 16-17</td> <td>51%</td> </tr> </tbody> </table>	Fiscal Year	Percent Quotes Obtained	FY 12-13	6%	FY 13-14	41%	FY 14-15	61%	FY 15-16	49%	FY 16-17	51%	<p><u>Metric:</u> B1. The percentage of quotes obtained through the MyFloridaMarketPlace eQuote component for all state agencies ...</p> <p><u>Standard:</u> ≥ 50%</p> <p><u>Results:</u> Then (SFY2012-13): 5.72% Now (SFY2016-17): 50.72%</p>				
Fiscal Year	Percent Quotes Obtained																	
FY 12-13	6%																	
FY 13-14	41%																	
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FY 15-16	49%																	
FY 16-17	51%																	
<p>Department of Business and Professional Regulation:</p> <p><u>Tactic A:</u> Reduce the time for approval of licenses to join a profession or open a business.</p>	<table border="1"> <caption>Processing Time (Days)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Processing Time (Days)</th> </tr> </thead> <tbody> <tr> <td>FY 10-11</td> <td>4.90</td> </tr> <tr> <td>FY 11-12</td> <td>5.84</td> </tr> <tr> <td>FY 12-13</td> <td>5.58</td> </tr> <tr> <td>FY 13-14</td> <td>4.75</td> </tr> <tr> <td>FY 14-15</td> <td>3.58</td> </tr> <tr> <td>FY 15-16</td> <td>3.75</td> </tr> <tr> <td>FY 16-17</td> <td>2.92</td> </tr> </tbody> </table>	Fiscal Year	Processing Time (Days)	FY 10-11	4.90	FY 11-12	5.84	FY 12-13	5.58	FY 13-14	4.75	FY 14-15	3.58	FY 15-16	3.75	FY 16-17	2.92	<p><u>Metric:</u> A9. Average time (days) to process initial lodging establishment license applications.</p> <p><u>Standard:</u> ≤ 8.00 days</p> <p><u>Results:</u> Then (SFY2010-11): 4.90 days Now (SFY2016-17): 2.92 days</p>
Fiscal Year	Processing Time (Days)																	
FY 10-11	4.90																	
FY 11-12	5.84																	
FY 12-13	5.58																	
FY 13-14	4.75																	
FY 14-15	3.58																	
FY 15-16	3.75																	
FY 16-17	2.92																	

Goal 3 – Lead the Nation in Quality of Life

Without a doubt, Florida is a desirable place to live. The year-round temperate climate allows residents to enjoy the state’s beautiful natural environment, including some of the world’s top beaches, freshwater lakes, rivers, and parks. Florida’s population is one of the most diverse in the nation and the state boasts a rich mix of arts, cultural, natural, and historical resources. Florida is a global magnet for job-seekers, retirees, and vacationers. Positive net migration (more people moving into the state than leaving) remains the highest in the nation, and the outlook is good for the trend to continue in the coming years. These data in Figure 8 are provided in calendar years (January through December).

Figure 8: Net Domestic Migration, 2005 through 2016



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

Florida has many natural assets and strong population growth to support its quality of life. Present threats to Florida’s quality of life include: unemployment, underemployment, and a lack of affordable housing. While housing affordability is a problem, the continuing increase in home values is good news for the high percentage of Floridians who previously owed more on their home than its market value. Median housing prices were up 9.9 percent from 2015 to 2016. According to Florida Realtors®, Florida’s housing market continues to heat up. The median time to sale t decreased 9.8 percent from December 2016 to December 2017 even as the number of new listings entering the market decreased by 0.4 percent over the same period. Florida’s annual average level of single unit housing construction in 2017 is triple the annual average from its low point in 2009. Additionally, according to the research firm RealtyTrac, Florida’s 2016 foreclosure rate has returned the state’s overall rate to pre-housing crisis levels, Florida’s lowest since 2007, even as five of its cities remain in the top ten nationally as high foreclosure areas.

Expanding job markets and the availability of skills-based training are enabling low-income earners to achieve greater financial stability for themselves and their families. High school and college system graduation rates are continuing to climb, and the overall percentage of Floridians with a college degree or higher was 28.6 percent in 2016, the last year for which data are available. The violent crime rate fell in 2016, the last year for which data are available, to a rate of 439.2 violent crimes per 100,000 people, which is down nearly 31 percent from its recent peak in 2007. Facilitating a continuation of this decline will provide for more safe and stable communities and business locations. Preserving and strengthening Florida’s quality of life assets and addressing threats in this next wave of economic growth are essential for keeping Florida’s future bright.

Figure 9 provides examples of the implementation of tactics, metrics and results for three of the 15 state agencies and statewide organizations implementing the *Florida Strategic Plan for Economic Development*. These are:

- Florida Department of Environmental Protection
- Florida Department of Health
- Florida Department of Revenue

Results of their efforts, along with those of the other state agencies and statewide organizations have been positive and better position Florida to achieve Goal 3: Lead the nation in quality of life.

Figure 9: Three Successful Examples of Implementing Strategic Plan Goal 3
Lead the nation in quality of life.

Agency & Tactic	Data Chart	Metric & Results																
<p>Department of Environmental Protection:</p> <p><u>Tactic E:</u> Balance the preservation of our natural and cultural resources, while providing recreational opportunities for Florida’s residents and visitors to connect with them.</p>	<table border="1"> <caption>Number of Visitors to Florida State Parks</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Visitors (M)</th> </tr> </thead> <tbody> <tr><td>FY 10-11</td><td>24</td></tr> <tr><td>FY 11-12</td><td>25</td></tr> <tr><td>FY 12-13</td><td>26</td></tr> <tr><td>FY 13-14</td><td>27</td></tr> <tr><td>FY 14-15</td><td>25</td></tr> <tr><td>FY 15-16</td><td>31</td></tr> <tr><td>FY 16-17</td><td>32</td></tr> </tbody> </table>	Fiscal Year	Number of Visitors (M)	FY 10-11	24	FY 11-12	25	FY 12-13	26	FY 13-14	27	FY 14-15	25	FY 15-16	31	FY 16-17	32	<p><u>Metric:</u> E1. The number of visitors to Florida State Parks.</p> <p><u>Standard:</u> $\geq 2.5\%$ increase y/y</p> <p><u>Results:</u> Then (SFY2010-11): 24,458,027 Now (SFY2016-17): 32,219,989</p>
Fiscal Year	Number of Visitors (M)																	
FY 10-11	24																	
FY 11-12	25																	
FY 12-13	26																	
FY 13-14	27																	
FY 14-15	25																	
FY 15-16	31																	
FY 16-17	32																	
<p>Department of Health:</p> <p><u>Tactic B:</u> Reduce infectious diseases.</p> <p><i>Note: These data are provided for calendar years.</i></p>	<table border="1"> <caption>AIDS case rate per 100,000</caption> <thead> <tr> <th>Calendar Year</th> <th>AIDS case rate per 100,000</th> </tr> </thead> <tbody> <tr><td>CY 10</td><td>16.8</td></tr> <tr><td>CY 11</td><td>16.0</td></tr> <tr><td>CY 12</td><td>15.0</td></tr> <tr><td>CY 13</td><td>15.2</td></tr> <tr><td>CY 14</td><td>11.7</td></tr> <tr><td>CY 15</td><td>11.2</td></tr> <tr><td>CY 16</td><td>10.5</td></tr> </tbody> </table>	Calendar Year	AIDS case rate per 100,000	CY 10	16.8	CY 11	16.0	CY 12	15.0	CY 13	15.2	CY 14	11.7	CY 15	11.2	CY 16	10.5	<p><u>Metric:</u> B2. AIDS case rate per 100,000.</p> <p><u>Standard:</u> ≤ 17.5 per 100,000</p> <p><u>Results:</u> Then (CY2010): 16.8 Now (CY2016): 10.5</p>
Calendar Year	AIDS case rate per 100,000																	
CY 10	16.8																	
CY 11	16.0																	
CY 12	15.0																	
CY 13	15.2																	
CY 14	11.7																	
CY 15	11.2																	
CY 16	10.5																	
<p>Department of Revenue:</p> <p><u>Tactic C:</u> Improve existing technology and broaden filing capabilities to assist taxpayers in complying with tax laws.</p>	<table border="1"> <caption>Percent of Tax Returns Filed Timely and Accurately</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent of Tax Returns Filed Timely and Accurately</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 of Tax Returns Filed Timely and Accurately	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>										
Fiscal Year	Percent of Tax Returns Filed Timely and Accurately																	
FY 15-16	89.5%																	
FY 16-17	92.3%																	

Findings Related to Florida’s Five Economic Development Objectives

Florida’s economy continued its expansion throughout 2016 and into 2017. Its businesses are growing and quality of life continues to improve for its citizens. DEO implements the *Strategic Plan* by aligning its efforts and collaborating with other statewide agencies, with its public-private partners, with regional economic development partners, and with local communities and governments. Working together, DEO and its implementation partners are furthering the state’s efforts to build on the strengths, assets, and resources of Florida’s economic regions to realize Florida’s economic development vision of having the nation’s top performing economy and being recognized as the world’s best place to live, learn, play, work, and do business.

Florida’s economy has continued to diversify and globalize as the state has grown. This change is reflected in the job growth within Florida’s various labor sectors. As presented in Table 1, more than 58 percent of the private-sector job growth in Florida since December 2010 is in industries that pay an average annual wage of \$45,000 or more. Construction remains a major driver of job growth in Florida, registering a 9.06 percent year-over-year job numbers change within the industry from December 2016 to December 2017.

Table 1: Labor Sector Growth Since 2010

Labor Sector	Number of Jobs Added between December 2010 and December 2017	Percent Total of Private Sector Jobs Added	Average Annual Wage	Year-Over-Year Percentage Change
Professional and Business Services	325,900	21.77%	\$56,935	3.62%
Trade, Transportation, and Utilities	286,600	19.14%	\$41,927	1.93%
Leisure and Hospitality	258,500	17.27%	\$24,398	0.76%
Education and Health Services	207,200	13.84%	\$48,614	1.77%
Construction	190,100	12.70%	\$47,344	9.06%
Financial Activities	86,800	5.80%	\$69,690	2.77%
Other Services	74,800	5.00%	\$33,990	4.19%
Manufacturing	63,600	4.25%	\$57,884	4.53%

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

Of the added jobs identified in Table 1:

- 873,600 or 58.3 percent, of the jobs have an average wage greater than \$45,000.
- 1,160,200, or 77.5 percent, of the jobs have an average wage greater than \$40,000.

Supporting Florida’s economic development vision are five economic development objectives as stated in the *Florida Strategic Plan for Economic Development*. These five measurable objectives call for Florida to:

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

Using the most recent data available, Table 2 provides a summary of the changes in those performance metrics from the baseline year 2010, just prior to implementation of the *Strategic Plan*. The data in the table are organized by the *Strategic Plan*’s five objectives. As shown in the table, all measures are trending in the desired direction, illustrating the progress Florida has made toward meeting its three economic development goals.

Table 2: Data Affecting Florida’s Five Economic Development Objectives

What Matters	Baseline (2010)	Most Recent	U.S. Rank** (Change)	Desired Results	Actual Results	How We Are Doing
Objective: Improve Employment in Florida						
Total Employment (annual average)	7.2M (2010)	8.6M (2017)	4 (-1)	➔	➔	Total employment has grown year over year since 2011.
Unemployment Rate (annual average)	11.1% (2010)	4.2% (2017)	25 (0)	➔	➔	Florida’s unemployment rate has fallen continually between 2010 and 2017.
Objective: Foster Opportunities for Prosperity for all Floridians						
Per Capita Income	\$38,626 (2010)	\$45,953 (2016)	27 (+4)	➔	➔	Per capita income grew between 2010 and 2016.
Average Annual Wage	\$41,572 (2010)	\$46,347 (2016)	27 (-2)	➔	➔	Average annual wages grew between 2010 and 2016.
Objective: Grow Florida Businesses						
Gross Domestic Product	\$735.0B (2010)	\$926.0B (2016)	4 (0)	➔	➔	GDP has grown continually since 2010.
Net Business Creation	-8,877 (2010)	+9,175 (2017)	2 (0)	➔	➔	Florida ranks second among the states for net business creation.
Value of Florida-Origin Manufacturing Shipments	\$88.1B (2010)	\$104.9B (2016)†	21 (1)	➔	➔	New capital investments made into Florida’s manufacturing base grow the value of Florida-origin manufacturing shipments.
Objective: Expand Florida’s Global Commerce						
Florida-Origin Exports	\$55.2B (2010)	\$55.0B (2017)	8 (+1)	➔	➔	Florida’s ranking is increasing relative to other states for state-of-origin exports.
Jobs at Foreign-Owned Firms	232,900 (2010)	327,200 (2015)†	4 (-1)	➔	➔	Manufacturing accounts for 21% of jobs in the foreign-owned companies investing in Florida.
Objective: Increase Florida’s Attractiveness to Workers, Residents, and Visitors						
Net Domestic Migration	55,000 (2010)	325,986 (2016)	1 (0)	➔	➔	Florida continues to rank first nationally for net domestic migration.
Total Visitors	82.3M (2010)	112.4M (2016)	2 (0)	➔	➔	In 2016, Florida hosted 14.5 million international visitors.

* (1 = best, 50 = worst)

** Change in U.S. rank is based on Florida’s relative placement to the 50 states; a lower number indicates a higher ranked state. The first number is Florida’s most recent ranking, and the number in parentheses is the change from the previous ranking.

† The last year for which data are available.

Implementation of the *Strategic Plan*

Statewide Implementation of the *Strategic Plan*

The Department of Economic Opportunity remains focused on increasing implementation of the *Strategic Plan*'s 29 strategies throughout Florida. The *Strategic Plan* includes an Appendix requested by the Executive Office of the Governor as the initial action in *Strategic Plan* implementation. It reflects the collaborative efforts of 15 state-level agencies and organizations and their appointed Economic Development Liaisons. The Technical Data Appendix, found at <http://www.floridajobs.org/FL5yrPlan>, includes the tactics these agencies and organizations are implementing that are supportive of the plan strategies, and the metrics of success for each tactic they report on regularly. Performance reporting on *Strategic Plan* implementation is provided quarterly to DEO. As regular reporting on implementation has progressed, agencies and organizations have updated or revised their tactics and metrics from time to time with the assistance of DEO staff members.

DEO has worked with its partners and other agencies and organizations to bring consideration of the *Strategic Plan* to their planning and program delivery efforts. Of particular note, Florida's statewide agencies and organizations continue to meet a majority of the performance standards for 65 self-identified tactics in support of implementing *Strategic Plan* strategies. The successful achievement of these performance standards by Florida's agencies and organizations, and regular reporting of such, shows the high level of active engagement and importance those entities are placing on implementing the *Florida Strategic Plan for Economic Development*.

The 15 agencies and organizations implementing the *Strategic Plan* are:

- CareerSource Florida
- Enterprise Florida
- Florida Department of Business and Professional Regulation
- Florida Department of Economic Opportunity
- Florida Department of Education
- Florida Department of Environmental Protection
- Florida Department of Health
- Florida Department of Juvenile Justice
- Florida Department of Management Services
- Florida Department of Revenue
- Florida Department of State
- Florida Department of Transportation including seven district offices and Florida's Turnpike
- Florida Fish and Wildlife Conservation Commission
- Florida Regional Councils Association
- Water Management Districts

These agencies and organizations, with the leadership of their Economic Development Liaisons, continuously support Florida's economic development vision through identified tactics and metrics that implement the strategic goals, objectives, and many strategies of the *Strategic Plan*.

Table 3: Number of Tactics Supporting *Strategic Plan* Strategies

Organization	Total Number of Tactics	Number of Implemented Tactics* by <i>Strategic Plan</i> Area						
		Cross Cutting Strategies (1 – 4)	Talent Supply & Education (5 – 8)	Innovation & Economic Development (9 – 12)	Infrastructure & Growth Leadership (13 - 17)	Business Climate & Competitiveness (18 - 23)	Civic & Governance Systems (24 – 26)	Quality of Life & Quality Places (27 – 29)
CareerSource Florida, Inc.	1	1	1	0	0	0	1	1
Department of Business and Professional Regulation	5	0	0	0	0	5	5	1
Department of Economic Opportunity	5	5	2	5	4	5	5	5
Department of Education	7	0	7	0	0	0	0	0
Department of Environmental Protection	5	2	0	2	1	2	4	3
Department of Health	4	0	1	0	0	1	2	4
Department of Juvenile Justice	3	0	1	0	0	0	2	3
Department of Management Services	4	1	0	1	1	1	4	0
Department of Revenue	7	0	1	0	0	5	6	0
Department of State	5	2	1	2	0	4	3	2
Department of Transportation	2	2	0	2	2	2	2	2
Enterprise Florida, Inc.	6	6	0	5	1	2	2	1
Florida Fish and Wildlife Conservation Commission	3	3	1	2	0	1	2	3
Florida’s Regional Planning Councils	6	6	4	0	6	4	5	4
Water Management Districts	2	2	0	0	2	1	1	1
Total	65	30	19	19	17	33	44	30
Percent of Total	100%	46%	29%	29%	26%	51%	68%	46%

*Note that each tactic may support one or more strategies. Counts of tactics are unduplicated within each area.

As shown in Table 3, the 15 agencies and organizations with Economic Development Liaisons reported where their tactics fell along the four cross-cutting strategies and the six pillar areas. Many of their reported tactics support more than one strategy. Because of this, the numbers in the table reflect unduplicated counts within each column. However, they would reflect duplicated counts if the numbers were added across the seven columns.

Overall, of the 65 tactics implemented by the state agencies and statewide entities:

- 68 percent (44 tactics) support one or more of the three **Civic and Governance Systems** strategies.
- 51 percent (33 tactics) support one or more of the six **Business Climate and Competitiveness** strategies.
- 46 percent (30 tactics) support one or more of the three Quality of Life and Quality Places strategies.
- 46 percent (30 tactics) support one or more of the *Strategic Plan*'s four cross-cutting strategies.
- 29 percent (19 tactics) support one or more of the four Talent Supply and Education strategies.
- 29 percent (19 tactics) support one or more of the four Innovation and Economic Development strategies.
- 26 percent (17 tactics) support one or more of the five Infrastructure and Growth Leadership strategies.

As shown in Table 4, the 15 agencies and organizations with Economic Development Liaisons reported where their metrics fell along the four cross-cutting strategies and the six areas. Many of their reported metrics are monitored in relation to more than one strategy. Because of this, the numbers in the table reflect unduplicated counts within each column. However, they would reflect duplicated counts if the numbers were added across the seven columns.

Overall, of the 151 metrics monitored by the state agencies and statewide entities:

- 75 percent (113 metrics) monitor performance related to one or more of the three **Civic and Governance Systems** strategies.
- 57 percent (86 metrics) monitor performance related to one or more of the six **Business Climate and Competitiveness** strategies.
- 52 percent (78 metrics) monitor performance related to one or more of the three Quality of Life and Quality Places strategies.
- 44 percent (66 metrics) monitor performance related to one or more of the *Strategic Plan*'s four cross-cutting strategies.
- 28 percent (42 metrics) monitor performance related to one or more of the four Innovation and Economic Development strategies.
- 23 percent (34 metrics) monitor performance related to one or more of the five Infrastructure and Growth Leadership strategies.
- 22 percent (33 metrics) monitor performance related to one or more of the four Talent Supply and Education strategies.

The appendices to the accompanying seven reports provide listing of the metrics organized by strategy, agency, tactic, and metric.

Table 4: Number of Metrics Monitored Related to *Strategic Plan* Strategies

Organization	Total Number of Metrics	Number of Monitored Metrics* by <i>Strategic Plan</i> Area						
		Cross Cutting Strategies (1 – 4)	Talent Supply & Education (5 – 8)	Innovation & Economic Development (9 – 12)	Infrastructure & Growth Leadership (13 - 17)	Business Climate & Competitiveness (18 - 23)	Civic & Governance Systems (24 – 26)	Quality of Life & Quality Places (27 – 29)
CareerSource Florida, Inc.	4	4	4	0	0	0	4	4
Department of Business and Professional Regulation	29	0	0	0	0	29	29	8
Department of Economic Opportunity	21	15	3	15	10	19	21	19
Department of Education	12	0	12	0	0	0	0	0
Department of Environmental Protection	6	2	0	2	1	3	5	3
Department of Health	10	0	1	0	0	2	6	9
Department of Juvenile Justice	10	0	4	0	0	0	6	10
Department of Management Services	5	1	0	1	1	1	5	0
Department of Revenue	7	0	1	0	0	5	6	0
Department of State	8	5	1	4	0	5	6	5
Department of Transportation	5	5	0	5	5	5	5	5
Enterprise Florida, Inc.	17	17	0	13	3	5	7	4
Florida Fish and Wildlife Conservation Commission	3	3	1	2	0	1	2	3
Florida’s Regional Planning Councils	8	8	6	0	8	6	6	6
Water Management Districts	6	6	0	0	6	5	5	1
Total	151	66	33	42	34	86	113	78
Percent of Total	100%	44%	22%	28%	23%	57%	75%	52%

*Note that each tactic may support one or more strategies. Counts of tactics are unduplicated within each area.

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.

Appendix A to this report provides the data and detail used in the analyses provided in this section. The 29 *Strategic Plan* strategies are supported by 15 state agencies and statewide organizations implementing a total of 65 tactics and monitoring 151 performance metrics. Of these, 23 (15%) metrics were excluded from the analyses for a variety of reasons as shown in the following table.

Table 5: Tactics Implemented, Metrics Monitored, and Metrics Excluded from the Combined Analyses

Statewide Entity	# of Tactics Implemented	# of Metrics Monitored	# Metrics Excluded from Analyses & Why
Statewide	65	151	23 (15%)
CareerSource Florida, Inc.	1	4	4 – no standards or directionality
Department of Business and Professional Regulation	5	29	0
Department of Economic Opportunity	5	21	0
Department of Education	7	12	11 – <i>metrics under review</i>
Department of Environmental Protection	5	6	0
Department of Health	4	10	0
Department of Juvenile Justice	3	10	0
Department of Management Services	4	5	0
Department of Revenue	7	7	0
Department of State	5	8	0
Department of Transportation	2	5	0
Enterprise Florida, Inc.	6	17	0
Florida Fish and Wildlife Conservation Commission	3	3	0
Florida Regional Councils Association	6	8	8 – no standards or directionality
Water Management Districts	2	6	0

Of the 23 excluded metrics, 11 are Department of Education metrics that are under review at the time this report was written. Another 12 are data reported by CareerSource Florida and the Florida Regional Councils Association for the Regional Planning Councils for which standards had not been specified and desired directionality could not be defined. Two types of analyses were conducted using the most recent data provided by the agencies and organizations on the remaining 128 (85%) metrics.

- Analysis A: For each of the 111 metrics with stated performance standards (74%), progress was assessed as “performing well” when the standard was exceeded or met using the most recent data provided. These data are parsed to present findings by statewide entity, by strategy, and by area (i.e., cross cutting strategies and for each pillar).
- Analysis B: This analysis uses the “turning curves” results based accountability model developed by the Fiscal Policy Studies Institute. For each of the 17 metrics without stated performance standards (11%), results approaching the desired directionality were assessed as “performing well” using the most recent data provided.

Analysis A Findings for Metrics with Performance Standards

- Analysis A – By Statewide Entity: 111 (74%) metrics had specified performance standards against which to assess performance. For these strategies, statewide entities are performing well on 90, or 81 percent, of the metrics. Table 6 provides performance information by state entity for those metrics with performance standards across the 29 *Strategic Plan* Strategies.

Table 6: Analysis A Findings Statewide by Entity for Metrics with Performance Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	47	111	90 (81%)
Department of Business and Professional Regulation	5	29	23 (79%)
Department of Economic Opportunity	5	21	19 (90%)
Department of Environmental Protection	4	4	4 (100%)
Department of Health	4	10	6 (60%)
Department of Juvenile Justice	3	7	6 (86%)
Department of Management Services	4	5	5 (100%)
Department of Revenue	7	7	7 (100%)
Department of State	3	3	2 (67%)
Department of Transportation	1	3	3 (100%)
Enterprise Florida, Inc.	6	17	15 (88%)
Florida Fish and Wildlife Conservation Commission	3	3	1 (33%)
Water Management Districts	1	1	0 (0%)
Areas of potential concern:			≤ 50 percent
Notable areas:			≥ 70 percent

The highest number of metrics with performance standards were monitored by the Department of Business and Professional Regulation (29), the Department of Economic Opportunity (21), and Enterprise Florida (17). Recognizing that Table 6 includes data for only those metrics (81%) with specified performance standards, the highest level of performance (100% performing well) was reported by the Departments of Environmental Protection, Management Services, Revenue, and Transportation. At least 70 percent of the metrics' standards were met or exceeded by eight (53%) of the state agencies and statewide entities.

- Analysis A – By *Strategic Plan* Strategy: Table 7 provides performance information by strategy for those metrics with performance standards. One strategy related to energy sources was not implemented by any state agency. More than 30 percent of the tactics are excluded from the analysis for nine (31%) strategies. More than 30 percent of the metrics are excluded from the analysis for five (17%) of the strategies. At least 70 percent of the metrics’ standards were met or exceeded for 24 (83%) of the strategies.

Table 7: Analysis A Findings Statewide by Strategy for Metrics with Performance Standards

Strategy	# State Entities	# Tactics Represented	# Metrics Monitored	# and % Performing Well
Statewide (29 strategies)	13	47	111	90 (81%)
Cross-Cutting Strategies	1.	4	11	23 (88%)
	2.	1	3	5 (100%)
	3.	5	6	15 (93%)
	4.	5	15	31 (89%)
Talent Supply and Education	5.	5	6	7 (71%)
	6.	4	4	4 (50%)
	7.	3	3	3 (33%)
	8.	4	5	6 (67%)
Innovation and Economic Development	9.	2	6	17 (100%)
	10.	4	6	13 (92%)
	11.	4	8	21 (95%)
	12.	6	9	17 (94%)
Infrastructure and Growth Leadership	13.	4	7	15 (88%)
	14.	1	1	3 (100%)
	15.	1	1	1 (100%)
	16.	2	2	2 (50%)
	17.	0	--	--
Business Climate and Competitiveness	18.	6	10	32 (78%)
	19.	10	22	58 (88%)
	20.	7	19	52 (87%)
	21.	2	5	12 (92%)
	22.	1	1	1 (100%)
	23.	3	3	3 (100%)
Civic and Governance Systems	24.	7	10	21 (81%)
	25.	10	30	79 (84%)
	26.	2	7	22 (95%)
Quality of Life and Quality Places	27.	9	22	57 (84%)
	28.	4	5	11 (91%)
	29.	4	7	14 (86%)

Areas of potential concern:	<u>Tactics:</u> ≥ 30% excluded	<u>Metrics:</u> ≥ 30% excluded	<u>Performing Well:</u> ≤ 50 percent
Notable areas:			≥ 70 percent

- Analysis A – By *Strategic Plan Area*: Table 8 provides performance information by strategic area for those metrics with performance standards. More than 30 percent of the tactics and metrics are excluded from the analysis for two pillars: *Talent Supply and Education* and *Infrastructure and Growth Leadership*. At least 70 percent of the metrics’ standards were met or exceeded for all except the *Talent Supply and Education* pillar.

Table 8: Analysis A Findings Statewide by Area for Metrics with Performance Standards

Strategy		# State Entities	# Tactics Represented	# Metrics Monitored	# and % Performing Well
Statewide (all 29 strategies)		13	47	111	90 (81%)
Cross-Cutting Strategies	1. – 4.	7	19	42	37 (88%)
Talent Supply and Education	5. – 8.	7	8	9	5 (56%)
Innovation and Economic Development	9. – 12.	7	17	37	34 (92%)
Infrastructure and Growth Leadership	13. – 17.	6	9	19	17 (89%)
Business Climate and Competitiveness	18. – 23.	10	25	69	57 (83%)
Civic and Governance Systems	24. – 26.	11	33	89	75 (84%)
Quality of Life and Quality Places	27. – 29.	9	21	58	48 (83%)

Areas of potential concern:	Tactics and Metrics: ≥ 30% excluded	Performing Well: ≤ 50 percent
Notable areas:		≥ 70 percent

Analysis B Findings for Emerging Metrics Using Turning the Curve

- Analysis B – By Statewide Entity: 17 (11%) emerging metrics are without stated performance standards and yet have a desired directionality. Statewide entities are performing well on 11, or 65 percent, of the metrics. Table 9 provides performance information by state entity for those metrics without performance standards that do have desired directionality across the 29 *Strategic Plan* strategies.

Table 9: Analysis B Findings Statewide by Entity for Metrics Using Turn the Curve

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	5	17	11 (65%)
Department of Environmental Protection	1	2	2 (100%)
Department of Juvenile Justice	1	3	2 (67%)
Department of State	2	5	4 (80%)
Department of Transportation	1	2	0 (0%)
Water Management Districts	1	5	3 (60%)

Areas of potential concern:

≤ 50 percent

Notable areas:

≥ 70 percent

As shown in Table 9, four agencies monitored these 17 emerging metrics for which performance standards have not been identified, yet they do have a desired directionality for performance. At least 70 percent of the metrics were approaching the desired directionality by two (40%) of the five state agencies.

- Analysis B – *By Strategic Plan Strategy*: As shown in Table 10, 21 (72%) strategies were also assessed by the 17 metrics for which performance standards have not been identified, yet do have a desired directionality for performance. At least 70 percent of the metrics were approaching the desired directionality for five, 24 percent of the 21 strategies.

Table 10: Analysis B Findings Statewide by Strategy for Metrics Using Turn the Curve

Strategy		# State Entities	# Tactics Represented	# Metrics Monitored	# and % Performing Well
Statewide (29 strategies)		5	5	17	11 (65%)
Cross-Cutting Strategies	1.	1	1	5	3 (60%)
	2.				
	3.	3	3	10	6 (60%)
	4.	2	3	7	4 (57%)
Talent Supply and Education	5.	1	1	3	2 (67%)
	6.				
	7.	1	1	1	1 (100%)
	8.	1	1	3	2 (67%)
Innovation and Economic Development	9.	1	1	2	0 (0%)
	10.	1	1	2	0 (0%)
	11.	1	1	2	0 (0%)
	12.	2	2	5	3 (60%)
Infrastructure and Growth Leadership	13.	2	2	7	3 (43%)
	14.	1	1	2	0 (0%)
	15.				
	16.				
	17.				
Business Climate and Competitiveness	18.	2	2	7	5 (71%)
	19.	3	3	9	5 (56%)
	20.	1	1	2	2 (100%)
	21.	1	1	2	1 (50%)
	22.				
Civic and Governance Systems	23.				
	24.	1	2	5	4 (80%)
	25.	3	3	9	5 (56%)
Quality of Life and Quality Places	26.				
	27.	2	2	5	2 (40%)
	28.	1	1	2	0 (0%)
	29.	1	2	5	4 (80%)

Performing Well:

Areas of potential concern:

≤ 50 percent

Notable areas:

≥ 70 percent

- Analysis B – By *Strategic Plan Area*: As shown in Table 11, all of the seven strategic areas were also assessed by the 17 metrics for which performance standards have not been identified, yet do have a desired directionality for performance.

Table 11: Analysis B Findings Statewide by Area for Metrics Using Turn the Curve

Strategy		# State Entities	# Tactics Represented	# Metrics Monitored	# and % Performing Well
Statewide (all 29 strategies)		5	5	17	11 (65%)
Cross-Cutting Strategies	1. – 4.	3	4	12	7 (58%)
Talent Supply and Education	5. – 8.	1	1	3	2 (67%)
Innovation and Economic Development	9. – 12.	2	2	5	3 (60%)
Infrastructure and Growth Leadership	13. – 17.	2	2	7	3 (43%)
Business Climate and Competitiveness	18. – 23.	4	4	11	6 (55%)
Civic and Governance Systems	24. – 26.	4	5	14	9 (64%)
Quality of Life and Quality Places	27. – 29.	3	4	10	6 (60%)

Areas of potential concern:

Notable areas:

Tactics and Metrics:
≥ 30% excluded

Performing Well:
≤ 50 percent

≥ 70 percent

Initial Conclusions and Recommendations

Since 2013, the *Florida Strategic Plan for Economic Development* has been and continues to be implemented across Florida's local, regional, and statewide agencies and organizations. The *Strategic Plan* strategies have been integrated into each partner agency's way of work in accordance with its statutory mission and purpose, and many are citing alignment through their Legislative Budget Requests. In addition, many agencies also consider and cite the *Strategic Plan* in their internal planning and reporting processes, and are regularly monitoring and reporting on implementation activities, tactics, and performance measures.

The *Strategic Plan* places a strong emphasis on implementation to achieve Florida's economic vision. Since its inception, many state, regional, and local agencies and organizations have aligned around the common and integrated vision for economic development set forth in the *Strategic Plan*. As detailed in this report, almost all (28 or 97%) of the 29 strategies are being implemented by at least one partner agency or organization. Florida's competitive position has seen dramatic improvements in relation to the three key areas of global competitiveness, economic growth and prosperity, and quality of life.

A strong focus on implementation was needed to achieve Florida's economic vision. The *Strategic Plan* identified five principles as being essential for successful statewide implementation. These principles, all of which are currently being met or strengthened as organizations adopt and implement the *Strategic Plan*, address:

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

The *Strategic Plan* details specific implementation activities:

- *The Executive Office of the Governor will take the lead in ensuring that the executive agencies' priorities and programs align with and support the strategies in this plan. It is important to the success of this plan that state funding priorities, staffing decisions, program changes, and agency performance monitoring activities be tied to plan implementation.* The Governor's Office of Policy and Budget provided leadership through the Legislative Budget Request process implemented by the partner state agencies. The 2016 review by the Office of Program Policy Analysis and Government Accountability recognized the department on the development and implementation of the *Strategic Plan*.

- *The Florida Department of Economic Opportunity will serve as the lead agency for plan implementation, working with Enterprise Florida, CareerSource Florida, VISIT FLORIDA, Space Florida, other state agencies and partnerships, and regional and local partners. The department is designated as the lead agency for plan implementation, and has worked in partnership with the 15 state-level agencies and organizations through the Economic Development Liaisons and the Public-Private Partnership performance based contracts to successfully address plan implementation over the past four years.*
- *DEO will initiate plan implementation with the following activities:*
 - *Work with Enterprise Florida and CareerSource Florida to update the organizations' business plans to identify responsibilities for plan implementation, including specific actions and performance measures. The department worked with Enterprise Florida, CareerSource Florida, VISIT FLORIDA, Space Florida, and the Florida Sports Foundation in the development of tactics and performance measures in alignment with the Strategic Plan. These entities report annually to the department on their performance and implementation of the 29 Strategic Plan strategies.*
 - *Coordinate with other state-level agencies and organizations through the designated Economic Development Liaisons to identify each agency's role in supporting plan implementation and to align their policies, plans, and programs, including annual budget priorities, with the state's economic vision. The liaisons and their agency planning and performance offices have been active in working with the department to implement and align its statutory responsibilities with the Strategic Plan.*
 - *Coordinate with county and city governments, regional and local economic development organizations, regional planning councils, regional workforce boards, and other partners to encourage each region and community of the state to align its activities with the state's economic vision and this strategic plan. An Outreach Plan, designed to build statewide awareness of the Strategic Plan, was created in 2013. It has been fulfilled through in-person briefings, presentations, and workshops for numerous state, regional, and local entities, and by the creation and dissemination of Strategic Plan-related informational materials. Strong awareness of the Strategic Plan by statewide and local organizations has been necessary to fulfill the goals of implementation activities. Specifically, outreach activities have focused on four outreach directives:*
 - *Use the Strategic Plan as a framework and catalyst to facilitate and support economic development efforts of: local and state governments, non-profits, businesses, statewide and regional planning councils and economic development organizations, public-private partnerships, and other Florida stakeholders.*

- Share the *Strategic Plan* through consistent key messages to, and through, *Strategic Plan* leaders, primary stakeholders, and other statewide, regional, and local entities engaged in workforce, community, and economic development efforts in Florida.
 - Encourage statewide and regional entities that assisted with *Strategic Plan* development to implement its strategies.
 - Monitor and report on multi-agency organizational tactics and associated performance measurements supporting the implementation of *Strategic Plan* strategies.
- *Define specific performance measures and a statewide system to track progress toward the vision, goals, and objectives of this plan.* The definitions were developed through a collaborative effort with the Economic Development Liaisons. The results of the definition of specific performance measures and tracking their progress are reported in this document, and its seven companion strategy implementation documents. None of this could have been accomplished without the steadfast work of the Economic Development Liaisons and their partner agencies.
 - *Report on progress toward plan implementation as part of its annual report to the Governor and Legislature.* The Department of Economic Opportunity dedicated a section on the progress toward *Strategic Plan* implementation in its 2013-2014 Annual Report, 2014-2015 Annual Report, and Agency Review 2011-2016.
- *DEO will review the plan annually and conduct a comprehensive update at least once every five years in coordination with statewide partners and stakeholders.* Reviews have been conducted, with input from the Economic Development Liaisons and their agencies on an annual basis. This document, and its seven companion strategy implementation documents, serve as the initial step in conducting a comprehensive update five years after the *Strategic Plan* was delivered to the Governor, Senate President, and Speaker of the House of Representatives in July 2013.

Section 20.60 (5)(a)4, Florida Statutes calls upon DEO, in consultation with specified state, regional, and local agencies, organizations, and the general public, to update the *Strategic Plan* every five years. With an update planned for release in July 2018, DEO is currently assessing the overall success of the *Strategic Plan* in achieving the state's economic vision, goals, and objectives since its adoption in 2013. Evidence of the success of the *Strategic Plan* over the past three years is seen through implementation performance findings as they relate to Florida's economic development progress and positive economic position relative to other states. Using these findings as a baseline, DEO will work with its identified economic development partners and other designated entities to ensure the *Strategic Plan* is updated to effectively respond to current and future economic development challenges and opportunities. To view the current *Strategic Plan*, its Appendices, and other related materials, please visit: <http://www.floridajobs.org/FL5yrPlan>.

Appendix A – Compendium of Data and Findings

Strategy	# State Entities In Support of each Strategy	Tactics				Metrics				Performance			
		Total #	# Excluded	# in Analysis A	# in Analysis B	Total #	# Excluded	# in Analysis A	# in Analysis B	Analysis A # and % of Metrics Performing Well	Analysis B # and % of Metrics Performing Well	Analyses A & B # and % of Metrics Performing Well	
Statewide (all 29 strategies)	15	65	13 (20%)	47 (72%)	5 (8%)	151	23 (15%)	111 (74%)	17 (11%)	90 (81%)	11 (65%)	101 (79%)	
Four Cross-Cutting Strategies	10	30	7 (23%)	19 (63%)	4 (13%)	66	12 (18%)	42 (64%)	12 (18%)	37 (88%)	7 (58%)	44 (81%)	
Cross-Cutting Strategies	1. Strengthen collaboration and alignment among state, regional, and local entities toward the state’s economic vision.	6	17	5 (29%)	11 (65%)	1 (6%)	40	9 (23%)	26 (65%)	5 (13%)	23 (88%)	3 (60%)	26 (84%)
	2. Develop and implement a statewide strategy to develop regional talent and innovation clusters using global best practices.	2	4	1 (25%)	3 (75%)	-	6	1 (17%)	5 (83%)	-	5 (100%)	-	-
	3. Strengthen Florida’s economic regions and connect resources across regions to build Florida as a globally competitive megaregion.	7	14	5 (36%)	6 (43%)	3 (21%)	32	7 (22%)	15 (47%)	10 (30%)	14 (93%)	6 (60%)	20 (80%)
	4. Position Florida as a global hub for trade, visitors, talent, innovation, and investment.	7	22	4 (18%)	15 (68%)	3 (14%)	47	5 (11%)	35 (74%)	7 (15%)	31 (89%)	4 (57%)	35 (83%)

Areas of potential concern:

Tactics: ≥ 30 percent excluded

Metrics: ≥ 30 percent excluded

Performing Well: ≤ 50 percent

Notable areas:

Performing Well: ≥ 70 percent

Strategy	# State Entities	Tactics				Metrics				Performance			
		Total #	# Excluded	# in Analysis A	# in Analysis B	Total #	# Excluded	# in Analysis A	# in Analysis B	Analysis A # and % of Metrics Performing Well	Analysis B # and % of Metrics Performing Well	Analyses A & B # and % of Metrics Performing Well	
Statewide (all 29 strategies)	15	65	13 (20%)	47 (72%)	5 (8%)	151	23 (15%)	111 (74%)	17 (11%)	90 (81%)	11 (65%)	101 (79%)	
Talent Supply and Education (all four strategies)	9	19	11 (58%)	8 (42%)	1 (5%)	33	21 (64%)	9 (27%)	3 (9%)	5 (56%)	2 (67%)	7 (58%)	
Talent Supply and Education	5. Align education and workforce development programs to foster employment opportunities and to develop and retain talented workers with the skills to meet current and future employer needs.	6	11	5 (48%)	6 (55%)	1 (9%)	22	12 (55%)	7 (32%)	3 (14%)	5 (71%)	2 (67%)	7 (70%)
	6. Develop an integrated pre-K through career education system to prepare students for becoming successful workers or entrepreneurs.	4	6	2 (33%)	4 (67%)	-	8	4 (50%)	4 (50%)	-	2 (50%)	-	-
	7. Lead the nation in STEM (science, technology, engineering, and mathematics) research, education, and market-relevant technical skills.	4	5	2 (40%)	3 (60%)	1 (20%)	7	3 (43%)	3 (43%)	1 (14%)	1 (33%)	1 (100%)	2 (50%)
	8. Expand access to education and training programs for talent in distressed markets.	7	11	6 (55%)	5 (48%)	1 (9%)	20	11 (55%)	6 (30%)	3 (15%)	4 (67%)	2 (67%)	6 (67%)

Areas of potential concern:

Tactics: ≥ 30 percent excluded

Metrics: ≥ 30 percent excluded

Performing Well: ≤ 50 percent

Notable areas:

Performing Well: ≥ 70 percent

Strategy	# State Entities	Tactics				Metrics				Performance			
		Total #	# Excluded	# in Analysis A	# in Analysis B	Total #	# Excluded	# in Analysis A	# in Analysis B	Analysis A # and % of Metrics Performing Well	Analysis B # and % of Metrics Performing Well	Analyses A & B # and % of Metrics Performing Well	
Statewide (all 29 strategies)	15	65	13 (20%)	47 (72%)	5 (8%)	151	23 (15%)	111 (74%)	17 (11%)	90 (81%)	11 (65%)	101 (79%)	
Innovation and Economic Development (all four strategies)	7	19	-	17 (89%)	2 (11%)	42	-	37 (88%)	5 (12%)	34 (92%)	3 (60%)	37 (88%)	
Innovation and Economic Development	9. Strengthen Florida's leadership in expanding and emerging talent and innovation clusters and help transition established clusters to serve new markets.	2	7	-	6 (86%)	1 (14%)	19	-	17 (89%)	2 (11%)	17 (100%)	0 (0%)	17 (89%)
	10. Grow, sustain, and integrate efforts related to research and development, technology transfer and commercialization, and capital to create, nurture, and expand innovation businesses.	4	7	-	6 (86%)	1 (14%)	15	-	13 (87%)	2 (13%)	12 (92%)	0 (0%)	12 (80%)
	11. Expand the number of Florida businesses selling goods and services internationally, and help diversify the markets they serve.	4	9	-	8 (89%)	1 (11%)	23	-	21 (91%)	2 (9%)	20 (95%)	0 (0%)	20 (87%)
	12. Brand and consistently market Florida as the best state for business.	6	11	-	9 (82%)	2 (18%)	22	-	17 (77%)	5 (23%)	16 (94%)	3 (60%)	19 (86%)

Areas of potential concern:

Tactics: ≥ 30 percent excluded

Metrics: ≥ 30 percent excluded

Performing Well: ≤ 50 percent

Notable areas:

Performing Well: ≥ 70 percent

Strategy	# State Entities	Tactics				Metrics				Performance			
		Total #	# Excluded	# in Analysis A	# in Analysis B	Total #	# Excluded	# in Analysis A	# in Analysis B	Analysis A # and % of Metrics Performing Well	Analysis B # and % of Metrics Performing Well	Analyses A & B # and % of Metrics Performing Well	
Statewide (all 29 strategies)	15	65	13 (20%)	47 (72%)	5 (8%)	151	23 (15%)	111 (74%)	17 (11%)	90 (81%)	11 (65%)	101 (79%)	
Infrastructure and Growth Leadership (all five strategies)	7	17	6 (35%)	9 (53%)	2 (12%)	34	8 (24%)	19 (56%)	7 (21%)	17 (89%)	3 (43%)	20 (77%)	
Infrastructure and Growth Leadership	13. Coordinate decision-making and investments for economic development, land use, transportation, infrastructure, housing, water, energy, natural resources, workforce, and community development at the statewide, regional, and local levels.	5	15	6 (40%)	7 (47%)	2 (13%)	32	8 (25%)	17 (53%)	7 (22%)	15 (88%)	3 (43%)	18 (75%)
	14. Develop and maintain multimodal, interconnected trade and transportation systems to support a prosperous and globally competitive economy.	2	3	1 (33%)	1 (33%)	1 (33%)	6	1 (17%)	3 (50%)	2 (33%)	3 (100%)	0 (0%)	3 (60%)
	15. Develop and maintain a cutting-edge telecommunications infrastructure.	1	1	-	1 (100%)	-	1	-	1 (100%)	-	1 (100%)	-	-
	16. Ensure the future supply and quality of water to meet Florida's economic and quality of life goals.	2	2	-	2 (100%)	-	2	-	2 (100%)	-	1 (50%)	-	-
	17. Develop and maintain diverse, reliable, and cost effective energy sources and systems to meet Florida's economic and environmental goals.	0	0	-	-	-	0	-	-	-	-	-	-

Areas of potential concern:

Tactics: ≥ 30 percent excluded

Metrics: ≥ 30 percent excluded

Performing Well: ≤ 50 percent

Notable areas:

Performing Well: ≥ 70 percent

Strategy	# State Entities	Tactics				Metrics				Performance			
		Total #	# Excluded	# in Analysis A	# in Analysis B	Total #	# Excluded	# in Analysis A	# in Analysis B	Analysis A # and % of Metrics Performing Well	Analysis B # and % of Metrics Performing Well	Analyses A & B # and % of Metrics Performing Well	
Statewide (all 29 strategies)	15	65	13 (20%)	47 (72%)	5 (8%)	151	23 (15%)	111 (74%)	17 (11%)	90 (81%)	11 (65%)	101 (79%)	
Business Climate and Competitiveness (all six strategies)	12	33	4 (12%)	25 (76%)	4 (12%)	86	6 (7%)	69 (80%)	11 (13%)	57 (83%)	6 (55%)	63 (79%)	
Business Climate & Competitiveness	18. Revise permitting, development, and other regulatory processes.	8	13	1 (8%)	10 (77%)	2 (15%)	40	1 (3%)	32 (80%)	7 (18%)	25 (78%)	5 (71%)	30 (77%)
	19. Collaborative, seamless, consistent, and timely customer service.	12	28	3 (11%)	22 (79%)	3 (11%)	71	4 (6%)	58 (82%)	9 (13%)	51 (88%)	5 (56%)	56 (84%)
	20. Reduce barriers to small/minority business and entrepreneurial growth.	8	22	2 (9%)	19 (86%)	1 (5%)	57	3 (5%)	52 (91%)	2 (4%)	45 (87%)	2 (100%)	47 (87%)
	21. Access to capital for businesses	4	7	1 (14%)	5 (71%)	1 (14%)	16	2 (13%)	12 (75%)	2 (13%)	11 (92%)	1 (50%)	12 (86%)
	22. Competitive property and health insurance rates	1	1	-	1 (100%)	-	1	-	1 (100%)	-	1 (100%)	-	-
	23. Government revenue structure	3	3	-	3 (100%)	-	3	-	3 (100%)	-	3 (100%)	-	-

Areas of potential concern:

Tactics: ≥ 30 percent excluded

Metrics: ≥ 30 percent excluded

Performing Well: ≤ 50 percent

Notable areas:

Performing Well: ≥ 70 percent

Strategy	# State Entities	Tactics				Metrics				Performance		
		Total #	# Excluded	# in Analysis A	# in Analysis B	Total #	# Excluded	# in Analysis A	# in Analysis B	Analysis A # and % of Metrics Performing Well	Analysis B # and % of Metrics Performing Well	Analyses A & B # and % of Metrics Performing Well
Statewide (all 29 strategies)	15	65	13 (20%)	47 (72%)	5 (8%)	151	23 (15%)	111 (74%)	17 (11%)	90 (81%)	11 (65%)	101 (79%)
Civic and Governance Systems (all three strategies)	14	44	6 (14%)	33 (75%)	5 (10%)	113	10 (9%)	89 (79%)	14 (12%)	75 (84%)	9 (64%)	84 (82%)
Civic and Governance Systems	24. Support and sustain statewide and regional partnerships to accomplish Florida's economic and quality of life goals.	9	3 (20%)	10 (67%)	2 (13%)	33	7 (21%)	21 (64%)	5 (15%)	17 (81%)	4 (80%)	21 (81%)
	25. Improve the efficiency and effectiveness of government agencies at all levels.	12	2 (6%)	30 (86%)	3 (9%)	91	3 (3%)	79 (87%)	9 (10%)	66 (84%)	5 (56%)	71 (81%)
	26. Invest in strategic statewide and regional economic development priorities.	4	5 (42%)	7 (58%)	-	31	9 (29%)	22 (71%)	-	21 (95%)	-	-

Areas of potential concern:

Tactics: ≥ 30 percent excluded

Metrics: ≥ 30 percent excluded

Performing Well: ≤ 50 percent

Notable areas:

Performing Well: ≥ 60 percent

Strategy	# State Entities	Tactics				Metrics				Performance		
		Total #	# Excluded	# in Analysis A	# in Analysis B	Total #	# Excluded	# in Analysis A	# in Analysis B	Analysis A # and % of Metrics Performing Well	Analysis B # and % of Metrics Performing Well	Analyses A & B # and % of Metrics Performing Well
Statewide (all 29 strategies)	15	65	13 (20%)	47 (72%)	5 (8%)	151	23 (15%)	111 (74%)	17 (11%)	90 (81%)	11 (65%)	101 (79%)
Quality of Life and Quality Places (all three strategies)	12	30	5 (17%)	21 (70%)	4 (13%)	78	10 (13%)	58 (74%)	10 (13%)	48 (83%)	6 (60%)	54 (79%)
Quality of Life and Quality Places	27. Create and sustain vibrant, safe, and healthy communities that attract workers, residents, businesses, and visitors.	11	2 (8%)	22 (88%)	2 (8%)	67	5 (7%)	57 (85%)	5 (7%)	48 (84%)	2 (40%)	50 (81%)
	28. Ensure Florida's environment and quality of life are sustained and enhanced by future growth plans and development decisions.	5	4 (40%)	5 (50%)	1 (10%)	19	6 (32%)	11 (58%)	2 (11%)	10 (91%)	0 (0%)	10 (77%)
	29. Promote, develop, protect, and leverage Florida's natural, art, and cultural assets in a sustainable manner.	6	4 (31%)	7 (54%)	2 (15%)	25	6 (24%)	14 (56%)	5 (20%)	12 (86%)	4 (80%)	16 (84%)

Areas of potential concern:

Tactics: ≥ 30 percent excluded

Metrics: ≥ 30 percent excluded

Performing Well: ≤ 50 percent

Notable areas:

Performing Well: ≥ 60 percent

The logo features a blue silhouette of the state of Florida on the right side, set against a background of radiating lines. To the left of the map, the text "FLORIDA STRATEGIC PLAN for ECONOMIC DEVELOPMENT" is written in a bold, sans-serif font. "FLORIDA" is in all caps, "STRATEGIC PLAN" is in all caps with "for" in lowercase, and "ECONOMIC DEVELOPMENT" is in all caps. 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***

Talent Supply and Education Strategies

V1.17, 02/26/2018

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Talent Supply and Education Strategies

By 2021, according to DEO's labor market projections, 37 percent of expected jobs will require some form of postsecondary education degree or certificate. Florida's workforce challenges put pressure on the state to invest more in education and workforce development. The first pillar, *Talent Supply and Education*, addresses the challenges the state faces in maintaining a healthy supply of qualified workers. This pillar is supported by four area-specific strategies. These are:

- Align education and workforce development programs to foster employment opportunities and to develop and retain talented workers with the skills to meet current and future employment needs.
- Develop an integrated pre-K through career education system to prepare students for becoming successful workers or entrepreneurs.
- Lead the nation in STEM (science, technology, engineering, and mathematics) research, education, and market-relevant technical skills.
- Expand access to education and training programs for talent in distressed markets.

The *Strategic Plan* emphasizes that Florida's ability to produce skilled and ready worker depends on furthering the collaborative planning of the state's educational institutions, workforce development organizations and businesses. To that end, the *Strategic Plan* recognizes the role the Florida's public and private partnerships play in addressing the state's educational and workforce challenges. CareerSource Florida leads a statewide initiative to develop Florida's talent supply chain in collaboration with DEO, Florida Chamber of Commerce, Florida Chamber Foundation, Florida Council of 100, Florida Department of Education, Florida College System, State University System, Independent Colleges and Universities of Florida, and Commission for Independent Education. These partnerships provide a foundation for addressing four recommendations identified in the *Strategic Plan* to produce more skilled workers:

- Strengthen the workforce system to provide a laser focus on the demand for skilled labor by Florida businesses.
- Ensure the preK-12 education system produces high-caliber graduates and provides multiple career pathways.
- Provide a strong focus on STEM so that we lead the competition in preparing workers for future jobs.
- Support regional solutions that address unique assets and needs in each part of Florida.

The 15 tactics implemented by nine state agencies and statewide entities in support of the four *Talent Supply and Education* strategies include:

CareerSource Florida, Inc.

- Enhance the effectiveness of Florida's Workforce System.

Department of Economic Opportunity

- Provide workforce development, training, and placement services that meet the needs of Florida businesses and job seekers.
- Improve collaboration and alignment among state, regional, and local entities toward the state's economic development vision.

Department of Education

- Provide for highest student achievement, as indicated by evidence of student learning gains at all levels.
- 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.
- Provide for a skilled workforce and economic development, as measured by evidence of employment and earnings.

Department of Health

- Increase the percentage of adults and children at a healthy weight.

Department of Juvenile Justice

- Prepare DJJ youth to become productive adults and enhance workforce effectiveness.

Department of Revenue

- Improve uniformity and accuracy of property tax assessments.

Department of State

- 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.

Florida Fish and Wildlife Conservation Commission

- 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.

Florida's Regional Planning Councils as Reported by the Florida Regional Councils Association

- Administer revolving loan fund programs.
- Write grants to support economic development projects and expand local economies.
- Provide technical assistance to local governments.
- Build partnerships with local and regional economic development organizations and workforce boards and engage in regional collaborative activities.

Where Is Florida Today?

At the time of the *Strategic Plan's* adoption in 2013, the plan included data to measure the state's success in ensuring that Florida continues to have a stream of workforce talent and skilled labor in all vital sectors of the state's economy. Key measurements of *Talent Supply and Education* include measurements of K-12 education test scores and graduation rates, higher education graduation rates, and the achieved skill level of Florida's workers. A broad assessment reveals that there have been some gains in recent years. Since 2013, college graduation rates and the share of workers that have advanced educational or skills training has increased. Florida is on track to filling the impending skills gap, especially in the STEM fields. However, K-12 educational standards remain near their 2011 levels. Table 1 shows the changes Florida has seen with the key indicators of *Talent Supply and Education* since the plan's adoption.

Table 1: Talent Supply and Education Performance Measures

Metric	Baseline	Most Recent	U.S. Rank*	Desired Results	Actual Results	Description
K-12 Education						
8 th Grade Reading Scores	262 (2011)	263 (2015)	32 (-3)			Average reading scores have improved by 1 point on a 500 point scale, but Florida's rank has improved against other states.
8 th Grade Math Score	278 (2011)	275 (2015)	43 (+1)			Average math scores have fallen 3 points on a 500 point scale.
High School Graduation Rates	71.0% (2011)	80.7% (2016)	N/A			High School graduation rates increased by nearly 10 percentage points in five years.
Higher Education and Job Skills						
College Graduations	7.2M (2013)	8.3M (2015)	N/A			College graduation rates have increased by 1.1 million since 2013 to 64.4%.
Those 25-64 with Some College or Associate Degree	29.1% (2010)	30.1% (2015)	24 (0)			The percentage of Floridians with some college education or an Associate degree has grown.
Workers 25-64 with a College Degree	25.9% (2010)	27.3% (2015)	32 (0)			College-degree holders have increased, but not as fast as other states.
College-Educated Workers Over 25 with a STEM Degree	41.3% (2011)	41.5% (2015)	35 (+2)			Those with STEM degrees increased, but not as fast as other states.

*(1 = best, 50 = worst). Change in U.S. rank is based on Florida's relative placement to the 50 states, with a lower number indicating a higher ranked state. The first number designates Florida's most recent ranking, while the number in parentheses represents the change from the previous ranking.

How Well Did Florida's Agencies and Statewide Organizations Implement *Talent Supply and Education* Strategies?

Overall Performance Across the Strategic Plan

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.

Overall Performance for the *Talent Supply and Education* Pillar

Specific to the *Talent Supply and Education* pillar, four total strategies are supported by nine state agencies and statewide organizations implementing a total of 15 tactics and monitoring 49 performance metrics.

Of these, 10 (20%) metrics were excluded from the analyses because all four CareerSource Florida and all six Florida Regional Councils Association metrics have neither performance standards nor a desired directionality for the results. Two types of analyses were conducted using the most recent data provided by the agencies and organizations on the remaining 39 (80%) metrics.

Analysis A Findings for Metrics with Performance Measures

For nine of the 49 (23%) metrics there were specified performance standards against which to assess performance. For the four *Talent Supply and Education* strategies, statewide entities are performing well on five, or 56 percent, of the metrics.

Table 2 provides performance information by strategy for those metrics with performance standards.

Table 2: Talent Supply and Education Performance Using Standards

<i>Talent Supply and Education Strategy</i>	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
<i>Aggregate of Strategies across the Pillar</i>	8	9	5 (56%)
5. Align education ... to meet employment needs ...	6	7	5 (71%)
6. Develop ... pre-K through career education ...	4	4	2 (50%)
7. Lead the nation in STEM ...	3	3	1 (33%)
8. Expand access ... for talent in distressed markets.	5	6	4 (67%)

Table 3 provides performance information by statewide entity for those metrics with performance standards.

Table 3: Overall Pillar Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	8	9	5 (56%)
Department of Economic Opportunity	2	3	3 (100%)
Department of Education	1	1	0 (0%)
Department of Health	1	1	1 (100%)
Department of Juvenile Justice	1	1	0 (0%)
Department of Revenue	1	1	1 (100%)
Department of State	1	1	0 (0%)
Florida Fish and Wildlife Conservation Commission	1	1	0 (0%)

Analysis B Findings for Emerging Metrics using Turning the Curve

For 30 of the 49 (77%) metrics there is no stated performance standard but they do show a desired directionality. Across all four *Talent Supply and Education* strategies, statewide entities are performing well on 22, or 73 percent, of the emerging metrics using this model.

Table 4 provides performance information by strategy for those emerging metrics without performance standards that do have desired directionality.

Table 4: Talent Supply and Education Performance Using Turning the Curve

<i>Talent Supply and Education Strategy</i>	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
<i>Aggregate of Strategies across the Pillar</i>	4	30	22 (73%)
5. Align education ... to meet employment needs ...	3	16	14 (88%)
6. Develop ... pre-K through career education ...	3	17	11 (65%)
7. Lead the nation in STEM ...	2	13	7 (54%)
8. Expand access ... for talent in distressed markets.	4	17	11 (65%)

Table 5 provides performance information by statewide entity for those emerging metrics without performance standards that do have desired directionality.

Table 5: Overall Pillar Statewide Entity Performance Using Turning the Curve

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	4	30	22 (73%)
Department of Education	3	27	20 (74%)
Department of Juvenile Justice	1	3	2 (67%)

Overall Performance on Strategy #5

Align education and workforce development programs to foster employment opportunities and develop and retain talented workers with the skills to meet current and future employer needs.

Strategy #5 is supported by six state agencies and statewide organizations implementing a total of eight tactics and monitoring 27 performance metrics. Of these, four (15%) metrics were excluded from the analyses because all four CareerSource metrics have neither performance standards nor a desired directionality for the results. Two types of analyses were conducted using the most recent data provided by the agencies and organizations on the remaining 23 (85%) metrics.

Analysis A Findings for Metrics with Performance Measures

Seven (30%) metrics had specified performance standards against which to assess performance. For Strategy #5, statewide entities are performing well on five, or 71 percent, of the metrics. Table 6 provides performance information by statewide entity for those metrics with performance standards.

Table 6: Strategy #5 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	6	7	5 (71%)
Department of Economic Opportunity	2	3	3 (100%)
Department of Education	1	1	0 (0%)
Department of Juvenile Justice	1	1	1 (100%)
Department of Revenue	1	1	1 (100%)
Department of State	1	1	0 (0%)

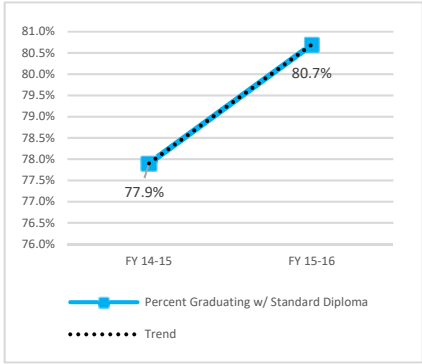
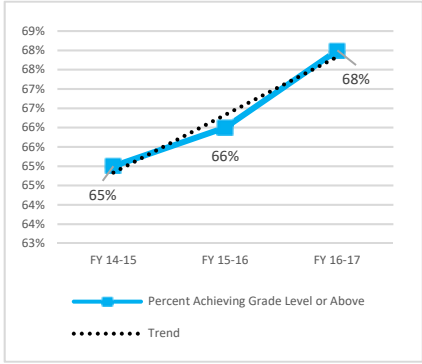
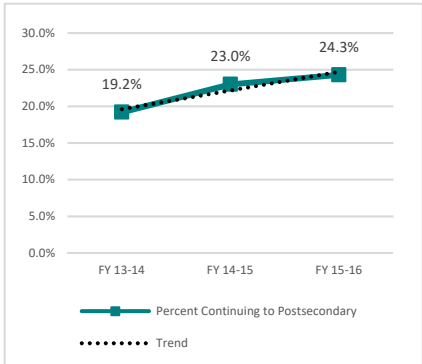
Analysis B Findings for Emerging Metrics using Turning the Curve

The 16 (70%) emerging metrics are without stated performance standards and have a desired directionality. For Strategy #5, statewide entities are performing well on 14, or 88 percent, of the emerging metrics. Table 7 provides performance information by statewide entity for those emerging metrics without performance standards that do have desired directionality.

Table 7: Strategy #5 Statewide Entity Performance Using Turning the Curve

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	3	16	14 (88%)
Department of Education	2	13	12 (92%)
Department of Juvenile Justice	1	3	2 (67%)

Figure 1: Successful Examples of Implementing Strategic Plan Strategy #5

Agency & Tactic	Data Chart	Metric & Results								
<p>Department of Education <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 Graduating w/ Standard Diploma</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Graduating w/ Standard Diploma</th> </tr> </thead> <tbody> <tr> <td>FY 14-15</td> <td>77.9%</td> </tr> <tr> <td>FY 15-16</td> <td>80.7%</td> </tr> </tbody> </table>	Fiscal Year	Percent Graduating w/ Standard Diploma	FY 14-15	77.9%	FY 15-16	80.7%	<p><u>Metric:</u> A8. Percent of students graduating with a standard diploma.</p> <p><u>Standard:</u> None Stated</p> <p><u>Results:</u> Then (2014-15): 77.9% Now (2015-16): 80.7%</p>		
Fiscal Year	Percent Graduating w/ Standard Diploma									
FY 14-15	77.9%									
FY 15-16	80.7%									
<p>Department of Education <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</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>65%</td> </tr> <tr> <td>FY 15-16</td> <td>66%</td> </tr> <tr> <td>FY 16-17</td> <td>68%</td> </tr> </tbody> </table>	Fiscal Year	Percent Achieving Grade Level or Above	FY 14-15	65%	FY 15-16	66%	FY 16-17	68%	<p><u>Metric:</u> A7D. Percent of student achieving grade level or above performance on Florida Assessments in Social Studies.</p> <p><u>Standard:</u> None Stated</p> <p><u>Results:</u> Then (2014-15): 65% Now (2016-17): 68%</p>
Fiscal Year	Percent Achieving Grade Level or Above									
FY 14-15	65%									
FY 15-16	66%									
FY 16-17	68%									
<p>Department of Juvenile Justice <u>Tactic C:</u> Prepare DJJ youth to become productive adults and enhance workforce effectiveness.</p>	 <table border="1"> <caption>Percent Continuing to Postsecondary</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Continuing to Postsecondary</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>19.2%</td> </tr> <tr> <td>FY 14-15</td> <td>23.0%</td> </tr> <tr> <td>FY 15-16</td> <td>24.3%</td> </tr> </tbody> </table>	Fiscal Year	Percent Continuing to Postsecondary	FY 13-14	19.2%	FY 14-15	23.0%	FY 15-16	24.3%	<p><u>Metric:</u> C4. Percentage of DJJ youth who received their high school diploma or graduated in the previous school year and are enrolled in a postsecondary institution in the current school year.</p> <p><u>Standard:</u> None Stated</p> <p><u>Results:</u> Then (FFY2013-14): 19.2% Now (FFY2015-16): 24.3%</p>
Fiscal Year	Percent Continuing to Postsecondary									
FY 13-14	19.2%									
FY 14-15	23.0%									
FY 15-16	24.3%									

Overall Performance on Strategy #6

Develop an integrated pre-K through career education system to prepare students for becoming successful workers or entrepreneurs.

Strategy #6 is supported by four state agencies and statewide organizations implementing a total of six tactics and monitoring 21 performance metrics. Two types of analyses were conducted using the most recent data provided by the agencies for all of the metrics.

Analysis A Findings for Metrics with Performance Measures

Four (19%) metrics had specified performance standards against which to assess performance. For Strategy #6, statewide entities are performing well on two, or 50 percent, of the metrics. Table 8 provides performance information by statewide entity for those metrics with performance standards.

Table 8: Strategy #6 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	4	4	2 (50%)
Department of Education	1	1	0 (0%)
Department of Health	1	1	1 (100%)
Department of Revenue	1	1	1 (100%)
Department of State	1	1	0 (0%)

Analysis B Findings for Emerging Metrics using Turning the Curve

The 17 (81%) emerging metrics monitored by the Department of Education are without stated performance standards, are related to three tactics, and have a desired directionality. For Strategy #6, the department is performing well on 11, or 65 percent, of the emerging metrics.

Figure 2: Successful Examples of Implementing Strategic Plan Strategy #6

Agency & Tactic	Data Chart	Metric & Results																
<p>Department of Revenue Tactic F: Improve uniformity and accuracy of property tax assessments.</p>	<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: Then (SFY2011-12): 96.2% Now (SFY2016-17): 94.8%</p>
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>Department of Health Tactic A: Increase the percentage of adults and children at a healthy weight.</p>	<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>Metric: A1. Increase the percentage of Florida public school students in grades 1, 3, and 6 at a healthy weight.</p> <p>Standard: $\geq 61.3\%$</p> <p>Results: Then (SFY2010-11): 62.5% Now (SFY2016-17): 61.6%</p>
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>Department of Education Tactic A: Provide for highest student achievement, as indicated by evidence of student learning gains at all levels.</p>	<table border="1"> <caption>Percent of Gap in Science</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent of Gap in Science</th> </tr> </thead> <tbody> <tr> <td>FY 14-15</td> <td>27%</td> </tr> <tr> <td>FY 15-16</td> <td>25%</td> </tr> <tr> <td>FY 16-17</td> <td>25%</td> </tr> </tbody> </table>	Fiscal Year	Percent of Gap in Science	FY 14-15	27%	FY 15-16	25%	FY 16-17	25%	<p>Metric: A3A. Percent of the gap in K-12 student achievement between <u>non-economically disadvantaged students and economically disadvantaged students</u> in Science.</p> <p>Standard: None Stated</p> <p>Results: Then (2014-15): 27% Now (2016-17): 25%</p>								
Fiscal Year	Percent of Gap in Science																	
FY 14-15	27%																	
FY 15-16	25%																	
FY 16-17	25%																	

Overall Performance on Strategy #7

Lead the nation in science, technology, engineering, and mathematics (STEM) research, education, and market-relevant technical skills.

Strategy #7 is supported by four state agencies and statewide organizations implementing a total of four tactics and monitoring 16 performance metrics. Two types of analyses were conducted using the most recent data provided by the agencies and organizations on all 16 (100%) of the metrics.

Analysis A Findings for Metrics with Performance Measures

Three (19%) metrics had specified performance standards against which to assess performance. For Strategy #7, statewide entities are performing well on one, or 33 percent, of the metrics. Table 9 provides performance information by statewide entity for those metrics with performance standards.

Table 9: Strategy #7 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	3	3	1 (33%)
Department of Juvenile Justice	1	1	1 (100%)
Department of State	1	1	0 (0%)
Florida Fish and Wildlife Conservation Commission	1	1	0 (0%)

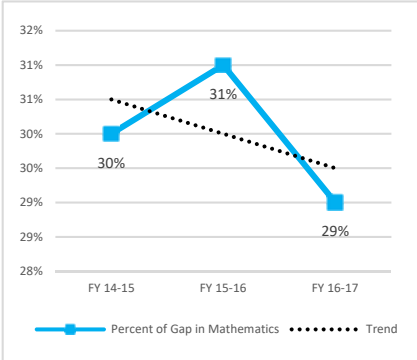
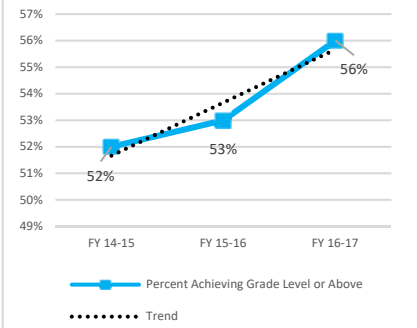
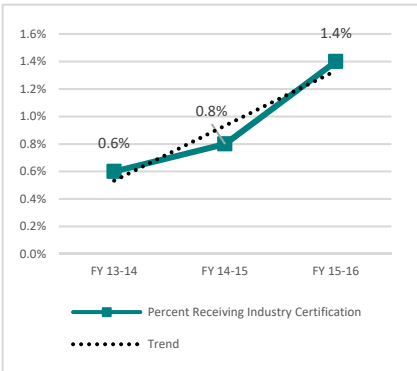
Analysis B Findings for Emerging Metrics using Turning the Curve

The 13 (81%) emerging metrics are without stated performance standards and have a desired directionality. For Strategy #7, statewide entities are performing well on seven, or 54 percent, of the emerging metrics. Table 10 provides performance information by statewide entity for those emerging metrics without performance standards that do have desired directionality.

Table 10: Strategy #7 Statewide Entity Performance Using Turning the Curve

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	2	13	7 (54%)
Department of Education	1	12	6 (50%)
Department of Juvenile Justice	1	1	1 (100%)

Figure 3: Successful Examples of Implementing Strategic Plan Strategy #7

Agency & Tactic	Data Chart	Metric & Results								
<p>Department of Education Tactic A: Provide for highest student achievement, as indicated by evidence of student learning gains at all levels.</p>	 <table border="1"> <caption>Percent of Gap in Mathematics</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent of Gap in Mathematics</th> </tr> </thead> <tbody> <tr> <td>FY 14-15</td> <td>30%</td> </tr> <tr> <td>FY 15-16</td> <td>31%</td> </tr> <tr> <td>FY 16-17</td> <td>29%</td> </tr> </tbody> </table>	Fiscal Year	Percent of Gap in Mathematics	FY 14-15	30%	FY 15-16	31%	FY 16-17	29%	<p>Metric: A2B. Percent of the gap in K-12 student achievement between <u>White and African American</u> students in Mathematics.</p> <p>Standard: None Stated</p> <p>Results: Then (2014-15): 30% Now (2016-17): 29%</p>
Fiscal Year	Percent of Gap in Mathematics									
FY 14-15	30%									
FY 15-16	31%									
FY 16-17	29%									
<p>Department of Education Tactic A: 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</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>52%</td> </tr> <tr> <td>FY 15-16</td> <td>53%</td> </tr> <tr> <td>FY 16-17</td> <td>56%</td> </tr> </tbody> </table>	Fiscal Year	Percent Achieving Grade Level or Above	FY 14-15	52%	FY 15-16	53%	FY 16-17	56%	<p>Metric: A7B. Percent of student achieving grade level or above performance on Florida Assessments in <u>Mathematics</u>.</p> <p>Standard: None Stated</p> <p>Results: Then (2014-15): 52% Now (2016-17): 56%</p>
Fiscal Year	Percent Achieving Grade Level or Above									
FY 14-15	52%									
FY 15-16	53%									
FY 16-17	56%									
<p>Department of Juvenile Justice Tactic C: Prepare DJJ youth to become productive adults and enhance workforce effectiveness.</p>	 <table border="1"> <caption>Percent Receiving Industry Certification</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Receiving Industry Certification</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>0.6%</td> </tr> <tr> <td>FY 14-15</td> <td>0.8%</td> </tr> <tr> <td>FY 15-16</td> <td>1.4%</td> </tr> </tbody> </table>	Fiscal Year	Percent Receiving Industry Certification	FY 13-14	0.6%	FY 14-15	0.8%	FY 15-16	1.4%	<p>Metric: C3. Percentage of DJJ youth in high or max risk residential programs that either earn a Career and Professional Education (CAPE) certification while enrolled in the program or complete the CAPE certification within one year of release from the program.</p> <p>Standard: None Stated</p> <p>Results: Then (FFY2013-14): 0.6% Now (FFY2015-16): 1.4%</p>
Fiscal Year	Percent Receiving Industry Certification									
FY 13-14	0.6%									
FY 14-15	0.8%									
FY 15-16	1.4%									

Overall Performance on Strategy #8

Expand access to education and training programs for talent in distressed markets.

Strategy #8 is supported by seven state agencies and statewide organizations implementing a total of 13 tactics and monitoring 33 performance metrics. Of these, 10 (30%) metrics were excluded from the analyses because all four CareerSource and all six Florida Regional Councils Association metrics have neither performance standards nor a desired directionality for the results. Two types of analyses were conducted using the most recent data provided by the agencies and organizations on the remaining 23 (70%) metrics.

Analysis A Findings for Metrics with Performance Measures

Six (26%) metrics had specified performance standards against which to assess performance. For Strategy #8, statewide entities are performing well on four, or 67 percent, of the metrics. Table 11 provides performance information by statewide entity for those metrics with performance standards.

Table 11: Strategy #8 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	5	6	4 (67%)
Department of Economic Opportunity	2	3	3 (100%)
Department of Juvenile Justice	1	1	1 (100%)
Department of State	1	1	0 (0%)
FL Fish and Wildlife Conservation Commission	1	1	0 (0%)

Analysis B Findings for Emerging Metrics using Turning the Curve

The 17 (74%) emerging metrics are without stated performance standards and have a desired directionality. For Strategy #8, statewide entities are performing well on 11, or 65 percent, of the emerging metrics. Table 12 provides performance information by statewide entity for those emerging metrics without performance standards that do have desired directionality.

Table 12: Strategy #8 Statewide Entity Performance Using Turning the Curve

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	4	17	11 (65%)
Department of Education	3	14	9 (64%)
Department of Juvenile Justice	1	3	2 (67%)

Figure 4: Successful Examples of Implementing Strategic Plan Strategy #8

Agency & Tactic	Data Chart	Metric & Results												
<p>Department of Economic Opportunity Tactic C: Provide workforce development, training, and placement services that meet the needs of Florida businesses and job seekers.</p>	<table border="1"> <caption>Percent Entering Workforce</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Entering Workforce</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	Percent Entering Workforce	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>Metric: C1. The percentage of individuals who enter the workforce after receiving training services funded through the Workforce Innovation and Opportunity Act.</p> <p>Standard: $\geq 84.0\%$</p> <p>Results: Then (SFY2012-13): 84.9% Now (SFY2016-17): 89.5%</p>
Fiscal Year	Percent Entering Workforce													
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>Department of Education Tactic C: 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</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>Metric: C2B. Number of Florida-funded industry certifications completed by Florida College System (FCS) college students in rural and town colleges.</p> <p>Standard: None Stated</p> <p>Results: Then (2013-14): 130 Now (2016-17): 1,446</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													
<p>Department of Juvenile Justice Tactic C: Prepare DJJ youth to become productive adults and enhance workforce effectiveness.</p>	<table border="1"> <caption>Percent Continuing to Postsecondary</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Continuing to Postsecondary</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>19.2%</td> </tr> <tr> <td>FY 14-15</td> <td>23.0%</td> </tr> <tr> <td>FY 15-16</td> <td>24.3%</td> </tr> </tbody> </table>	Fiscal Year	Percent Continuing to Postsecondary	FY 13-14	19.2%	FY 14-15	23.0%	FY 15-16	24.3%	<p>Metric: C4. Percentage of DJJ youth who received their high school diploma or graduated in the previous school year and are enrolled in a postsecondary institution in the current school year.</p> <p>Standard: None Stated</p> <p>Results: Then (FFY2013-14): 19.2% Now (FFY2015-16): 24.3%</p>				
Fiscal Year	Percent Continuing to Postsecondary													
FY 13-14	19.2%													
FY 14-15	23.0%													
FY 15-16	24.3%													

Where Does *Talent Supply and Education* Go From Here?

The *Strategic Plan* identifies Florida's many educational and workforce challenges and provides strategies for addressing them. Those challenges remain today, and recognizing this, the plan focuses on *Talent Supply and Education* pillar strategies to encourage the state to reach its goal of leading the nation in student performance and developing market-relevant workforce skills. Workers with college educations continue to represent larger shares of the workforce. Since 2013, shares of workers with Associates degrees, Bachelor's degrees, and STEM degrees have increased. Additionally, high school graduation rates have climbed. Some areas, such as K-12 education, still require further attention to prepare students for becoming successful workers and entrepreneurs.

Appendix A – Metrics by Strategy, Agency, and Tactic

Strategy #5

CareerSource Florida, Inc.

- A. Enhance the effectiveness of Florida’s Workforce System.
 - A1. Number of incumbent workers receiving training as a result of Incumbent Worker Training (IWT) Program training.
 - A2. Number of IWT grant awards to businesses.
 - A3. Number of individuals receiving customized training for new high-skill/high-wage jobs as a result of Quick Response Training (QRT) Program training.
 - A4. Number of QRT grant awards to businesses.

Department of Economic Opportunity

- C. Provide workforce development, training, and placement services that meet the needs of Florida businesses and job seekers.
 - C1. The percentage of individuals who enter the workforce after receiving training services funded through the Workforce Innovation and Opportunity Act.
 - C2. The percentage of businesses using the Florida’s workforce management information system.
- E. Improve collaboration and alignment among state, regional, and local entities toward the state’s economic development vision.
 - 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.

Department of Juvenile Justice

- C. Prepare DJJ youth to become productive adults and enhance workforce effectiveness.
 - C1. Percentage of DJJ residential programs offering Vocational Type 3 certifications.
 - 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.
 - C3. Percentage of DJJ youth in high or max risk residential programs that either earn a Career and Professional Education (CAPE) certification while enrolled in the program or complete the CAPE certification within one year of release from the program.
 - C4. Percentage of DJJ youth who received their high school diploma or graduated in the previous school year and are enrolled in a postsecondary institution in the current school year.

Department of Education

- A. Provide for highest student achievement, as indicated by evidence of student learning gains at all levels.
 - A6A. Percent of students who made learning gains in English Language Arts, including those performing below grade level and those performing at grade level and above.
 - A6B. Percent of students who made learning gains in Mathematics, including those performing below grade level and those performing at grade level and above.
 - A7A. Percent of student achieving grade level or above performance on Florida Assessments in English Language Arts.
 - A7B. Percent of student achieving grade level or above performance on Florida Assessments in Mathematics.
 - A7C. Percent of student achieving grade level or above performance on Florida Assessments in Science.
 - A7D. Percent of student achieving grade level or above performance on Florida Assessments in Social Studies.
 - A8. Percent of students graduating with a standard diploma.
 - A9. Percent of high school graduates who completed one or more accelerated courses or certifications.
 - A10. Percent of Florida College System (FCS) students completing a postsecondary degree or certificate at 150% of program time.
 - A11. Percent of District Postsecondary students completing a postsecondary degree or certificate at 150% of program time.
- C. Provide for a skilled workforce and economic development, as measured by evidence of employment and earnings.
 - C1. Percentage of individuals exiting the vocational rehabilitation program who achieved a gainful employment outcome.
 - C2A. Number of Florida-funded industry certifications completed by Florida College System (FCS) college students in all Florida colleges.
 - C2B. Number of Florida-funded industry certifications completed by Florida College System (FCS) college students in rural and town colleges.
 - C3. Percent of Florida College System (FCS) graduates employed or continuing education for all programs (standard FETPIP methodology).

Department of Revenue

- F. Improve uniformity and accuracy of property tax assessments.
 - F1. Percent of property value assessed on county tax rolls.

Department of State

- 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.

C1. Number of Florida Electronic Library uses.

Strategy #6

Department of Education

- A. Provide for highest student achievement, as indicated by evidence of student learning gains at all levels.

A1A. Percent of the gap in K-12 student achievement between White and Hispanic students in Science.

A1B. Percent of the gap in K-12 student achievement between White and Hispanic students in Mathematics.

A2A. Percent of the gap in K-12 student achievement between White and African American students in Science.

A2B. Percent of the gap in K-12 student achievement between White and African American students in Mathematics.

A3A. Percent of the gap in K-12 student achievement between non-economically disadvantaged students and economically disadvantaged students in Science.

A3B. Percent of the gap in K-12 student achievement between non-economically disadvantaged students and economically disadvantaged students in Mathematics.

A4A. Percent of the gap in K-12 student achievement between students without disabilities and students with disabilities in Science.

A4B. Percent of the gap in K-12 student achievement between students without disabilities and students with disabilities in Mathematics.

A5A. Percent of the gap in K-12 student achievement between non-English Language Learners and English Language Learners in Science.

A5B. Percent of the gap in K-12 student achievement between non-English Language Learners and English Language Learners in Mathematics.

A9. Percent of high school graduates who completed one or more accelerated courses or certifications.

- 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.

- B2. Percent of Florida Public High School graduates who enroll in a Florida public postsecondary institution in the Fall.

- B3. Percent of overall high school graduates who enroll in postsecondary education.

- B4. Percent of students earning an Associate of Arts (AA) degree who transfer into the next postsecondary level.

- C. Provide for a skilled workforce and economic development, as measured by evidence of employment and earnings.

- C1. Percentage of individuals exiting the vocational rehabilitation program who achieved a gainful employment outcome.

- C2A. Number of Florida-funded industry certifications completed by Florida College System (FCS) college students in all Florida colleges.

- C2B. Number of Florida-funded industry certifications completed by Florida College System (FCS) college students in rural and town colleges.

- C3. Percent of Florida College System (FCS) graduates employed or continuing education for all programs (standard FETPIP methodology).

Department of Health

- A. Increase the percentage of adults and children at a healthy weight.

- A1. Increase the percentage of Florida public school students in grades 1, 3, and 6 at a healthy weight.

Department of Revenue

- F. Improve uniformity and accuracy of property tax assessments.

- F1. Percent of property value assessed on county tax rolls.

Department of State

- 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.

- C1. Number of Florida Electronic Library uses.

Strategy #7

Department of Juvenile Justice

- C. Prepare DJJ youth to become productive adults and enhance workforce effectiveness.
 - C1. Percentage of DJJ residential programs offering Vocational Type 3 certifications.
 - 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.
 - C3. Percentage of DJJ youth in high or max risk residential programs that either earn a Career and Professional Education (CAPE) certification while enrolled in the program or complete the CAPE certification within one year of release from the program.
 - C4. Percentage of DJJ youth who received their high school diploma or graduated in the previous school year and are enrolled in a postsecondary institution in the current school year.

Department of Education

- A. Provide for highest student achievement, as indicated by evidence of student learning gains at all levels.
 - A1A. Percent of the gap in K-12 student achievement between White and Hispanic students in Science.
 - A1B. Percent of the gap in K-12 student achievement between White and Hispanic students in Mathematics.
 - A2A. Percent of the gap in K-12 student achievement between White and African American students in Science.
 - A2B. Percent of the gap in K-12 student achievement between White and African American students in Mathematics.
 - A3A. Percent of the gap in K-12 student achievement between non-economically disadvantaged students and economically disadvantaged students in Science.
 - A3B. Percent of the gap in K-12 student achievement between non-economically disadvantaged students and economically disadvantaged students in Mathematics.
 - A4A. Percent of the gap in K-12 student achievement between students without disabilities and students with disabilities in Science.
 - A4B. Percent of the gap in K-12 student achievement between students without disabilities and students with disabilities in Mathematics.
 - A5A. Percent of the gap in K-12 student achievement between non-English Language Learners and English Language Learners in Science.
 - A5B. Percent of the gap in K-12 student achievement between non-English Language Learners and English Language Learners in Mathematics.
 - A7B. Percent of student achieving grade level or above performance on Florida Assessments in Mathematics.

A7C. Percent of student achieving grade level or above performance on Florida Assessments in Science.

Department of State

- 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.

C1. Number of Florida Electronic Library uses.

Florida Fish and Wildlife Conservation Commission

- 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.

B1. Number of youth involved in FFWC's conservation programs.

Strategy #8

CareerSource Florida, Inc.

- A. Enhance the effectiveness of Florida's Workforce System.
 - A1. Number of incumbent workers receiving training as a result of Incumbent Worker Training (IWT) Program training.
 - A2. Number of IWT grant awards to businesses.
 - A3. Number of individuals receiving customized training for new high-skill/high-wage jobs as a result of Quick Response Training (QRT) Program training.
 - A4. Number of QRT grant awards to businesses.

Department of Economic Opportunity

- C. Provide workforce development, training, and placement services that meet the needs of Florida businesses and job seekers.
 - C1. The percentage of individuals who enter the workforce after receiving training services funded through the Workforce Innovation and Opportunity Act.
 - C2. The percentage of businesses using the Florida's workforce management information system.
- E. Improve collaboration and alignment among state, regional, and local entities toward the state's economic development vision.
 - E1. The number of instances of technical assistance provided by Bureau of Community Planning staff to local governments and others related to the Community Planning Act, areas of critical state concern, and developments of regional impact.

Department of Juvenile Justice

- C. Prepare DJJ youth to become productive adults and enhance workforce effectiveness.
 - C1. Percentage of DJJ residential programs offering Vocational Type 3 certifications.
 - 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.
 - C3. Percentage of DJJ youth in high or max risk residential programs that either earn a Career and Professional Education (CAPE) certification while enrolled in the program or complete the CAPE certification within one year of release from the program.
 - C4. Percentage of DJJ youth who received their high school diploma or graduated in the previous school year and are enrolled in a postsecondary institution in the current school year.

Department of Education

- A. Provide for highest student achievement, as indicated by evidence of student learning gains at all levels.
 - A1A. Percent of the gap in K-12 student achievement between White and Hispanic students in Science.
 - A1B. Percent of the gap in K-12 student achievement between White and Hispanic students in Mathematics.
 - A2A. Percent of the gap in K-12 student achievement between White and African American students in Science.
 - A2B. Percent of the gap in K-12 student achievement between White and African American students in Mathematics.
 - A3A. Percent of the gap in K-12 student achievement between non-economically disadvantaged students and economically disadvantaged students in Science.
 - A3B. Percent of the gap in K-12 student achievement between non-economically disadvantaged students and economically disadvantaged students in Mathematics.
 - A4A. Percent of the gap in K-12 student achievement between students without disabilities and students with disabilities in Science.
 - A4B. Percent of the gap in K-12 student achievement between students without disabilities and students with disabilities in Mathematics.
 - A5A. Percent of the gap in K-12 student achievement between non-English Language Learners and English Language Learners in Science.
 - A5B. Percent of the gap in K-12 student achievement between non-English Language Learners and English Language Learners in Mathematics.
- 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.
 - B1. Percent of K-12 students enrolled in A and B schools.
- C. Provide for a skilled workforce and economic development, as measured by evidence of employment and earnings.
 - C2A. Number of Florida-funded industry certifications completed by Florida College System (FCS) college students in all Florida colleges.
 - C2B. Number of Florida-funded industry certifications completed by Florida College System (FCS) college students in rural and town colleges.
 - C3. Percent of Florida College System (FCS) graduates employed or continuing education for all programs (standard FETPIP methodology).

Department of State

- 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.

- C1. Number of Florida Electronic Library uses.

Florida Fish and Wildlife Conservation Commission

- 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.

- B1. Number of youth involved in FFWC's conservation programs.

Florida Regional Councils Association

- A. Administer revolving loan fund programs.

- A1. Number of jobs created through revolving loan funds.

- A2. Number of jobs retained through revolving loan funds.

- B. Write grants to support economic development projects and expand local economies.

- B1. Number of grants written in partnership with local governments or economic development organizations.

- D. Provide technical assistance to local governments.

- D1. Number of technical assistance activities undertaken to coordinate decision-making and investments for economic development, land use, transportation, infrastructure, housing, water, energy, natural resources, workforce and community development at the local level.

- E. Build partnerships with local and regional economic development organizations and workforce boards and engage in regional collaborative activities.

- E1. Number of activities undertaken to implement one or more strategies in the *Florida Strategic Plan for Economic Development*.

- E2. Number of activities undertaken to implement one or more elements of the Strategic Regional Policy Plan.



**2013-2017
IMPLEMENTATION OF
THE *FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT*
Innovation and Economic Development Strategies**

V1.17, 02/26/2018

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Innovation and Economic Development Strategies

The most competitive economies are those fueled by innovation, focused on key clusters and connected strategically to global markets. Historically, Florida's economy has been driven by agriculture, tourism, the military, and population growth. These activities, in turn, spur job growth in construction, real estate, retail trade, and service industries. The second pillar, *Innovation and Economic Development* focuses on diversifying Florida's economy and expanding national and global markets. It is supported by four area-specific strategies:

- Strengthen Florida's leadership in expanding and emerging talent and innovation clusters and help transition established clusters to serve new markets.
- Grow, sustain and integrate efforts related to research and development, technology transfer and commercialization, and capital to create, nurture, and expand innovation businesses.
- Expand the number of Florida businesses selling goods and services internationally and diversify the markets they serve.
- Brand and consistently market Florida as the best state for business.

The 19 tactics implemented by seven state agencies and statewide entities in support of the four *Innovation and Economic Development* strategies include:

Department of Economic Opportunity

- 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.
- 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.
- Provide workforce development, training, and placement services that meet the needs of Florida businesses and job seekers.
- Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.
- Improve collaboration and alignment among state, regional, and local entities toward the state's economic development vision.

Department of Environmental Protection

- Support the economic mission through streamlined, more effective and less burdensome regulatory processes.
- Balance the preservation of our natural and cultural resources, while providing recreational opportunities for Florida's residents and visitors to connect with them.

Department of Management Services

- Strengthen the state's technology infrastructure by assisting local entities in successfully procuring E-rate funding.

Department of State

- Continue to expand the Florida Main Street program which revitalizes historic downtown areas and neighborhood commercial districts, thus bringing citizens, visitors and dollars back to the heart of communities throughout the state and enhances heritage tourism.
- Facilitate business through rapid turnaround time for business filing.

Department of Transportation

- Reduce delay and increase reliability of travel time on Florida's transportation system.
- Increase transportation connectivity, efficiency, and capacity.

Enterprise Florida, Inc.

- Assist, promote, and enhance economic opportunities in Florida to recruit, retain, and expand businesses.
- Advance international trade opportunities.
- Market the state as a pro-business location for new investment.
- Promote opportunities for small and/or minority-owned businesses.
- Provide general operations to promote economic development.

Florida Fish and Wildlife Conservation Commission

- 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.
- Respond to public inquiries in a timely manner to support fish and wildlife based recreation, tourism, and businesses.

Where Is Florida Today?

Key indicators under the *Innovation and Economic Development* pillar are gross domestic product per capita, the number of patents issued, venture capital, Florida-origin exports, and jobs at foreign-owned firms. These key indicators provide insight about the status of Florida’s innovation and economic development initiatives. A broad assessment of the key indicators for the *Innovation and Economic Development* pillar shows Florida trending in the right direction. In all but one category the state is moving in a positive direction.

Table 1 shows the performance of the innovation and economic development changes Florida has undergone since 2012 and 2013:

Table 1: Innovation and Economic Development Performance Measures

Metric	Baseline	Most Recent	U.S. Rank* (Change)	Desired Results	Actual Results	Description
Gross Domestic Product per Capita	\$41,360 (2013)	\$45,216 (2016)	41 (-3)			GDP per capita has grown significantly since 2013.
Patents Issued	3,953 (2013)	4,054 (2015)	10 (-1)			The number of patents issued continues to grow.
Venture Capital	\$425M (2013)	\$1,119M (2016)	7 (-7)			Venture capital investment has increased substantially since 2013.
Florida-Origin Exports	\$60.5B (2013)	\$41.6B (2016)	9 (+3)			Florida’s ranking is improving relative to other states for state-of-origin exports.
Jobs at Foreign-Owned Firms	251,700 (2012)	327,400 (2015)	4 (-1)			The number of jobs at foreign owned firms continues to grow.

*(1 = best, 50 = worst). Change in U.S. rank is based on Florida’s relative placement to the 50 states, with a lower number indicating a higher ranked state. The first number designates Florida’s most recent ranking, while the number in parentheses represents the change from the previous ranking.

How Well Did Florida’s Agencies and Statewide Organizations Implement *Innovation and Economic Development* Strategies?

Overall Performance Across the Strategic Plan

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.

Overall Performance for the *Innovation and Economic Development Pillar*

The four *Innovation and Economic Development* strategies are supported by seven state agencies and statewide organizations implementing a total of 19 tactics and monitoring 42 performance metrics. Two types of analyses were conducted using the most recent data provided by the agencies and organizations.

Analysis A Findings for Metrics with Performance Standards

Thirty-seven (88%) metrics had specified performance standards against which to assess performance. For the four strategies, statewide entities are performing well on 34, or 92 percent, of the metrics.

Table 2 provides performance information by strategy for those metrics with performance standards.

Table 2: *Innovation and Economic Development* Performance Using Standards

<i>Innovation and Economic Development</i> Strategy	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide (unduplicated counts of tactics and metrics)	17	37	34 (92%)
9. Strengthen ...talent and innovation clusters ...	6	17	17 (100%)
10. Grow R&D...expand innovation businesses	6	13	12 (92%)
11. Expand ... businesses selling internationally ...	8	21	20 (95%)
12. ...market Florida ... best state for business	9	17	16 (94%)

Table 3 provides performance information by statewide entity for those metrics with performance standards.

Table 3: Overall Pillar Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	17	37	34 (92%)
Department of Economic Opportunity	5	15	15 (100%)
Department of Environmental Protection	2	2	2 (100%)
Department of Management Services	1	1	1 (100%)
Department of State	1	1	1 (100%)
Department of Transportation	1	3	3 (100%)
Enterprise Florida, Inc.	5	13	11 (85%)
Florida Fish and Wildlife Conservation Commission	2	2	1 (50%)

Analysis B Findings for Emerging Metrics using Turning the Curve

The five (12%) emerging metrics are without stated performance standards and have a desired directionality. For the *Innovation and Economic Development* strategies, statewide entities are performing well on three, or 60 percent, of the five emerging metrics. Table 4 provides performance information by statewide entity for those emerging metrics without performance standards that do have desired directionality.

Table 4: Overall Pillar Statewide Entity Performance Using Turning the Curve

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Department of State	1	3	3 (100%)
Department of Transportation	1	2	0 (0%)

Overall Performance on Strategy #9

Strengthen Florida’s leadership in expanding and emerging talent and innovation clusters and transitioning established clusters to serve new markets.

Strategy #9 is supported by two state agencies implementing a total of seven tactics and monitoring 19 performance metrics. Two types of analyses were conducted using the most recent data provided by the agencies and organizations.

Analysis A Findings for Metrics with Performance Standards

Seventeen (89%) metrics had specified performance standards against which to assess performance. For Strategy #9, statewide entities are performing well on all 17, or 100 percent, of the metrics. Table 5 provides performance information by statewide entity for those metrics with performance standards.

Table 5: Strategy #9 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	6	17	17 (100%)
Department of Economic Opportunity	5	14	14 (100%)
Department of Transportation	1	3	3 (100%)

Analysis B Findings for Emerging Metrics using Turning the Curve

The two (11%) emerging metrics monitored by the Department of Transportation are without stated performance standards, are related to one tactic, and have a desired directionality. The department is not performing well on either of the two emerging metrics.

Figure 1: Successful Examples of Implementing Strategic Plan Strategy #9

Agency & Tactic	Data Chart	Metric & Results
<p>Department of Economic Opportunity <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.</p>		<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> ≥ 50%</p> <p><u>Results:</u> Then (SFY2012-13): 69% Now (SFY2016-17): 86%</p>
<p>Department of Transportation <u>Tactic B:</u> Increase transportation connectivity, efficiency, and capacity.</p>		<p><u>Metric:</u> B2. Percentage of FDOT transportation projects completed on budget.</p> <p><u>Standard:</u> ≥ 90.0%</p> <p><u>Results:</u> Then (SFY2011-12): 84.9% Now (SFY2015-16): 92.0%</p>

Overall Performance on Strategy #10

Grow, sustain, and integrate efforts related to research and development, technology transfer and commercialization and capital to create, nurture, and expand innovation businesses.

Strategy #10 is supported by four state agencies and statewide organizations implementing a total of seven tactics and monitoring 15 performance metrics. Two types of analyses were conducted using the most recent data provided by the agencies and organizations.

Analysis A Findings for Metrics with Performance Standards

Thirteen (87%) metrics had specified performance standards against which to assess performance. For Strategy #10, statewide entities are performing well on 12, or 92 percent, of the metrics. Table 6 provides performance information by statewide entity for those metrics with performance standards.

Table 6: Strategy #10 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	6	13	12 (92%)
Department of Economic Opportunity	3	7	7 (100%)
Department of Management Services	1	1	1 (100%)
Department of Transportation	1	3	3 (100%)
Enterprise Florida, Inc.	1	2	1 (50%)

Analysis B Findings for Emerging Metrics using Turning the Curve

The two (13%) emerging metrics monitored by the Department of Transportation are without stated performance standards, are related to one tactic, and have a desired directionality. The department is not performing well either of the two emerging metrics.

Figure 2: Successful Examples of Implementing Strategic Plan Strategy #10

Agency & Tactic	Data Chart	Metric & Results												
<p>Department of Management Services Tactic C: 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>Metric: 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>Standard: $\geq 90.00\%$</p> <p>Results: Then (SFY2012-13): 96.40% Now (SFY2016-17): 98.70%</p>
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>Department of Economic Opportunity 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>	<table border="1"> <caption>Percent Approved in Less Time</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>78.00%</td> </tr> <tr> <td>FY 13-14</td> <td>95.65%</td> </tr> <tr> <td>FY 14-15</td> <td>100.00%</td> </tr> <tr> <td>FY 15-16</td> <td>100.00%</td> </tr> <tr> <td>FY 16-17</td> <td>100.00%</td> </tr> </tbody> </table>	Fiscal Year	Percent	FY 12-13	78.00%	FY 13-14	95.65%	FY 14-15	100.00%	FY 15-16	100.00%	FY 16-17	100.00%	<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>
Fiscal Year	Percent													
FY 12-13	78.00%													
FY 13-14	95.65%													
FY 14-15	100.00%													
FY 15-16	100.00%													
FY 16-17	100.00%													

Overall Performance on Strategy #11

Expand the number of Florida businesses selling goods and services internationally and help diversify the markets they serve.

Strategy #11 is supported by four state agencies and statewide organizations implementing a total of nine tactics and monitoring 23 performance metrics. Two types of analyses were conducted using the most recent data provided by the agencies and organizations.

Analysis A Findings for Metrics with Performance Standards

Twenty-one (91%) metrics had specified performance standards against which to assess performance. For Strategy #11, statewide entities are performing well on 20, or 95 percent, of the metrics. Table 7 provides performance information by statewide entity for those metrics with performance standards.

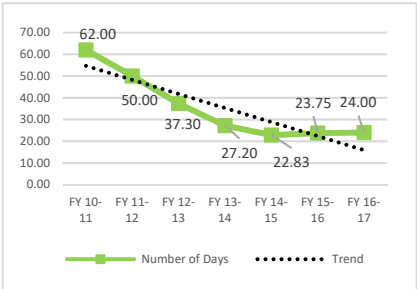
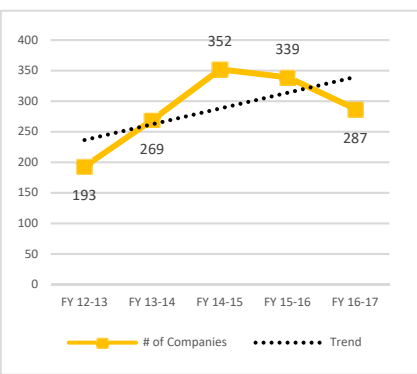
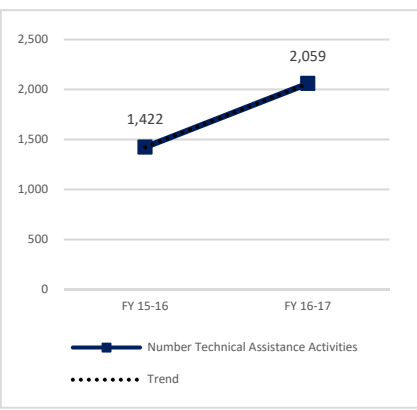
Table 7: Strategy #11 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	8	21	20 (95%)
Department of Economic Opportunity	3	10	10 (100%)
Department of Environmental Protection	1	1	1 (100%)
Department of Transportation	1	3	3 (100%)
Enterprise Florida, Inc.	3	7	6 (86%)

Analysis B Findings for Emerging Metrics using Turning the Curve

The two (9%) emerging metrics monitored by the Department of Transportation are without stated performance standards, are related to one tactic, and have a desired directionality. The department is not performing well on either of the two emerging metrics.

Figure 3: Successful Examples of Implementing Strategic Plan Strategy #11

Agency & Tactic	Data Chart	Metric & Results																
<p>Department of Environmental Protection Tactic A: Support the economic mission through streamlined, more effective and less burdensome regulatory processes.</p>	 <table border="1"> <caption>Data for Department of Environmental Protection Chart</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>Metric: A1. Length of time to issue a permit.</p> <p>Standard: ≤ 33 days</p> <p>Results: Then (SFY2010-11): 62 days Now (SFY2016-17): 24 days</p>
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>Enterprise Florida, Inc. Tactic B: Advance international trade opportunities.</p>	 <table border="1"> <caption>Data for Enterprise Florida, Inc. Chart</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>Metric: B2. The number of companies with export sales attributable to activities conducted by Enterprise Florida.</p> <p>Standard: ≥ 215</p> <p>Results: Then (SFY2012-13): 193 Now (SFY2016-17): 287</p>				
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>Department of Economic Opportunity Tactic E: Improve collaboration and alignment among state, regional, and local entities toward the state's economic development vision.</p>	 <table border="1"> <caption>Data for Department of Economic Opportunity Chart</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number Technical Assistance 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 Technical Assistance 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: ≥ 1,400</p> <p>Results: Then (SFY2015-16): 1,422 Now (SFY2016-17): 2,059</p>										
Fiscal Year	Number Technical Assistance Activities																	
FY 15-16	1,422																	
FY 16-17	2,059																	

Overall Performance on Strategy #12

Brand and consistently market Florida as the best state for business.

Strategy #12 is supported by six state agencies and statewide organizations implementing a total of 11 tactics and monitoring 22 performance metrics. Two types of analyses were conducted using the most recent data provided by the agencies and organizations.

Analysis A Findings for Metrics with Performance Standards

Seventeen (77%) metrics had specified performance standards against which to assess performance. For Strategy #12, statewide entities are performing well on 16, or 94 percent, of the metrics. Table 8 provides performance information by statewide entity for those metrics with performance standards.

Table 8: Strategy #12 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	9	17	16 (94%)
Department of Economic Opportunity	2	3	3 (100%)
Department of Environmental Protection	1	1	1 (100%)
Department of State	1	1	1 (100%)
Department of Transportation	1	3	3 (100%)
Enterprise Florida, Inc.	2	7	7 (100%)
Florida Fish and Wildlife Conservation Commission	2	2	1 (50%)

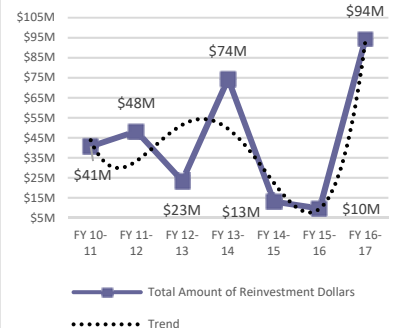
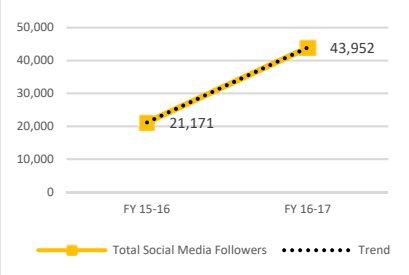
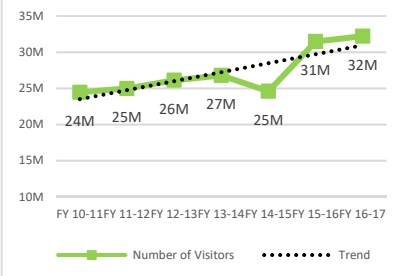
Analysis B Findings for Emerging Metrics using Turning the Curve

The five (23%) emerging metrics are without stated performance standards and have a desired directionality. For Strategy #12, statewide entities are performing well on three, or 60 percent, of the emerging metrics. Table 9 provides performance information by statewide entity for those emerging metrics without performance standards that do have desired directionality.

Table 9: Strategy #12 Statewide Entity Performance Using Turning the Curve

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Department of State	1	3	3 (100%)
Department of Transportation	1	2	0 (0%)

Figure 4: Successful Examples of Implementing Strategic Plan Strategy #12

Agency & Tactic	Data Chart	Metric & Results																
<p>Department of State Tactic B: Continue to expand the Florida Main Street program which revitalizes historic downtown areas and neighborhood commercial districts, thus bringing citizens, visitors and dollars back to the heart of communities throughout the state and enhances heritage tourism.</p>	 <table border="1"> <caption>Total Amount of Reinvestment Dollars</caption> <thead> <tr> <th>Fiscal Year</th> <th>Amount (\$M)</th> </tr> </thead> <tbody> <tr> <td>FY 10-11</td> <td>\$41M</td> </tr> <tr> <td>FY 11-12</td> <td>\$48M</td> </tr> <tr> <td>FY 12-13</td> <td>\$23M</td> </tr> <tr> <td>FY 13-14</td> <td>\$74M</td> </tr> <tr> <td>FY 14-15</td> <td>\$13M</td> </tr> <tr> <td>FY 15-16</td> <td>\$10M</td> </tr> <tr> <td>FY 16-17</td> <td>\$94M</td> </tr> </tbody> </table>	Fiscal Year	Amount (\$M)	FY 10-11	\$41M	FY 11-12	\$48M	FY 12-13	\$23M	FY 13-14	\$74M	FY 14-15	\$13M	FY 15-16	\$10M	FY 16-17	\$94M	<p>Metric: B3. Total amount of reinvestment dollars in Main Street Program.</p> <p>Standard: None Stated</p> <p>Results: Then (SFY2010-11): \$40,704,493 Now (SFY2016-17): \$94,351,129</p>
Fiscal Year	Amount (\$M)																	
FY 10-11	\$41M																	
FY 11-12	\$48M																	
FY 12-13	\$23M																	
FY 13-14	\$74M																	
FY 14-15	\$13M																	
FY 15-16	\$10M																	
FY 16-17	\$94M																	
<p>Enterprise Florida, Inc. Tactic C: Market the state as a pro-business location for new investment.</p>	 <table border="1"> <caption>Total Social Media Followers</caption> <thead> <tr> <th>Fiscal Year</th> <th>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	Followers	FY 15-16	21,171	FY 16-17	43,952	<p>Metric: C3. Total Social Media channel followers.</p> <p>Standard: ≥ 21,000</p> <p>Results: Then (SFY2015-16): 21,171 Now (SFY2016-17): 43,952</p>										
Fiscal Year	Followers																	
FY 15-16	21,171																	
FY 16-17	43,952																	
<p>Department of Environmental Protection 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.</p>	 <table border="1"> <caption>Number of Visitors</caption> <thead> <tr> <th>Fiscal Year</th> <th>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	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>Metric: E1. The number of visitors to Florida State Parks.</p> <p>Standard: 2.5% increase y/y</p> <p>Results: Then (2010-11): 24,458,027 Now (2016-17): 32,219,989</p>
Fiscal Year	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																	

Where Does *Innovation and Economic Development* Go From Here?

The *Strategic Plan* offers a pragmatic paradigm for addressing the most pressing issues facing Florida innovation and economic development. Performance measures under the *Innovation and Economic Development* pillar suggest the state is improving its position relative to other states. While the state's overall performance in this area is encouraging, Florida continues to lag behind in some crucial areas, such as GDP per capita. Florida must continue allocating resources to incentivize innovation and support economic development efforts if the state is to be prepared for today's and tomorrow's economy. The *Strategic Plan's* strategies under the *Innovation and Economic Development* pillar have seen successes within the last few years. Florida must build upon these successes and take advantage of future opportunities to increase innovation and economic development. With this in mind, the *Strategic Plan* lays out recommendations for further diversifying the state's economy. These are:

- Work with Florida's economic regions to develop a portfolio of talent and innovation clusters where Florida can be a national and global leader.
- Give particular focus to expanding the state's pipelines of research, development, and entrepreneurial activity.
- Expand Florida's role serving global markets for goods, services, travel and information with emphasis on increasing the value of Florida exports.
- Strengthen Florida's appeal to workers and businesses through branding and aggressive and consistent marketing.

Appendix A – Metrics by Strategy, Agency, and Tactic

Strategy #9

Department of Economic Opportunity

- 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.
 - A1. The percentage of available grant funding obligated during the reporting period.
 - A2. The percentage of required jobs (HUD requirement of one per \$34,999 funding) that were created, retained, or both as a result of Community Development Block Grant – Economic Development category funding as determined at the time the grant is administratively closed out for the fiscal year.
 - A3A. The percentage of total Community Services Block Grant funding supporting self-sufficiency programs.
 - A3B. The percentage of individuals who met their self-sufficiency outcomes.
 - A4. The percentage of incentives applications approved in less time than required by statutes.
 - A6A. The percentage of qualified weatherization assistance needs met.
 - A6B. The percentage of weatherized homes meeting the national energy installation standards.
 - A7A. The percentage of state and federal loan and loan guarantee funds obligated against available funds at the beginning of the reporting period.
 - A7B. The program life-to-date default rate among borrowers.
- B. 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.
 - B1. The percentage of adopted comprehensive plan amendment packages with reviews completed in less time than required by statute.
 - B2. The percentage of productions assisted by the Office of Film and Entertainment resulting in business and employment in Florida.
- C. Provide workforce development, training, and placement services that meet the needs of Florida businesses and job seekers.
 - C1. The percentage of individuals who enter the workforce after receiving training services funded through the Workforce Innovation and Opportunity Act.
 - C2. The percentage of businesses using the Florida’s workforce management information system.

- D. Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.
 - D5. The percentage of customers satisfied with their experience with DEO's implementation and support of the economic development incentive program.
 - D6. The percentage of public-private partner invoice deadlines completed in less time than required by defined time limits.
- E. Improve collaboration and alignment among state, regional, and local entities toward the state's economic development vision.
 - 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.
 - E2. The number and percentage of the public-private partners implementing one or more strategies in the *Florida Strategic Plan for Economic Development*.

Florida Department of Transportation

- A. Reduce delay and increase reliability of travel time on Florida's transportation system.
 - A1. Vehicle hours of delay during peak period on the State Highway System (trucks and all vehicles).
 - A2. Travel time reliability on freeways during peak period (trucks and all vehicles).
- B. Increase transportation connectivity, efficiency, and capacity.
 - B1. Percentage of FDOT capacity funds allocated to the Strategic Intermodal System.
 - B2. Percentage of FDOT transportation projects completed on time.
 - B3. Percentage of FDOT transportation projects completed on budget.

Strategy #10

Department of Economic Opportunity

- 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.
 - A1. The percentage of available grant funding obligated during the reporting period.
 - A4. The percentage of incentives applications approved in less time than required by statutes.
 - A6A. The percentage of qualified weatherization assistance needs met.
 - A6B. The percentage of weatherized homes meeting the national energy installation standards.
 - A7A. The percentage of state and federal loan and loan guarantee funds obligated against available funds at the beginning of the reporting period.
 - A7B. The program life-to-date default rate among borrowers.

- D. Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.
 - D5. The percentage of customers satisfied with their experience with DEO's implementation and support of the economic development incentive program.
 - D6. The percentage of public-private partner invoice deadlines completed in less time than required by defined time limits.
- E. Improve collaboration and alignment among state, regional, and local entities toward the state's economic development vision.
 - 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.
 - E2. The number and percentage of the public-private partners implementing one or more strategies in the *Florida Strategic Plan for Economic Development*.

Department of Management Services

- C. Strengthen the state's technology infrastructure by assisting local entities in successfully procuring E-rate funding.
 - C1. The percentage of Florida's E-Rate eligible institutions (K-12 schools and libraries) receiving a discount of at least 40% or greater.

Florida Department of Transportation

- A. Reduce delay and increase reliability of travel time on Florida's transportation system.
 - A1. Vehicle hours of delay during peak period on the State Highway System (trucks and all vehicles).
 - A2. Travel time reliability on freeways during peak period (trucks and all vehicles).
- B. Increase transportation connectivity, efficiency, and capacity.
 - B1. Percentage of FDOT capacity funds allocated to the Strategic Intermodal System.
 - B2. Percentage of FDOT transportation projects completed on time.
 - B3. Percentage of FDOT transportation projects completed on budget.

Enterprise Florida, Inc.

- D. Promote opportunities for small and/or minority-owned businesses.
 - D1. Number of small and/or minority businesses receiving financial assistance.
 - D2. Amount of funds invested in small and/or minority businesses.

Strategy #11

Department of Economic Opportunity

- 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.
 - A1. The percentage of available grant funding obligated during the reporting period.
 - A2. The percentage of required jobs (HUD requirement of one per \$34,999 funding) that were created, retained, or both as a result of Community Development Block Grant – Economic Development category funding as determined at the time the grant is administratively closed out for the fiscal year.
 - A3A. The percentage of total Community Services Block Grant funding supporting self-sufficiency programs.
 - A3B. The percentage of individuals who met their self-sufficiency outcomes.
 - A4. The percentage of incentives applications approved in less time than required by statutes.
 - A5. The percentage of Reemployment Assistance first payments paid timely.
 - A6A. The percentage of qualified weatherization assistance needs met.
 - A6B. The percentage of weatherized homes meeting the national energy installation standards.
 - A7A. The percentage of state and federal loan and loan guarantee funds obligated against available funds at the beginning of the reporting period.
 - A7B. The program life-to-date default rate among borrowers.
- D. Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.
 - D5. The percentage of customers satisfied with their experience with DEO's implementation and support of the economic development incentive program.
 - D6. The percentage of public-private partner invoice deadlines completed in less time than required by defined time limits.
- E. Improve collaboration and alignment among state, regional, and local entities toward the state's economic development vision.
 - 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.

Department of Environmental Protection

- A. Support the economic mission through streamlined, more effective and less burdensome regulatory processes.
 - A1. Length of time to process a permit.

Florida Department of Transportation

- A. Reduce delay and increase reliability of travel time on Florida's transportation system.
 - A1. Vehicle hours of delay during peak period on the State Highway System (trucks and all vehicles).
 - A2. Travel time reliability on freeways during peak period (trucks and all vehicles).
- B. Increase transportation connectivity, efficiency, and capacity.
 - B1. Percentage of FDOT capacity funds allocated to the Strategic Intermodal System.
 - B2. Percentage of FDOT transportation projects completed on time.
 - B3. Percentage of FDOT transportation projects completed on budget.

Enterprise Florida, Inc.

- A. Assist, promote, and enhance economic opportunities in Florida to recruit, retain, and expand businesses.
 - A1. Total number of proposed jobs to be created by businesses assisted by Enterprise Florida.
- B. Advance international trade opportunities.
 - B1. Number of Florida-based businesses assisted by Enterprise Florida for international trade.
 - B2. The number of companies with export sales attributable to activities conducted by Enterprise Florida.
 - B3. The amount of projected export sales attributable to the activities conducted by Enterprise Florida.
- E. Provide general operations to promote economic development.
 - E1. Satisfaction of businesses served with investment or trade assistance provided by EFI.
 - E2. Number of strategies in the *Florida Strategic Plan for Economic Development* being implemented by EFI.
 - E3. Response rate for Business Development/ International Trade Development customer satisfaction survey.

Strategy #12

Department of Economic Opportunity

- D. Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.
 - D5. The percentage of customers satisfied with their experience with DEO's implementation and support of the economic development incentive program.
 - D6. The percentage of public-private partner invoice deadlines completed in less time than required by defined time limits.
- E. Improve collaboration and alignment among state, regional, and local entities toward the state's economic development vision.
 - 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.
 - E2. The number and percentage of the public-private partners implementing one or more strategies in the *Florida Strategic Plan for Economic Development*.

Department of Environmental Protection

- E. Balance the preservation of our natural and cultural resources, while providing recreational opportunities for Florida's residents and visitors to connect with them.
 - E1. Number of visitors to Florida State Parks.

Department of State

- B. Continue to expand the Florida Main Street program which revitalizes historic downtown areas and neighborhood commercial districts, thus bringing citizens, visitors and dollars back to the heart of communities throughout the state and enhances heritage tourism.
 - B1. Number of new Main Street businesses created.
 - B2. Number of Main Street jobs created.
 - B3. Total amount of reinvestment dollars in Main Street Program.
- F. Facilitate business through rapid turnaround time for business filing.
 - F1. Turnaround time for Division of Corporation filings.

Florida Department of Transportation

- A. Reduce delay and increase reliability of travel time on Florida's transportation system.
 - A1. Vehicle hours of delay during peak period on the State Highway System (trucks and all vehicles).
 - A2. Travel time reliability on freeways during peak period (trucks and all vehicles).

- B. Increase transportation connectivity, efficiency, and capacity.
 - B1. Percentage of FDOT capacity funds allocated to the Strategic Intermodal System.
 - B2. Percentage of FDOT transportation projects completed on time.
 - B3. Percentage of FDOT transportation projects completed on budget.

Enterprise Florida, Inc.

- B. Advance international trade opportunities.
 - B1. Number of Florida-based businesses assisted by Enterprise Florida for international trade.
 - B2. The number of companies with export sales attributable to activities conducted by Enterprise Florida.
 - B3. The amount of projected export sales attributable to the activities conducted by Enterprise Florida.
- C. Market the state as a pro-business location for new investment.
 - C1. Web traffic to EFI's website- enterprise florida.com- overall traffic in visits.
 - C2. Positive media hits.
 - C3. Total Social Media channel followers.
 - C4. The total media impressions (print, broadcast, out of home).

Florida Fish and Wildlife Conservation Commission

- 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.
 - A1. Number of active participants in hunting, freshwater fishing, and saltwater fishing activities.
- C. Respond to public inquiries in a timely manner to support fish and wildlife based recreation, tourism, and businesses.
 - C1. Number and percent of public requests for information using the web-based "AskFWC" system receiving responses in less than five working days.



2013-2017
IMPLEMENTATION OF
THE *FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT*
Infrastructure and Growth Leadership Strategies

V1.17, 02/26/2018

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Infrastructure and Growth Leadership Strategies

Infrastructure investments have been a key driver of Florida's economy for centuries. The state has seen its infrastructure grow from early ports and trails to the interstate highways, telecommunications systems, airports, seaports and spaceports of today. Florida's policies and investments involving energy, water, land use, conservation, housing, and related issues shape the state's quality of life and overall economic competitiveness.

The *Strategic Plan* realizes Florida's potential to build upon its existing first-rate infrastructure and recognizes the need for the state to sustainably grow. The third pillar, *Infrastructure and Growth Leadership*, contains five area-specific strategies for growing Florida in these areas. They are:

- Coordinate decision-making and investments for economic development, land use, transportation, infrastructure, housing, water, energy, natural resources, workforce, and community development at the statewide, regional, and local levels.
- Develop and maintain multimodal, interconnected trade and transportation systems to support a prosperous, globally competitive economy.
- Develop and maintain a cutting-edge telecommunications infrastructure.
- Ensure the future supply and quality of water to meet Florida's economic and quality of life goals.
- Develop and maintain diverse, reliable, and cost effective energy sources and systems to meet Florida's economic and environmental goals.

The 17 tactics implemented by seven state agencies and statewide entities in support of the five *Infrastructure and Growth Leadership* strategies include:

Department of Economic Opportunity

- 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.
- 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.
- Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.
- Improve collaboration and alignment among state, regional, and local entities toward the state's economic development vision.

Department of Environmental Protection

- Provide clean water to Florida's residents and visitors.

Department of Management Services

- Strengthen the state's technology infrastructure by assisting local entities in successfully procuring E-rate funding.

Department of Transportation

- Reduce delay and increase reliability of travel time on Florida's transportation system.
- Increase transportation connectivity, efficiency, and capacity.

Enterprise Florida, Inc.

- Provide general operations to promote economic development.

Florida's Regional Planning Councils as Reported by the Florida Regional Councils Association

- Administer revolving loan fund programs.
- Write grants to support economic development projects and expand local economies.
- Conduct economic impact analyses to measure the economic and fiscal impacts of project development or policy initiatives.
- Provide technical assistance to local governments.
- Build partnerships with local and regional economic development organizations and workforce boards and engage in regional collaborative activities.
- Update the Comprehensive Economic Development Strategies using the Six Pillars as an organizing framework.

Water Management Districts

- Provide technical and/or funding support for alternative water supply and water conservation projects.
- Fast track permits for economic development.

Where Is Florida Today?

To measure the success of the area-specific strategies, the *Infrastructure and Growth Leadership* pillar identifies eight key indicators of success as Florida's infrastructure improves and its economy grows. Key performance measures falling under the *Infrastructure and Growth Leadership* pillar overwhelmingly show Florida moving in the right direction. In all categories the state experienced positive changes.

Florida has improved in each of the eight performance measures related to *Infrastructure and Growth Leadership* since 2013. Table 1 shows the performance of the infrastructure and growth changes Florida has undergone since the baseline years:

Table 1: Infrastructure and Growth Leadership Performance Measures

Metric	Baseline	Most Recent	U.S. Rank* (Change)	Desired Results	Actual Results	Description
Highway Miles in Poor Condition	1.98% (2012)	0.63% (2015)	N/A			The percentage of highway miles in poor condition has decreased.
Public Transit Use	2.00% (2010)	2.19% (2015)	20 (0)			Public transit use has increased.
Air Passengers	70.5M (2013)	81.1M (2016)	2 (-1)			The number of air passengers continues to grow.
Containers Handled at Seaports	3.1M (2012)	3.4M (2016)	4 (-1)			The number of jobs at foreign owned firms continues to grow.
Broadband Access (Percent share of households with access to service)	70.2% (2010)	81.2% (2016)	24 (+2)			Broadband access in Florida has increased since 2010.
Electricity Costs (Cents per kilowatt hour)	11.39 (2013)	12.02 (2017)	17 (-4)			Electricity costs have increased slightly since 2013, but Florida continues to move up in rank relative to other states.
Land Conservation (In acres conserved)	9.3M (2011)	10.2M (2017)	N/A			Florida continues to conserve more acres of land.
Building Permits	64,810 (2012)	116,240 (2016)	2 (0)			The number of building permits issued has grown significantly since 2013.

*(1 = best, 50 = worst). Change in U.S. rank is based on Florida's relative placement to the 50 states, with a lower number indicating a higher ranked state. The first number designates Florida's most recent ranking, while the number in parentheses represents the change from the previous ranking.

How Well Did Florida's Agencies and Statewide Organizations Implement *Infrastructure and Growth Leadership* Strategies?

Overall Performance Across the Strategic Plan

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.

Overall Performance for the *Infrastructure and Growth Leadership* Pillar

The five *Infrastructure and Growth Leadership* strategies are supported by seven state agencies and statewide organizations implementing a total of 17 tactics and monitoring 37 performance metrics. Of these, eight (24%) metrics were excluded from the analyses because all eight Florida Regional Councils Association metrics have neither performance standards nor a desired directionality for the results. Two types of analyses were conducted using the most recent data provided by the agencies and organizations on the remaining 26 (76%) metrics.

Analysis A Findings for Metrics with Performance Standards

Nineteen (73%) metrics had specified performance standards against which to assess performance. For the five strategies, statewide entities are performing well on 17, or 89 percent, of the metrics.

Table 2 provides performance information by strategy for those metrics with performance standards.

Table 2: Infrastructure and Growth Leadership Performance Using Standards

<i>Infrastructure and Growth Leadership Strategy</i>	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide (unduplicated counts of tactics and metrics)	9	19	17 (89%)
13. Coordinate...investments for economic development...	7	17	15 (88%)
14. ... support a prosperous, globally competitive economy.	1	3	3 (100%)
15. ... cutting-edge telecommunications infrastructure.	1	1	1 (100%)
16. Ensure ... quality of water ...	2	2	1 (50%)
17. Develop ... cost effective energy sources ...	0	0	N/A

Table 3 provides performance information by statewide entity for those metrics with performance standards.

Table 3: Overall Pillar Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	9	19	17 (89%)
Department of Economic Opportunity	4	10	10 (100%)
Department of Environmental Protection	1	1	1 (100%)
Department of Management Services	1	1	1 (100%)
Department of Transportation	1	3	3 (100%)
Enterprise Florida, Inc.	1	3	2 (67%)
Water Management Districts	1	1	1 (0%)

Analysis B Findings for Emerging Metrics using Turning the Curve

The seven (27%) emerging metrics are without stated performance standards and have a desired directionality. For the five *Infrastructure and Growth Leadership* strategies, statewide entities are performing well on three, or 43 percent, of the metrics. Table 4 provides performance information by statewide entity for those metrics without performance standards that do have desired directionality.

Table 4: Overall Pillar Statewide Entity Performance Using Turning the Curve

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Department of Transportation	1	2	0 (0%)
Water Management Districts	1	5	3 (60%)

Overall Performance on Strategy #13

Coordinate decision-making and investments for economic development, land use, transportation, infrastructure, housing, water, energy, natural resources, workforce, and community development at the statewide, regional, and local levels.

Strategy #13 is supported by five state agencies and statewide organizations implementing a total of 15 tactics and monitoring 32 performance metrics. Of these, eight (25%) metrics were excluded from the analyses because all eight Florida Regional Councils Association metrics have neither performance standards nor a desired directionality for the results. Two types of analyses were conducted using the most recent data provided by the agencies and organizations on the remaining 24 (75%) metrics.

Analysis A Findings for Metrics with Performance Standards

Seventeen (71%) metrics had specified performance standards against which to assess performance. For Strategy #13, statewide entities are performing well on 15, or 88 percent, of the metrics. Table 5 provides performance information by statewide entity for those metrics with performance standards.

Table 5: Strategy #13 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	7	17	15 (88%)
Department of Economic Opportunity	4	10	10 (100%)
Department of Transportation	1	3	3 (100%)
Enterprise Florida, Inc.	1	3	2 (67%)
Water Management Districts	1	1	0 (0%)

Analysis B Findings for Emerging Metrics using Turning the Curve

The seven (29%) emerging metrics are without stated performance standards and have a desired directionality. For Strategy #13, statewide entities are performing well on three, or 43 percent, of the emerging metrics. Table 6 provides performance information by statewide entity for those emerging metrics without performance standards that do have desired directionality.

Table 6: Strategy #13 Statewide Entity Performance Using Turning the Curve

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Department of Transportation	1	2	0 (0%)
Water Management Districts	1	5	3 (60%)

Figure 1: Successful Examples of Implementing Strategic Plan Strategy #13

Agency & Tactic	Data Chart	Metric & Results
<p>Department of Economic Opportunity 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 Needs Met' increasing from 32% in FY 15-16 to 38% in FY 16-17. The second chart shows 'Percent Meeting National Standards' at 100% for FY 16-17.</p>	<p>Metric: A6A. The percentage of qualified weatherization assistance needs met, and A6B. the percentage of weatherized homes meeting the national energy installation standards.</p> <p>Standard: $\geq 30\%$ / $\geq 75\%$</p> <p>Results: Then (2015-16): 32% / N/A Now (2016-17): 38% / 100%</p>
<p>Enterprise Florida, Inc. Tactic E: Provide general operations to promote economic development.</p>	<p>The chart shows a constant number of 11 strategies implemented across all five fiscal years from FY 12-13 to FY 16-17.</p>	<p>Metric: E2. Number of Strategies in the Florida Strategic Plan for Economic Development being implemented by EFI.</p> <p>Standard: ≥ 11</p> <p>Results: Then (SFY2012-13): 11 Now (SFY2016-17): 11</p>
<p>Water Management Districts Tactic B: Fast track permits for economic development.</p>	<p>The chart shows 'NFWFMD-Active Staff Processing Time' decreasing from 27.0 days in FY 11-12 to 17.0 days in FY 15-16, with intermediate values of 20.0, 20.5, and 23.0.</p>	<p>Metric: B1. NFWFMD-Active staff processing time (days) to issue environmental resource permits.</p> <p>Standard: None Stated</p> <p>Results: Then (FFY2011-12): 27.0 Now (FFY2015-16): 17.0</p>

Overall Performance on Strategy #14

Develop and maintain multimodal interconnected trade and transportation systems to support a prosperous and globally competitive economy.

Strategy #14 is supported by one state agency (Department of Transportation) and one statewide organization (FRCA) implementing a total of three tactics and monitoring six performance metrics. Of these, one (17%) Florida Regional Councils Association metric was excluded from the analysis because it had neither a performance standard nor a desired directionality for the results. Two types of analyses were conducted using the most recent data provided by the Department of Transportation on the remaining five (83%) metrics.

Analysis A Findings for Metrics with Performance Standards

Three (60%) metrics had specified performance standards against which to assess performance. For Strategy #14, the Department of Transportation is performing well on all, or 100 percent, of the three metrics. Table 7 provides performance information by statewide entity for those metrics with performance standards.

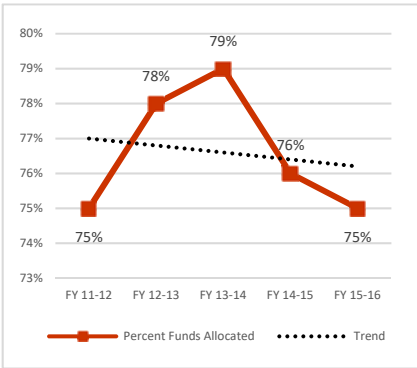
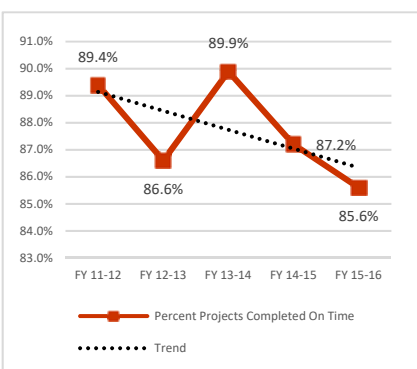
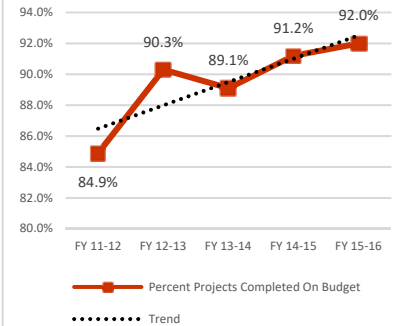
Table 7: Strategy #14 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	1	3	3 (100%)
Department of Transportation	1	3	3 (100%)

Analysis B Findings for Emerging Metrics using Turning the Curve

The two (40%) emerging metrics monitored by the Department of Transportation are without stated performance standards, are related to one tactic, and have a desired directionality. For Strategy #14, the Department of Transportation is not performing well on either of the emerging metrics.

Figure 2: Successful Examples of Implementing Strategic Plan Strategy #14

Agency & Tactic	Data Chart	Metric & Results												
<p>Department of Transportation Tactic B: Increase transportation connectivity, efficiency, and capacity.</p>	 <table border="1"> <caption>Percent Funds Allocated</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Funds Allocated</th> </tr> </thead> <tbody> <tr> <td>FY 11-12</td> <td>75%</td> </tr> <tr> <td>FY 12-13</td> <td>78%</td> </tr> <tr> <td>FY 13-14</td> <td>79%</td> </tr> <tr> <td>FY 14-15</td> <td>76%</td> </tr> <tr> <td>FY 15-16</td> <td>75%</td> </tr> </tbody> </table>	Fiscal Year	Percent Funds Allocated	FY 11-12	75%	FY 12-13	78%	FY 13-14	79%	FY 14-15	76%	FY 15-16	75%	<p>Metric: B1. Percentage of FDOT capacity funds allocated to the Strategic Intermodal System (SIS).</p> <p>Standard: $\geq 75\%$</p> <p>Results: Then (SFY2011-12): 75% Now (SFY2015-16): 75%</p>
Fiscal Year	Percent Funds Allocated													
FY 11-12	75%													
FY 12-13	78%													
FY 13-14	79%													
FY 14-15	76%													
FY 15-16	75%													
<p>Department of Transportation Tactic B: Increase transportation connectivity, efficiency, and capacity.</p>	 <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: Then (SFY2011-12): 89.4% Now (SFY2015-16): 85.6%</p>
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>Department of Transportation Tactic B: Increase transportation connectivity, efficiency, and capacity.</p>	 <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: B2. Percentage of FDOT transportation projects completed on budget.</p> <p>Standard: $\geq 90.0\%$</p> <p>Results: Then (SFY2011-12): 84.9% Now (SFY2015-16): 92.0%</p>
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%													

Overall Performance on Strategy #15

Develop and maintain a cutting-edge telecommunications infrastructure.

Strategy #15 is supported by one state agency, the Department of Management Services, implementing a total of one tactic and monitoring one performance metric. One type of analysis was conducted using the most recent data provided by DMS on the metric. For Strategy #15, the Department of Management Services is performing well on this metric (100%). Table 8 provides performance information by statewide entity for this metric with a performance standard.

Table 8: Strategy #15 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	1	1	1 (100%)
Department of Management Services	1	1	1 (100%)

Figure 3: Successful Example of Implementing *Strategic Plan* Strategy #15

Agency & Tactic	Data Chart	Metric & Results												
<p>Department of Management Services Tactic C: Strengthen the state's technology infrastructure by assisting local entities in successfully procuring E-rate funding.</p>	<table border="1"> <caption>Data for Figure 3: Percent of E-Rate Institutions Receiving at least 40% Discount</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percentage</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	Percentage	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>Metric: 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>Standard: $\geq 90.00\%$</p> <p>Results: Then (SFY2012-13): 96.40% Now (SFY2016-17): 98.70%</p>
Fiscal Year	Percentage													
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%													

Overall Performance on Strategy #16

Ensure the future supply and quality of water to meet Florida's economic and quality of life goals.

Strategy #16 is supported by two state agencies implementing a total of two tactics and monitoring two performance metrics. One type of analysis was conducted using the most recent data provided by the agencies on the two (100%) metrics. Both (100%) metrics had specified performance standards against which to assess performance. For Strategy #16, statewide entities are performing well on one, or 50 percent, of the two metrics. Table 9 provides performance information by statewide entity for those metrics with performance standards.

Table 9: Strategy #16 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	2	2	1 (50%)
Department of Environmental Protection	1	1	1 (100%)
Water Management Districts	1	1	0 (0%)

Figure 4: Successful Example of Implementing Strategic Plan Strategy #16

Agency & Tactic	Data Chart	Metric & Results														
<p>Department of Environmental Protection</p> <p><u>Tactic C:</u> Provide clean water to Florida's residents and visitors.</p>	<table border="1"> <caption>Data for Figure 4: Percent Meeting National Standards</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Meeting National Standards</th> </tr> </thead> <tbody> <tr> <td>FY 11-12</td> <td>100.0%</td> </tr> <tr> <td>FY 12-13</td> <td>98.2%</td> </tr> <tr> <td>FY 13-14</td> <td>98.9%</td> </tr> <tr> <td>FY 14-15</td> <td>99.3%</td> </tr> <tr> <td>FY 15-16</td> <td>99.5%</td> </tr> <tr> <td>FY 16-17</td> <td>99.7%</td> </tr> </tbody> </table>	Fiscal Year	Percent Meeting National Standards	FY 11-12	100.0%	FY 12-13	98.2%	FY 13-14	98.9%	FY 14-15	99.3%	FY 15-16	99.5%	FY 16-17	99.7%	<p><u>Metric:</u> C1. Percent of Florida's inspected drinking water facilities meeting national drinking water quality standards.</p> <p><u>Standard:</u> $\geq 98.0\%$</p> <p><u>Results:</u></p> <p>Then (SFY2011-12): 100.0%</p> <p>Now (SFY2016-17): 99.7%</p>
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FY 16-17	99.7%															

Overall Performance on Strategy #17

Develop and maintain diverse, reliable, and cost effective energy sources and systems to meet Florida's economic and environmental goals.

None of the state level agencies and organizations identified tactics to implement area-specific Strategy #17.

Where Does *Infrastructure and Growth Leadership* Go From Here?

The *Strategic Plan* lays out important objectives and accompanying strategies under the *Infrastructure and Growth Leadership* pillar. An analysis of key indicators show that Florida has made headway since the implementation of the *Strategic Plan*. All *Infrastructure and Growth Leadership* performance measures indicate progress in this area. In terms of ranking relative to other states, Florida has increased its ranking or remained stable. These results suggest that Florida is moving in the right direction. The *Strategic Plan* calls for retooling Florida's infrastructure and the processes used to make decisions about development in order to meet the demands of a global, innovation-oriented economy. To those ends, the *Infrastructure and Growth Leadership* pillar provides additional recommendations that encourage Florida to develop future infrastructure in a way that creates new growth opportunities while sustaining the aspects of Florida that make it great. These recommendations are:

- Invest in an interconnected, multimodal trade transportation system that links Florida's regions and enables Florida's businesses to serve global markets.
- Facilitate statewide access to state of the art telecommunications, Internet, and mobile systems.
- Ensure an adequate clean water supply to sustain development and quality of life.
- Develop and maintain diverse, reliable, and cost effective energy sources and systems.

Appendix A – Metrics by Strategy, Agency, and Tactic

Strategy #13

Department of Economic Opportunity

- 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.
 - A1. The percentage of available grant funding obligated during the reporting period.
 - A2. The percentage of required jobs (HUD requirement of one per \$34,999 funding) that were created, retained, or both as a result of Community Development Block Grant – Economic Development category funding as determined at the time the grant is administratively closed out for the fiscal year.
 - A3A. The percentage of total Community Services Block Grant funding supporting self-sufficiency programs.
 - A3B. The percentage of individuals who met their self-sufficiency outcomes.
 - A4. The percentage of incentives applications approved in less time than required by statutes.
 - A5. The percentage of Reemployment Assistance first payments paid timely.
 - A6A. The percentage of qualified weatherization assistance needs met.
 - A6B. The percentage of weatherized homes meeting the national energy installation standards.
 - A7A. The percentage of state and federal loan and loan guarantee funds obligated against available funds at the beginning of the reporting period.
 - A7B. The program life-to-date default rate among borrowers.
- B. 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.
 - B1. The percentage of adopted comprehensive plan amendment packages with reviews completed in less time than required by statute.
 - B2. The percentage of productions assisted by the Office of Film and Entertainment resulting in business and employment in Florida.
- D. Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.
 - D5. The percentage of customers satisfied with their experience with DEO’s implementation and support of the economic development incentive program.
 - D6. The percentage of public-private partner invoice deadlines completed in less time than required by defined time limits.

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

- 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.

- E2. The number and percentage of the public-private partners implementing one or more strategies in the *Florida Strategic Plan for Economic Development*.

Florida Department of Transportation

- A. Reduce delay and increase reliability of travel time on Florida's transportation system.
 - A1. Vehicle hours of delay during peak period on the State Highway System (trucks and all vehicles).
 - A2. Travel time reliability on freeways during peak period (trucks and all vehicles).
- B. Increase transportation connectivity, efficiency, and capacity.
 - B1. Percentage of FDOT capacity funds allocated to the Strategic Intermodal System.
 - B2. Percentage of FDOT transportation projects completed on time.
 - B3. Percentage of FDOT transportation projects completed on budget.

Enterprise Florida, Inc.

- E. Provide general operations to promote economic development.
 - E1. Satisfaction of businesses served with investment or trade assistance provided by EFI.
 - E2. Number of Strategies in the Florida Strategic Plan for Economic Development being implemented by EFI.
 - E3. Response rate for Business Development/ International Trade Development customer satisfaction survey.

Florida Regional Councils Association

- A. Administer revolving loan fund programs.
 - A1. Number of jobs created through revolving loan funds.
 - A2. Number of jobs retained through revolving loan funds.
- B. Write grants to support economic development projects and expand local economies.
 - B1. Number of grants written in partnership with local governments or economic development organizations.
- C. Conduct economic impact analyses to measure the economic and fiscal impacts of project development or policy initiatives.
 - C1. Number of economic impact analyses completed on behalf of local governments or economic development organizations.

D. Provide technical assistance to local governments.

D1. Number of technical assistance activities undertaken to coordinate decision-making and investments for economic development, land use, transportation, infrastructure, housing, water, energy, natural resources, workforce and community development at the local level.

E. Build partnerships with local and regional economic development organizations and workforce boards and engage in regional collaborative activities.

E1. Number of activities undertaken to implement one or more strategies in the *Florida Strategic Plan for Economic Development*.

E2. Number of activities undertaken to implement one or more elements of the Strategic Regional Policy Plan.

F. Update the Comprehensive Economic Development Strategies using the Six Pillars as an organizing framework.

F1. Number of Comprehensive Economic Development Strategies (CEDS) evaluated or amended for alignment with the *Florida Strategic Plan for Economic Development*.

Water Management Districts

A. Provide technical and/or funding support for alternative water supply and water conservation projects.

A1. Percentage of the 2010-2030 public supply increase in demand that has been met by all water projects.

B. Fast track permits for economic development.

B1. NFWWMD-Active staff processing time (days) to issue environmental resource permits.

B2. SFWMD-Active staff processing time (days) to issue environmental resource permits.

B3. SJRWMD-Active staff processing time (days) to issue environmental resource permits.

B4. SRWMD-Active staff processing time (days) to issue environmental resource permits.

B5. SWFWMD-Active staff processing time (days) to issue environmental resource permits.

Strategy #14

Florida Department of Transportation

- A. Reduce delay and increase reliability of travel time on Florida's transportation system.
 - A1. Vehicle hours of delay during peak period on the State Highway System (trucks and all vehicles).
 - A2. Travel time reliability on freeways during peak period (trucks and all vehicles).
- B. Increase transportation connectivity, efficiency, and capacity.
 - B1. Percentage of FDOT capacity funds allocated to the Strategic Intermodal System.
 - B2. Percentage of FDOT transportation projects completed on time.
 - B3. Percentage of FDOT transportation projects completed on budget.

Strategy #15

Department of Management Services

- C. Strengthen the state's technology infrastructure by assisting local entities in successfully procuring E-rate funding.
 - C1. The percentage of Florida's E-Rate eligible institutions (K-12 schools and libraries) receiving a discount of at least 40% or greater.

Strategy #16

Department of Environmental Protection

- C. Provide clean water to Florida's residents and visitors.
 - C1. Percent of Florida's inspected drinking water facilities meeting national drinking water quality standards.

Water Management Districts

- A. Provide technical and/or funding support for alternative water supply and water conservation projects.
 - A1. Percentage of the 2010-2030 public supply increase in demand that has been met by all water projects.

Strategy #17

No tactics or metrics were implemented in support of Strategy #17.



2013-2017
IMPLEMENTATION OF
THE *FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT*
Business Climate and Competitiveness Strategies

V1.17, 02/26/2018

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Business Climate and Competitiveness Strategies

The *Strategic Plan* recognizes that Florida's business climate must be healthy and competitive for the economy to develop. The *Business Climate and Competitiveness* pillar is essential to Florida's long term economic vitality. Specifically, Florida's ranking relative to other states has increased significantly in several important areas. While the legal system ranking has remained unchanged, Florida has made great strides in terms of how its business tax climate is viewed by businesses and its ranking as the second-best state in the nation in which to do business. The *Business Climate and Competitiveness* pillar contains six strategies to improve this area. These are:

- Revise permitting, development, and other regulatory processes to meet changing business needs and provide a predictable legal and regulatory environment.
- Ensure state, regional, and local agencies provide collaborative, seamless, consistent, and timely customer service to businesses and workers.
- Reduce barriers to small/minority businesses and entrepreneurial growth.
- Expand opportunities for access to capital for businesses throughout their life-cycle.
- Work with industry to ensure property and health insurance rates are competitive with other large states.
- Develop a government revenue structure that encourages business growth and development.

The 33 tactics implemented by 12 state agencies and statewide entities in support of the six *Business Climate and Competitiveness* strategies include:

Department of Business and Professional Regulation

- Reduce the time for approval of licenses to join a profession or open a business.
- Provide quality assistance to customers.
- Reduce the time required to complete investigations.
- Hold licensees and regulated entities accountable.
- Continuously improve and streamline business processes by leveraging technology solutions.

Department of Economic Opportunity

- 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.
- 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.
- Provide workforce development, training, and placement services that meet the needs of Florida businesses and job seekers.
- Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.
- Improve collaboration and alignment among state, regional, and local entities toward the state's economic development vision.

Department of Environmental Protection

- Support the economic mission through streamlined, more effective and less burdensome regulatory processes.
- Increase the number of authorization types that can be submitted online and increase the total number of electronic transactions.

Department of Health

- Streamline the licensing of health care practitioners.

Department of Management Services

- Foster an environment of greater competition among vendors via increased utilization of the eQuote component of MyFloridaMarketPlace (MFMP), thus generating savings for the taxpayer.

Department of Revenue

- Improve existing technology and broaden filing capabilities to assist taxpayers in complying with tax laws.
- Ensure prompt availability of funds to support Florida's infrastructure and services to its citizens.
- Improve the timeliness of taxpayer claimed refunds.
- Improve uniformity and accuracy of property tax assessments.
- Improve customer and supplier satisfaction with Property Tax Program products and services.

Department of State

- 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.
- 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.
- Increase public awareness of business filing deadlines through improved announcements, meetings with business community groups, and new outreach efforts.
- Facilitate business through rapid turnaround time for business filing.

Department of Transportation

- Reduce delay and increase reliability of travel time on Florida's transportation system.
- Increase transportation connectivity, efficiency, and capacity.

Enterprise Florida, Inc.

- Provide general operations to promote economic development.
- Promote opportunities for small and minority businesses.

Florida Fish and Wildlife Conservation Commission

- Respond to public inquiries in a timely manner to support fish and wildlife based recreation, tourism, and businesses.

Florida's Regional Planning Councils as Reported by the Florida Regional Councils Association

- Administer revolving loan fund programs.
- Provide technical assistance to local governments.
- Build partnerships with local and regional economic development organizations and workforce boards and engage in regional collaborative activities.
- Update the Comprehensive Economic Development Strategies using the Six Pillars as an organizing framework.

Water Management Districts

- Fast track permits for economic development.

Where Is Florida Today?

The *Strategic Plan* provides key indicators to watch with regard to measuring Florida’s business climate and competitiveness, such as health insurance costs, the perception of the legal system, the tax burden, the business tax climate, and the state’s business friendly environment. A breakdown of these key indicators showing Florida’s performance since 2013 is provided in Table 1 and Table 2.

Table 1: Rankings for Business Climate and Competitiveness Performance Measures

Metric	U.S. Rank* (Change)	Desired Results	Actual Results	Description
Best and Worst States in Which to Do Business	2 (0)			Florida continues to rank near the very top for best states in which to do business.
Legal System Ranking	46 (2)			Florida’s legal system ranking has dropped since 2012.
Business Tax Climate	4 (0)			Florida’s business tax climate continues to rank near the top compared with other states.

*(1 = best, 50 = worst). Change in U.S. rank is based on Florida’s relative placement to the 50 states, with a lower number indicating a higher ranked state. The first number designates Florida’s most recent ranking, while the number in parentheses represents the change from the previous ranking.

Table 2: Business Climate and Competitiveness Performance Measures

Metric	Baseline	Most Recent	U.S. Rank* (Change)	Desired Results	Actual Results	Description
Health Insurance Premiums per Enrolled Employee	\$5,383 (2013)	\$6,260 (2016)	34 (11)			Florida’s ranking relative to other states has increased as premiums have risen.
Tax Burden	8.2% (2013)	9.3% (2015)	N/A			The tax burden has increased since 2013 as Florida’s economy has grown following the last recession.

*(1 = best, 50 = worst). Change in U.S. rank is based on Florida’s relative placement to the 50 states, with a lower number indicating a higher ranked state. The first number designates Florida’s most recent ranking, while the number in parentheses represents the change from the previous ranking.

How Well Did Florida's Agencies and Statewide Organizations Implement *Business Climate and Competitiveness* Strategies?

Overall Performance Across the Strategic Plan

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.

Overall Performance Across all *Business Climate and Competitiveness* Strategies

The six *Business Climate and Competitiveness* strategies are supported by 12 state agencies and statewide organizations implementing a total of 33 tactics and monitoring 86 performance metrics. Of these, six (7%) metrics were excluded from the analyses because all six Florida Regional Councils Association metrics have neither performance standards nor a desired directionality for the results. Two types of analyses were conducted using the most recent data provided by the agencies and organizations on the remaining 80 (93%) metrics.

Analysis A Findings for Metrics with Performance Standards

Sixty-nine (86%) metrics had specified performance standards against which to assess performance. For the six strategies, statewide entities are performing well on 57, or 83 percent, of the metrics.

Table 3 provides performance information by strategy for those metrics with performance standards.

Table 3: *Business Climate and Competitiveness* Performance Using Standards

<i>Business Climate and Competitiveness</i> Strategy	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide (unduplicated counts of tactics and metrics)	25	69	57 (83%)
18. Revise ... regulatory processes ...	10	32	25 (78%)
19. Ensure ... customer service to businesses and workers.	22	58	51 (88%)
20. Reduce barriers to small/minority businesses ...	19	52	45 (87%)
21. Expand opportunities for access to capital ...	5	12	11 (92%)
22. Ensure ... insurance rates are competitive ...	1	1	1 (100%)
23. Develop a government revenue structure ...	3	3	3 (100%)

Table 4 provides performance information by statewide entity for those metrics with performance standards.

Table 4: Overall Pillar Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	25	69	57 (83%)
Department of Business and Professional Regulation	5	29	23 (79%)
Department of Economic Opportunity	5	19	18 (95%)
Department of Environmental Protection	1	1	1 (100%)
Department of Management Services	1	1	1 (100%)
Department of Health	1	2	1 (50%)
Department of Revenue	5	5	5 (100%)
Department of State	3	3	2 (67%)
Department of Transportation	1	3	3 (100%)
Enterprise Florida, Inc.	2	5	3 (60%)
Florida Fish and Wildlife Conservation Commission	1	1	0 (0%)

Analysis B Findings for Emerging Metrics Using Turning the Curve

The 11 (14%) emerging metrics are without stated performance standards and have a desired directionality. For the six *Business Climate and Competitiveness* strategies, statewide entities are performing well on six, or 55 percent, of the emerging metrics.

Table 5 provides performance information by statewide entity for those emerging metrics without performance standards that do have desired directionality.

Table 5: Overall Pillar Statewide Entity Performance Using Turning the Curve

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Department of Environmental Protection	1	2	2 (100%)
Department of State	1	2	1 (50%)
Department of Transportation	1	2	0 (0%)
Water Management Districts	1	5	3 (60%)

Overall Performance on Strategy #18

Revise permitting, development, and other regulatory processes to meet changing business needs and to provide a predictable legal and regulatory environment.

Strategy #18 is supported by eight state agencies and statewide organizations implementing a total of 13 tactics and monitoring 40 performance metrics. Of these, one (3%) Florida Regional Councils Association metric was excluded because it has neither a performance standard nor a desired directionality for the result. Two types of analyses were conducted using the most recent data provided by the agencies and organizations on the remaining 39 (98%) metrics.

Analysis A Findings for Metrics with Performance Standards

Thirty-two (82%) metrics had specified performance standards against which to assess performance. For Strategy #18, statewide entities are performing well on 25, or 78 percent, of the metrics. Table 6 provides performance information by statewide entity for those metrics with performance standards.

Table 6: Strategy #18 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	10	32	25 (78%)
Department of Business and Professional Regulation	3	20	15 (75%)
Department of Economic Opportunity	1	5	4 (80%)
Department of Environmental Protection	1	1	1 (100%)
Department of Health	1	2	1 (50%)
Department of Revenue	2	2	2 (100%)
Department of State	2	2	2 (100%)

Analysis B Findings for Emerging Metrics Using Turning the Curve

The seven (18%) emerging metrics are without stated performance standards and have a desired directionality. For Strategy #18, statewide entities are performing well on five, or 71 percent, of the emerging metrics. Table 7 provides performance information by statewide entity for those emerging metrics without performance standards that do have desired directionality.

Table 7: Strategy #18 Statewide Entity Performance Using Turning the Curve

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Department of Environmental Protection	1	2	2 (100%)
Water Management Districts	1	5	3 (60%)

Figure 1: Successful Examples of Implementing Strategic Plan Strategy #18

Agency & Tactic	Data Chart	Metric & Results																
<p>Department of Business and Professional Regulation Tactic E: Hold licensees and regulated entities accountable.</p>	<table border="1"> <caption>Percent Call-Back Inspections Completed On Time (Food)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>FY 10-11</td> <td>93.6%</td> </tr> <tr> <td>FY 11-12</td> <td>93.0%</td> </tr> <tr> <td>FY 12-13</td> <td>92.1%</td> </tr> <tr> <td>FY 13-14</td> <td>92.0%</td> </tr> <tr> <td>FY 14-15</td> <td>98.0%</td> </tr> <tr> <td>FY 15-16</td> <td>97.0%</td> </tr> <tr> <td>FY 16-17</td> <td>98.6%</td> </tr> </tbody> </table>	Fiscal Year	Percentage	FY 10-11	93.6%	FY 11-12	93.0%	FY 12-13	92.1%	FY 13-14	92.0%	FY 14-15	98.0%	FY 15-16	97.0%	FY 16-17	98.6%	<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>
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FY 15-16	97.0%																	
FY 16-17	98.6%																	
<p>Department of Environmental Protection Tactic B: 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 Transactions</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Transactions</th> </tr> </thead> <tbody> <tr> <td>FY 10-11</td> <td>1,005</td> </tr> <tr> <td>FY 11-12</td> <td>2,691</td> </tr> <tr> <td>FY 12-13</td> <td>5,442</td> </tr> <tr> <td>FY 13-14</td> <td>10,887</td> </tr> <tr> <td>FY 14-15</td> <td>19,949</td> </tr> <tr> <td>FY 15-16</td> <td>28,379</td> </tr> <tr> <td>FY 16-17</td> <td>34,758</td> </tr> </tbody> </table>	Fiscal Year	Number of Transactions	FY 10-11	1,005	FY 11-12	2,691	FY 12-13	5,442	FY 13-14	10,887	FY 14-15	19,949	FY 15-16	28,379	FY 16-17	34,758	<p>Metric: B2. Number of electronic transactions.</p> <p>Standard: None Stated</p> <p>Results: Then (SFY2010-11): 1,005 Now (SFY2016-17): 34,758</p>
Fiscal Year	Number of Transactions																	
FY 10-11	1,005																	
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FY 15-16	28,379																	
FY 16-17	34,758																	
<p>Department of Economic Opportunity Tactic D: Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.</p>	<table border="1"> <caption>Percent Paid Accurately</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>91.86%</td> </tr> <tr> <td>FY 14-15</td> <td>90.89%</td> </tr> <tr> <td>FY 15-16</td> <td>94.37%</td> </tr> <tr> <td>FY 16-17</td> <td>94.70%</td> </tr> </tbody> </table>	Fiscal Year	Percentage	FY 13-14	91.86%	FY 14-15	90.89%	FY 15-16	94.37%	FY 16-17	94.70%	<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>						
Fiscal Year	Percentage																	
FY 13-14	91.86%																	
FY 14-15	90.89%																	
FY 15-16	94.37%																	
FY 16-17	94.70%																	

Overall Performance on Strategy #19

Ensure state, regional, and local agencies provide collaborative, seamless, consistent, and timely customer service to businesses and workers.

Strategy #19 is supported by 12 state agencies and statewide organizations implementing a total of 28 tactics and monitoring 71 performance metrics. Of these, four (6%) metrics were excluded from the analyses because all four Florida Regional Councils Association metrics have neither performance standards nor a desired directionality for the results. Two types of analyses were conducted using the most recent data provided by the agencies and organizations on the remaining 67 (94%) metrics.

Analysis A Findings for Metrics with Performance Standards

Fifty-eight (87%) metrics had specified performance standards against which to assess performance. For Strategy #19, statewide entities are performing well on 51, or 88 percent, of the metrics. Table 8 provides performance information by statewide entity for those metrics with performance standards.

Table 8: Strategy #19 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	22	58	51 (88%)
Department of Business and Professional Regulation	4	21	17 (81%)
Department of Economic Opportunity	5	19	19 (100%)
Department of Environmental Protection	1	1	1 (100%)
Department of Health	1	2	1 (50%)
Department of Management Services	1	1	1 (100%)
Department of Revenue	5	5	5 (100%)
Department of State	2	2	2 (100%)
Department of Transportation	1	3	3 (100%)
Enterprise Florida, Inc.	1	3	2 (67%)
Florida Fish and Wildlife Conservation Commission	1	1	0 (0%)

Analysis B Findings for Emerging Metrics Using Turning the Curve

The nine (13%) emerging metrics are without stated performance standards and have a desired directionality. For Strategy #19, statewide entities are performing well on five, or 56 percent, of the emerging metrics. Table 9 provides performance information by statewide entity for those emerging metrics without performance standards that do have desired directionality.

Table 9: Strategy #19 Statewide Entity Performance Using Turning the Curve

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Department of Environmental Protection	1	2	2 (100%)
Department of Transportation	1	2	0 (0%)
Water Management Districts	1	5	3 (60%)

Figure 2: Successful Examples of Implementing Strategic Plan Strategy #19

Agency & Tactic	Data Chart	Metric & Results												
<p>Department of Economic Opportunity Tactic C: Provide workforce development, training, and placement services that meet the needs of Florida businesses and job seekers.</p>	<table border="1"> <caption>Percent Using Workforce System</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Using Workforce System</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>4.50%</td> </tr> <tr> <td>FY 13-14</td> <td>8.06%</td> </tr> <tr> <td>FY 14-15</td> <td>16.93%</td> </tr> <tr> <td>FY 15-16</td> <td>15.99%</td> </tr> <tr> <td>FY 16-17</td> <td>12.20%</td> </tr> </tbody> </table>	Fiscal Year	Percent Using Workforce System	FY 12-13	4.50%	FY 13-14	8.06%	FY 14-15	16.93%	FY 15-16	15.99%	FY 16-17	12.20%	<p>Metric: C2. The percentage of businesses using Florida's workforce information system.</p> <p>Standard: $\geq 6.5\%$</p> <p>Results: Then (SFY2012-13): 4.50% Now (SFY2016-17): 12.2%</p>
Fiscal Year	Percent Using Workforce System													
FY 12-13	4.50%													
FY 13-14	8.06%													
FY 14-15	16.93%													
FY 15-16	15.99%													
FY 16-17	12.20%													
<p>Department of Revenue Tactic C: Improve existing technology and broaden filing capabilities to assist taxpayers in complying with tax laws.</p>	<table border="1"> <caption>Percent of Tax Returns Filed Timely and Accurately</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent of Tax Returns Filed Timely and Accurately</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>88.6%</td> </tr> <tr> <td>FY 14-15</td> <td>89.1%</td> </tr> <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 of Tax Returns Filed Timely and Accurately	FY 13-14	88.6%	FY 14-15	89.1%	FY 15-16	89.5%	FY 16-17	92.3%	<p>Metric: C1. Percent of all tax returns filed timely and accurately.</p> <p>Standard: $\geq 86.0\%$</p> <p>Results: Then (SFY2013-14): 88.6% Now (SFY2016-17): 92.3%</p>		
Fiscal Year	Percent of Tax Returns Filed Timely and Accurately													
FY 13-14	88.6%													
FY 14-15	89.1%													
FY 15-16	89.5%													
FY 16-17	92.3%													
<p>Department of Health Tactic C: Streamline the licensing of health care practitioners.</p>	<table border="1"> <caption>Average Days for License Renewal</caption> <thead> <tr> <th>Fiscal Year</th> <th>Average Days for License Renewal</th> </tr> </thead> <tbody> <tr> <td>FY 13-14</td> <td>0.27</td> </tr> <tr> <td>FY 14-15</td> <td>0.44</td> </tr> <tr> <td>FY 15-16</td> <td>0.23</td> </tr> <tr> <td>FY 16-17</td> <td>0.31</td> </tr> </tbody> </table>	Fiscal Year	Average Days for License Renewal	FY 13-14	0.27	FY 14-15	0.44	FY 15-16	0.23	FY 16-17	0.31	<p>Metric: C2. Average number of days to process a renewal application for a qualified applicant.</p> <p>Standard: ≤ 1.00 day</p> <p>Results: Then (SFY2013-14): 0.27 Now (SFY2016-17): 0.31</p>		
Fiscal Year	Average Days for License Renewal													
FY 13-14	0.27													
FY 14-15	0.44													
FY 15-16	0.23													
FY 16-17	0.31													

Overall Performance on Strategy #20

Reduce barriers to small/minority business and entrepreneurial growth.

Strategy #20 is supported by eight state agencies and statewide organizations implementing a total of 22 tactics and monitoring 57 performance metrics. Of these, three (5%) metrics were excluded from the analyses because all three Florida Regional Councils Association metrics have neither performance standards nor a desired directionality for the results. Two types of analyses were conducted using the most recent data provided by the agencies and organizations on the remaining 54 (95%) metrics.

Analysis A Findings for Metrics with Performance Standards

Fifty-two (96%) metrics had specified performance standards against which to assess performance. For Strategy #20, statewide entities are performing well on 45, or 87 percent, of the metrics. Table 10 provides performance information by statewide entity for those metrics with performance standards.

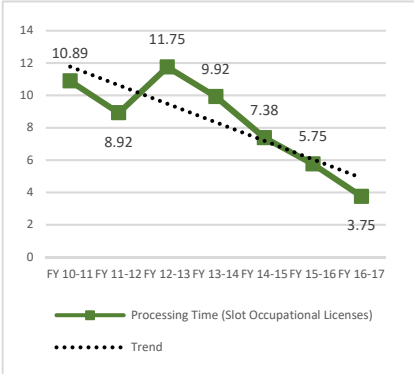
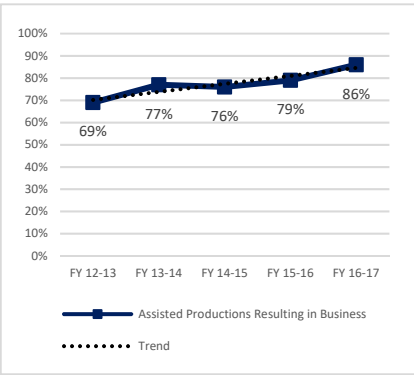
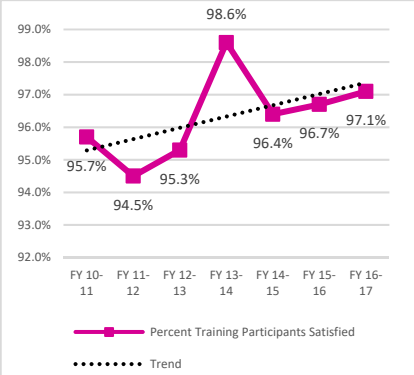
Table 10: Strategy #20 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	19	52	45 (87%)
Department of Business and Professional Regulation	4	25	20 (80%)
Department of Economic Opportunity	5	16	16 (100%)
Department of Environmental Protection	1	1	1 (100%)
Department of Management Services	1	1	1 (100%)
Department of Revenue	5	5	5 (100%)
Department of State	2	2	1 (50%)
Enterprise Florida, Inc.	1	2	1 (50%)

Analysis B Findings for Emerging Metrics Using Turning the Curve

The two (4%) emerging metrics monitored by the Department of Environmental Protection are without stated performance standards, are related to one tactic, and have a desired directionality. For Strategy #20, the department is performing well on both, or 100 percent, of the emerging metrics.

Figure 3: Successful Examples of Implementing Strategic Plan Strategy #20

Agency & Tactic	Data Chart	Metric & Results																
<p>Department of Business and Professional Regulation Tactic A: Reduce the time for approval of licenses to join a profession or open a business.</p>	 <table border="1"> <caption>Processing Time (Slot Occupational Licenses)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Processing Time (Days)</th> </tr> </thead> <tbody> <tr><td>FY 10-11</td><td>10.89</td></tr> <tr><td>FY 11-12</td><td>8.92</td></tr> <tr><td>FY 12-13</td><td>11.75</td></tr> <tr><td>FY 13-14</td><td>9.92</td></tr> <tr><td>FY 14-15</td><td>7.38</td></tr> <tr><td>FY 15-16</td><td>5.75</td></tr> <tr><td>FY 16-17</td><td>3.75</td></tr> </tbody> </table>	Fiscal Year	Processing Time (Days)	FY 10-11	10.89	FY 11-12	8.92	FY 12-13	11.75	FY 13-14	9.92	FY 14-15	7.38	FY 15-16	5.75	FY 16-17	3.75	<p>Metric: A4. Average time (days) to process an application for licensure from receipt to initial review of the application (Slot Occupational Licenses).</p> <p>Standard: ≤ 9 days</p> <p>Results: Then (SFY2010-11): 10.89 Now (SFY2016-17): 3.75</p>
Fiscal Year	Processing Time (Days)																	
FY 10-11	10.89																	
FY 11-12	8.92																	
FY 12-13	11.75																	
FY 13-14	9.92																	
FY 14-15	7.38																	
FY 15-16	5.75																	
FY 16-17	3.75																	
<p>Department of Economic Opportunity Tactic B: 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.</p>	 <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>Metric: B2. The percentage of productions assisted by the Office of Film and Entertainment resulting in business and employment in Florida.</p> <p>Standard: ≥ 50%</p> <p>Results: Then (SFY2012-13): 69% Now (SFY2016-17): 86%</p>				
Fiscal Year	Percentage																	
FY 12-13	69%																	
FY 13-14	77%																	
FY 14-15	76%																	
FY 15-16	79%																	
FY 16-17	86%																	
<p>Department of Revenue Tactic G: Improve customer and supplier satisfaction with Property Tax Program products and services.</p>	 <table border="1"> <caption>Percent Training Participants Satisfied</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percentage</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	Percentage	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: ≥ 95.0%</p> <p>Results: Then (SFY2010-11): 95.7% Now (SFY2016-17): 97.1%</p>
Fiscal Year	Percentage																	
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%																	

Overall Performance on Strategy #21

Expand opportunities for access to capital for businesses throughout their life-cycle.

Strategy #21 is supported by four state agencies and statewide organizations implementing a total of seven tactics and monitoring 16 performance metrics. Of these, two (13%) metrics were excluded from the analyses because the two Florida Regional Councils Association metrics have neither performance standards nor a desired directionality for the results. Two types of analyses were conducted using the most recent data provided by the agencies and organizations on the remaining 14 (88%) metrics.

Analysis A Findings for Metrics with Performance Standards

Twelve (86%) metrics had specified performance standards against which to assess performance. For Strategy #21, statewide entities are performing well on 11, or 92 percent, of the metrics. Table 11 provides performance information by statewide entity for those metrics with performance standards.

Table 11: Strategy #21 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	5	12	11 (92%)
Department of Economic Opportunity	4	10	10 (100%)
Enterprise Florida, Inc.	1	2	1 (50%)

Analysis B Findings for Emerging Metrics Using Turning the Curve

The two (14%) emerging metrics monitored by the Department of State are without stated performance standards, are related to one tactic, and have a desired directionality. For Strategy #21, the department is performing well on one, or 50 percent, of the two emerging metrics.

Figure 4: Successful Examples of Implementing Strategic Plan Strategy #21

Agency & Tactic	Data Chart	Metric & Results																
<p>Department of State 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.</p>	<table border="1"> <caption>Amount of Investment Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Amount of Investment</th> </tr> </thead> <tbody> <tr> <td>FY 10-11</td> <td>\$254,360</td> </tr> <tr> <td>FY 11-12</td> <td>\$46,864,878</td> </tr> <tr> <td>FY 12-13</td> <td>\$121,837,923</td> </tr> <tr> <td>FY 13-14</td> <td>\$4,055,000</td> </tr> <tr> <td>FY 14-15</td> <td>\$44,824,000</td> </tr> <tr> <td>FY 15-16</td> <td>\$19,240,000</td> </tr> <tr> <td>FY 16-17</td> <td>\$34,066,017</td> </tr> </tbody> </table>	Fiscal Year	Amount of Investment	FY 10-11	\$254,360	FY 11-12	\$46,864,878	FY 12-13	\$121,837,923	FY 13-14	\$4,055,000	FY 14-15	\$44,824,000	FY 15-16	\$19,240,000	FY 16-17	\$34,066,017	<p>Metric: A2 Amount of Certified Rehabilitation Investment.</p> <p>Standard: None Stated</p> <p>Results: Then (SFY2010-11): \$46,864,878 Now (SFY2016-17): \$34,066,017</p>
Fiscal Year	Amount of Investment																	
FY 10-11	\$254,360																	
FY 11-12	\$46,864,878																	
FY 12-13	\$121,837,923																	
FY 13-14	\$4,055,000																	
FY 14-15	\$44,824,000																	
FY 15-16	\$19,240,000																	
FY 16-17	\$34,066,017																	
<p>Department of Economic Opportunity Tactic C: Provide workforce development, training, and placement services that meet the needs of Florida businesses and job seekers.</p>	<table border="1"> <caption>Percent Entering Workforce Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Entering Workforce</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	Percent Entering Workforce	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>Metric: C1. The percentage of individuals who enter the workforce after receiving training services funded through the Workforce Innovation and Opportunity Act.</p> <p>Standard: ≥ 84.0%</p> <p>Results: Then (SFY2012-13): 84.9% Now (SFY2016-17): 89.5%</p>				
Fiscal Year	Percent Entering Workforce																	
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>Enterprise Florida, Inc. Tactic D: Promote opportunities for small and/or minority-owned businesses.</p>	<table border="1"> <caption># of Small/Minority Businesses Data</caption> <thead> <tr> <th>Fiscal Year</th> <th># of Small/Minority Businesses</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>67</td> </tr> <tr> <td>FY 13-14</td> <td>81</td> </tr> <tr> <td>FY 14-15</td> <td>66</td> </tr> <tr> <td>FY 15-16</td> <td>109</td> </tr> <tr> <td>FY 16-17</td> <td>20</td> </tr> </tbody> </table>	Fiscal Year	# of Small/Minority Businesses	FY 12-13	67	FY 13-14	81	FY 14-15	66	FY 15-16	109	FY 16-17	20	<p>Metric: D1. Number of small and/or minority businesses receiving financial assistance.</p> <p>Standard: ≥ 6</p> <p>Results: Then (SFY2012-13): 67 Now (SFY2016-17): 20</p>				
Fiscal Year	# of Small/Minority Businesses																	
FY 12-13	67																	
FY 13-14	81																	
FY 14-15	66																	
FY 15-16	109																	
FY 16-17	20																	

Overall Performance on Strategy #22

Work with industry to ensure property and health insurance rates are competitive with other large states.

Strategy #22 is supported by one state agency, DEO, implementing a total of one tactic and monitoring one performance metric. One type of analysis was conducted using the most recent data provided by DEO on this metric. For Strategy #22, DEO is performing well on this one (100%) metric. Table 12 provides performance information by statewide entity for this metric with a performance standard.

Table 12: Strategy #22 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	1	1	1 (100%)
Department of Economic Opportunity	1	1	1 (100%)

Figure 5: Successful Example of Implementing *Strategic Plan Strategy #22*

Agency & Tactic	Data Chart	Metric & Results										
<p>Department of Economic Opportunity</p> <p><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.</p>	<table border="1"> <caption>Data for Figure 5: 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%	<p><u>Metric:</u> B1. The percentage of adopted comprehensive plan amendment packages with reviews completed in less time than required by statute.</p> <p><u>Standard:</u> $\geq 30\%$</p> <p><u>Results:</u></p> <table border="1"> <tr> <td>Then (SFY2015-16):</td> <td>78%</td> </tr> <tr> <td>Now (SFY2016-17):</td> <td>95%</td> </tr> </table>	Then (SFY2015-16):	78%	Now (SFY2016-17):	95%
Fiscal Year	Percent Completed in Less Time											
FY 15-16	78%											
FY 16-17	95%											
Then (SFY2015-16):	78%											
Now (SFY2016-17):	95%											

Overall Performance on Strategy #23

Develop a government revenue structure that encourages business growth and development.

Strategy #23 is supported by three state agencies implementing a total of three tactics and monitoring three performance metrics. One type of analysis was conducted using the most recent data provided by the agencies.

Analysis A Findings for Metrics with Performance Standards

All three (100%) metrics had specified performance standards against which to assess performance. For Strategy #23, statewide entities are performing well on all three, or 100 percent, of the metrics. Table 13 provides performance information by statewide entity for those metrics with performance standards.

Table 13: Strategy #23 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	3	3	3 (100%)
Department of Economic Opportunity	1	1	1 (100%)
Department of Revenue	1	1	1 (100%)
Department of State	1	1	1 (100%)

Figure 6: Successful Examples of Implementing Strategic Plan Strategy #23

Agency & Tactic	Data Chart	Metric & Results																
<p>Department of Economic Opportunity Tactic D: Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.</p>	<table border="1"> <caption>Percent Invoices Completed in Less Time</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Invoices Completed in Less Time</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>100.00%</td> </tr> <tr> <td>FY 13-14</td> <td>100.00%</td> </tr> <tr> <td>FY 14-15</td> <td>93.00%</td> </tr> <tr> <td>FY 15-16</td> <td>92.73%</td> </tr> <tr> <td>FY 16-17</td> <td>100.00%</td> </tr> </tbody> </table>	Fiscal Year	Percent Invoices Completed in Less Time	FY 12-13	100.00%	FY 13-14	100.00%	FY 14-15	93.00%	FY 15-16	92.73%	FY 16-17	100.00%	<p>Metric: D6. The percentage of public-private partner invoice deadlines completed in less time than required by defined time limits.</p> <p>Standard: $\geq 75\%$</p> <p>Results: Then (SFY2012-13): 100.00% Now (SFY2016-17): 100.00%</p>				
Fiscal Year	Percent Invoices Completed in Less Time																	
FY 12-13	100.00%																	
FY 13-14	100.00%																	
FY 14-15	93.00%																	
FY 15-16	92.73%																	
FY 16-17	100.00%																	
<p>Department of Revenue Tactic F: Improve uniformity and accuracy of property tax assessments.</p>	<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: Then (SFY2011-12): 96.2% Now (SFY2016-17): 94.8%</p>
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>Department of State Tactic E: 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</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>Metric: E1. Reduce number of late business annual report and other filings. [% late]</p> <p>Standard: $\leq 1.3\%$</p> <p>Results: Then (SFY2014-15): 0.91% Now (SFY2016-17): 1.58%</p>								
Fiscal Year	Percent Late																	
FY 14-15	0.91%																	
FY 15-16	1.09%																	
FY 16-17	1.58%																	

Where Does *Business Climate and Competitiveness* Go From Here?

While Florida is a competitive, large state, looking to the future, the *Business Climate and Competitiveness* pillar acknowledges that Florida's business climate will have to adapt to support a global, innovation-oriented economy. It provides six implementation recommendations for moving the state forward in this area. These are:

- Reform licensing, permitting, development review, and other regulatory processes.
- Promote simplified, timely, customer-focused services.
- Provide targeted support to small and minority-owned businesses.
- Improve business access to capital.
- Help ensure property insurance, health insurance, and other business costs rates are competitive with other large states.
- Develop a competitive state and local government revenue structure that reduces the costs of taxes and fees on businesses.

Appendix A – Metrics by Strategy, Agency, and Tactic

Strategy #18

Department of Business and Professional Regulation

- A. Reduce the time for approval of licenses to join a profession or open a business.
 - A1. Average time to process customer action requests for the Central Intake Unit (all professions).
 - A2. Average time to process an application for licensure from receipt to initial review of the application (Drugs, Devices, and Cosmetics).
 - A3. Average time to process an application for licensure from receipt to initial review of the application (PMW and Cardroom Occupational Licenses).
 - A4. Average time to process an application for licensure from receipt to initial review of the application (Slot Occupational Licenses).
 - A5. Average time to process an application for licensure from receipt to initial review of the application (AB&T-Temporary Licenses).
 - A6. Average time to process an application for licensure from receipt to initial review of the application (AB&T-Permanent Licenses).
 - A7. Average time to process an application for licensure from receipt to initial review of the application (Food Establishment Licenses-Initial).
 - A8. Average time to process an application for licensure from receipt to initial review of the application (Food Establishment Licenses-Change of Ownership).
 - A9. Average time to process an application for licensure from receipt to initial review of the application (Lodging Establishments-Initial).
 - A10. Average time to process an application for licensure from receipt to initial review of the application (Lodging Establishments-Change of Ownership).
- B. Continuously improve and streamline business processes by leveraging technology solutions.
 - B1. Percentage of initial applications available online.
 - B2. Percentage of renewals available online.
- E. Hold licensees and regulated entities accountable.
 - E1a. Cumulative Percentage of statutorily mandated inspections for compliance with laws, rules, and standards completed (Regulations).
 - E1b. Cumulative Percentage of statutorily mandated inspections for compliance with laws, rules, and standards completed (Food Establishments).
 - E1c. Cumulative Percentage of statutorily mandated inspections for compliance with laws, rules, and standards completed (Lodging Establishments).
 - E2a. Percentage of call-back inspections completed within follow-up period (Regulations).
 - E2b. Percentage of call-back inspections completed within follow-up period (Food Establishments).
 - E2c. Percentage of call-back inspections completed within follow-up period (Lodging Establishments).

E3. Cumulative percentage of alcoholic beverage retailers tested and found in compliance with underage persons' access.

E4. Cumulative percentage of tobacco retailers tested and found in compliance with underage persons' access.

Department of Economic Opportunity

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

D2. The percentage of District Courts of Appeal decisions affirming or dismissing an appeal of an Order issued by the Reemployment Assistance Appeals Commission.

D3. The percentage of Reemployment Assistance appeals cases disposed within 75 days.

D4. The percentage of findings of “material weakness” or the equivalent level of severity in DEO programs and practices reviewed or audited by federal auditors, OPPAGA, the Auditor General, the Inspector General, and other independent auditors.

D5. The percentage of customers satisfied with their experience with DEO’s implementation and support of the economic development incentive program.

D6. The percentage of public-private partner invoice deadlines completed in less time than required by defined time limits.

D7. The percentage of Reemployment Assistance benefits paid accurately.

Department of Environmental Protection

A. Support the economic mission through streamlined, more effective and less burdensome regulatory processes.

A1. Length of time to process a permit.

B. Increase the number of authorization types that can be submitted online and increase the total number of electronic transactions.

B1. Number of electronic authorization types.

B2. Number of electronic transactions.

Department of Health

C. Streamline the licensing of health care practitioners.

C1. Average number of days to issue an initial license to a qualified applicant.

C2. Average number of days to process a renewal application for a qualified applicant.

Department of State

E. Increase public awareness of business filing deadlines through improved announcements, meetings with business community groups, and new outreach efforts.

E1. Reduce number of late business annual report and other filings. [% late]

F. Facilitate business through rapid turnaround time for business filing.

F1. Turnaround time for Division of Corporation filings.

Florida Regional Councils Association

D. Provide technical assistance to local governments.

D1. Number of technical assistance activities undertaken to coordinate decision-making and investments for economic development, land use, transportation, infrastructure, housing, water, energy, natural resources, workforce and community development at the local level.

Water Management Districts

B. Fast track permits for economic development.

B1. NFWMD-Active staff processing time (days) to issue environmental resource permits.

B2. SFWMD-Active staff processing time (days) to issue environmental resource permits.

B3. SJRWMD-Active staff processing time (days) to issue environmental resource permits.

B4. SRWMD-Active staff processing time (days) to issue environmental resource permits.

B5. SWFWMD-Active staff processing time (days) to issue environmental resource permits.

Strategy #19

Department of Economic Opportunity

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.

A1. The percentage of available grant funding obligated during the reporting period.

A2. The percentage of required jobs (HUD requirement of one per \$34,999 funding) that were created, retained, or both as a result of Community Development Block Grant – Economic Development category funding as determined at the time the grant is administratively closed out for the fiscal year.

A3A. The percentage of total Community Services Block Grant funding supporting self-sufficiency programs.

A3B. The percentage of individuals who met their self-sufficiency outcomes.

A4. The percentage of incentives applications approved in less time than required by statutes.

A5. The percentage of Reemployment Assistance first payments paid timely.

A6A. The percentage of qualified weatherization assistance needs met.

A6B. The percentage of weatherized homes meeting the national energy installation standards.

A7A. The percentage of state and federal loan and loan guarantee funds obligated against available funds at the beginning of the reporting period.

A7B. The program life-to-date default rate among borrowers.

- B. 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.
 - B1. The percentage of adopted comprehensive plan amendment packages with reviews completed in less time than required by statute.
 - B2. The percentage of productions assisted by the Office of Film and Entertainment resulting in business and employment in Florida.
- C. Provide workforce development, training, and placement services that meet the needs of Florida businesses and job seekers.
 - C1. The percentage of individuals who enter the workforce after receiving training services funded through the Workforce Innovation and Opportunity Act.
 - C2. The percentage of businesses using the Florida’s workforce management information system.
- D. Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.
 - D2. The percentage of District Courts of Appeal decisions affirming or dismissing an appeal of an Order issued by the Reemployment Assistance Appeals Commission.
 - D3. The percentage of Reemployment Assistance appeals cases disposed within 75 days.
 - D4. The percentage of findings of “material weakness” or the equivalent level of severity in DEO programs and practices reviewed or audited by federal auditors, OPPAGA, the Auditor General, the Inspector General, and other independent auditors.
 - D5. The percentage of customers satisfied with their experience with DEO’s implementation and support of the economic development incentive program.
 - D6. The percentage of public-private partner invoice deadlines completed in less time than required by defined time limits.
 - D7. The percentage of Reemployment Assistance benefits paid accurately.
- E. Improve collaboration and alignment among state, regional, and local entities toward the state’s economic development vision.
 - 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.
 - E2. The number and percentage of the public-private partners implementing one or more strategies in the *Florida Strategic Plan for Economic Development*.

Department of Environmental Protection

- A. Support the economic mission through streamlined, more effective and less burdensome regulatory processes.
 - A1. Length of time to process a permit.
- B. Increase the number of authorization types that can be submitted online and increase the total number of electronic transactions.
 - B1. Number of electronic authorization types.
 - B2. Number of electronic transactions.

Department of Management Services

- 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.
 - B1. The percentage of quotes obtained through the MyFloridaMarketPlace eQuote component for all state agencies as measured monthly via the MFMP Utilization Scorecard.

Department of Health

- C. Streamline the licensing of health care practitioners.
 - C1. Average number of days to issue an initial license to a qualified applicant.
 - C2. Average number of days to process a renewal application for a qualified applicant.

Department of Revenue

- C. Improve existing technology and broaden filing capabilities to assist taxpayers in complying with tax laws.
 - C1. Percent of all tax returns filed timely and accurately.
- D. Ensure prompt availability of funds to support Florida's infrastructure and services to its citizens.
 - D1. Percent of revenue distributions made timely.
- E. Improve the timeliness of taxpayer claimed refunds.
 - E1. Median number of days to process a refund.
- F. Improve uniformity and accuracy of property tax assessments.
 - F1. Percent of property value assessed on county tax rolls.
- G. Improve customer and supplier satisfaction with Property Tax Program products and services.
 - G1. Percent of training participants satisfied with services provided.

Department of State

- E. Increase public awareness of business filing deadlines through improved announcements, meetings with business community groups, and new outreach efforts.
 - E1. Reduce number of late business annual report and other filings. [% late]
- F. Facilitate business through rapid turnaround time for business filing.
 - F1. Turnaround time for Division of Corporation filings.

Florida Department of Transportation

- A. Reduce delay and increase reliability of travel time on Florida's transportation system.
 - A1. Vehicle hours of delay during peak period on the State Highway System (trucks and all vehicles).
 - A2. Travel time reliability on freeways during peak period (trucks and all vehicles).
- B. Increase transportation connectivity, efficiency, and capacity.
 - B1. Percentage of FDOT capacity funds allocated to the Strategic Intermodal System.
 - B2. Percentage of FDOT transportation projects completed on time.
 - B3. Percentage of FDOT transportation projects completed on budget.

Enterprise Florida, Inc.

- E. Provide general operations to promote economic development.
 - E1. Satisfaction of businesses served with investment or trade assistance provided by EFI.
 - E2. Number of strategies in the *Florida Strategic Plan for Economic Development* being implemented by EFI.
 - E3. Response rate for Business Development/ International Trade Development customer satisfaction survey.

Florida Fish and Wildlife Conservation Commission

- C. Respond to public inquiries in a timely manner to support fish and wildlife based recreation, tourism, and businesses.
 - C1. Number and percent of public requests for information using the web-based "AskFWC" system receiving responses in less than five working days.

Florida Regional Councils Association

- D. Provide technical assistance to local governments.
 - D1. Number of technical assistance activities undertaken to coordinate decision-making and investments for economic development, land use, transportation, infrastructure, housing, water, energy, natural resources, workforce and community development at the local level.
- E. Build partnerships with local and regional economic development organizations and workforce boards and engage in regional collaborative activities.
 - E1. Number of activities undertaken to implement one or more strategies in the *Florida Strategic Plan for Economic Development*.
 - E2. Number of activities undertaken to implement one or more elements of the Strategic Regional Policy Plan.
- F. Update the Comprehensive Economic Development Strategies using the Six Pillars as an organizing framework.
 - F1. Number of Comprehensive Economic Development Strategies (CEDS) evaluated or amended for alignment with the *Florida Strategic Plan for Economic Development*.

Water Management Districts

- B. Fast track permits for economic development.
 - B1. NFWFMD-Active staff processing time (days) to issue environmental resource permits.
 - B2. SFWMD-Active staff processing time (days) to issue environmental resource permits.
 - B3. SJRWMD-Active staff processing time (days) to issue environmental resource permits.
 - B4. SRWMD-Active staff processing time (days) to issue environmental resource permits.
 - B5. SWFWMD-Active staff processing time (days) to issue environmental resource permits.

Strategy #20

Department of Business and Professional Regulation

- A. Reduce the time for approval of licenses to join a profession or open a business.
 - A1. Average time to process customer action requests for the Central Intake Unit (all professions).
 - A2. Average time to process an application for licensure from receipt to initial review of the application (Drugs, Devices, and Cosmetics).
 - A3. Average time to process an application for licensure from receipt to initial review of the application (PMW and Cardroom Occupational Licenses).
 - A4. Average time to process an application for licensure from receipt to initial review of the application (Slot Occupational Licenses).
 - A5. Average time to process an application for licensure from receipt to initial review of the application (AB&T-Temporary Licenses).
 - A6. Average time to process an application for licensure from receipt to initial review of the application (AB&T-Permanent Licenses).
 - A7. Average time to process an application for licensure from receipt to initial review of the application (Food Establishment Licenses-Initial).
 - A8. Average time to process an application for licensure from receipt to initial review of the application (Food Establishment Licenses-Change of Ownership).
 - A9. Average time to process an application for licensure from receipt to initial review of the application (Lodging Establishments-Initial).
 - A10. Average time to process an application for licensure from receipt to initial review of the application (Lodging Establishments-Change of Ownership).
- B. Continuously improve and streamline business processes by leveraging technology solutions.
 - B1. Percentage of initial applications available online.
 - B2. Percentage of renewals available online.
- C. Provide quality assistance to customers.
 - C1. Percentage of calls transferred to a call agent that are answered before the call is abandoned.
 - C2. Percent of satisfied customers based on customer satisfaction survey.
 - C3. Percentage of phone calls answered with an average hold time of three minutes or less.
 - C4. Percentage of calls resolved on first contact with the Customer Contact Center.
 - C5. Average time to respond to customer emails. (Hours)

- E. Hold licensees and regulated entities accountable.
 - E1a. Cumulative Percentage of statutorily mandated inspections for compliance with laws, rules, and standards completed (Regulations).
 - E1b. Cumulative Percentage of statutorily mandated inspections for compliance with laws, rules, and standards completed (Food Establishments).
 - E1c. Cumulative Percentage of statutorily mandated inspections for compliance with laws, rules, and standards completed (Lodging Establishments).
 - E2a. Percentage of call-back inspections completed within follow-up period (Regulations).
 - E2b. Percentage of call-back inspections completed within follow-up period (Food Establishments).
 - E2c. Percentage of call-back inspections completed within follow-up period (Lodging Establishments).
 - E3. Cumulative percentage of alcoholic beverage retailers tested and found in compliance with underage persons' access.
 - E4. Cumulative percentage of tobacco retailers tested and found in compliance with underage persons' access.

Department of Economic Opportunity

- 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.
 - A1. The percentage of available grant funding obligated during the reporting period.
 - A2. The percentage of required jobs (HUD requirement of one per \$34,999 funding) that were created, retained, or both as a result of Community Development Block Grant – Economic Development category funding as determined at the time the grant is administratively closed out for the fiscal year.
 - A4. The percentage of incentives applications approved in less time than required by statutes.
 - A5. The percentage of Reemployment Assistance first payments paid timely.
 - A6A. The percentage of qualified weatherization assistance needs met.
 - A6B. The percentage of weatherized homes meeting the national energy installation standards.
 - A7A. The percentage of state and federal loan and loan guarantee funds obligated against available funds at the beginning of the reporting period.
 - A7B. The program life-to-date default rate among borrowers.
- B. 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.
 - B1. The percentage of adopted comprehensive plan amendment packages with reviews completed in less time than required by statute.
 - B2. The percentage of productions assisted by the Office of Film and Entertainment resulting in business and employment in Florida.

- C. Provide workforce development, training, and placement services that meet the needs of Florida businesses and job seekers.
 - C1. The percentage of individuals who enter the workforce after receiving training services funded through the Workforce Innovation and Opportunity Act.
 - C2. The percentage of businesses using the Florida’s workforce management information system.
- D. Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.
 - D2. The percentage of District Courts of Appeal decisions affirming or dismissing an appeal of an Order issued by the Reemployment Assistance Appeals Commission.
 - D3. The percentage of Reemployment Assistance appeals cases disposed within 75 days.
 - D4. The percentage of findings of “material weakness” or the equivalent level of severity in DEO programs and practices reviewed or audited by federal auditors, OPPAGA, the Auditor General, the Inspector General, and other independent auditors.
 - D5. The percentage of customers satisfied with their experience with DEO’s implementation and support of the economic development incentive program.
 - D6. The percentage of public-private partner invoice deadlines completed in less time than required by defined time limits.
 - D7. The percentage of Reemployment Assistance benefits paid accurately.
- E. Improve collaboration and alignment among state, regional, and local entities toward the state’s economic development vision.
 - E2. The number and percentage of the public-private partners implementing one or more strategies in the *Florida Strategic Plan for Economic Development*.

Department of Environmental Protection

- A. Support the economic mission through streamlined, more effective and less burdensome regulatory processes.
 - A1. Length of time to process a permit.
- B. Increase the number of authorization types that can be submitted online and increase the total number of electronic transactions.
 - B1. Number of electronic authorization types.
 - B2. Number of electronic transactions.

Department of Management Services

- 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.
 - B1. The percentage of quotes obtained through the MyFloridaMarketPlace eQuote component for all state agencies as measured monthly via the MFMP Utilization Scorecard.

Department of Revenue

- C. Improve existing technology and broaden filing capabilities to assist taxpayers in complying with tax laws.
 - C1. Percent of all tax returns filed timely and accurately.

- D. Ensure prompt availability of funds to support Florida's infrastructure and services to its citizens.
 - D1. Percent of revenue distributions made timely.
- E. Improve the timeliness of taxpayer claimed refunds.
 - E1. Median number of days to process a refund.
- F. Improve uniformity and accuracy of property tax assessments.
 - F1. Percent of property value assessed on county tax rolls.
- G. Improve customer and supplier satisfaction with Property Tax Program products and services.
 - G1. Percent of training participants satisfied with services provided.

Department of State

- 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.
 - C1. Number of Florida Electronic Library uses.
- F. Facilitate business through rapid turnaround time for business filing.
 - F1. Turnaround time for Division of Corporation filings.

Enterprise Florida, Inc.

- D. Promote opportunities for small and/or minority-owned businesses.
 - D1. Number of small and/or minority businesses receiving financial assistance.
 - D2. Amount of funds invested in small and/or minority businesses.

Florida Regional Councils Association

- A. Administer revolving loan fund programs.
 - A1. Number of jobs created through revolving loan funds.
 - A2. Number of jobs retained through revolving loan funds.
- F. Update the Comprehensive Economic Development Strategies using the Six Pillars as an organizing framework.
 - F1. Number of Comprehensive Economic Development Strategies (CEDS) evaluated or amended for alignment with the *Florida Strategic Plan for Economic Development*.

Strategy #21

Department of Economic Opportunity

- 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.
 - A1. The percentage of available grant funding obligated during the reporting period.
 - A2. The percentage of required jobs (HUD requirement of one per \$34,999 funding) that were created, retained, or both as a result of Community Development Block Grant – Economic Development category funding as determined at the time the grant is administratively closed out for the fiscal year.
 - A4. The percentage of incentives applications approved in less time than required by statutes.
 - A6A. The percentage of qualified weatherization assistance needs met.
 - A6B. The percentage of weatherized homes meeting the national energy installation standards.
 - A7A. The percentage of state and federal loan and loan guarantee funds obligated against available funds at the beginning of the reporting period.
 - A7B. The program life-to-date default rate among borrowers.
- B. 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.
 - B1. The percentage of adopted comprehensive plan amendment packages with reviews completed in less time than required by statute.
 - B2. The percentage of productions assisted by the Office of Film and Entertainment resulting in business and employment in Florida.
- C. Provide workforce development, training, and placement services that meet the needs of Florida businesses and job seekers.
 - C1. The percentage of individuals who enter the workforce after receiving training services funded through the Workforce Innovation and Opportunity Act.
 - C2. The percentage of businesses using the Florida’s workforce management information system.
- D. Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.
 - D5. The percentage of customers satisfied with their experience with DEO’s implementation and support of the economic development incentive program.
 - D6. The percentage of public-private partner invoice deadlines completed in less time than required by defined time limits.

Department of State

- 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.
 - A1. Number of Certification Requests commented on and forwarded to National Park Services.
 - A2. Amount of Certified Rehabilitation Investment.

Enterprise Florida, Inc.

- D. Promote opportunities for small and/or minority-owned businesses.
 - D1. Number of small and/or minority businesses receiving financial assistance.
 - D2. Amount of funds invested in small and/or minority businesses.

Florida Regional Councils Association

- A. Administer revolving loan fund programs.
 - A1. Number of jobs created through revolving loan funds.
 - A2. Number of jobs retained through revolving loan funds.

Strategy #22

Department of Economic Opportunity

- B. 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.
 - B1. The percentage of adopted comprehensive plan amendment packages with reviews completed in less time than required by statute.

Strategy #23

Department of Economic Opportunity

- D. Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.
 - D5. The percentage of customers satisfied with their experience with DEO's implementation and support of the economic development incentive program.
 - D6. The percentage of public-private partner invoice deadlines completed in less time than required by defined time limits.

Department of Revenue

- F. Improve uniformity and accuracy of property tax assessments.
 - F1. Percent of property value assessed on county tax rolls.

Department of State

- E. Increase public awareness of business filing deadlines through improved announcements, meetings with business community groups, and new outreach efforts.
 - E1. Reduce number of late business annual report and other filings. [% late]

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 of radiating lines. 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*
Civic and Governance Systems Strategies**

V1.17, 02/26/2018

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Civic and Governance Systems Strategies

While the majority of Florida's jobs are created by the private sector, civic and governmental organizations play essential roles in setting policy, delivering services, and supporting markets. Florida's competitiveness in other pillars is tied to whether the state's civic and governance systems are functioning in an efficient, predictable, and proactive manner. Under the *Civic and Governance Systems* pillar, the *Strategic Plan* provides three area-specific strategies for ensuring Florida remains competitive in this area. These are:

- Support and sustain statewide and regional partnerships to accomplish Florida's economic and quality of life goals.
- Improve the efficiency and effectiveness of government agencies at all levels.
- Invest in strategic statewide and regional economic development priorities.

The 44 tactics implemented by 14 state agencies and statewide entities in support of the three *Civic and Governance Systems* strategies include:

CareerSource Florida, Inc.

- Enhance the effectiveness of Florida's Workforce System.

Department of Business and Professional Regulation

- Reduce the time for approval of licenses to join a profession or open a business.
- Provide quality assistance to customers.
- Reduce the time required to complete investigations.
- Hold licensees and regulated entities accountable.
- Continuously improve and streamline business processes by leveraging technology solutions.

Department of Economic Opportunity

- 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.
- 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.
- Provide workforce development, training, and placement services that meet the needs of Florida businesses and job seekers.
- Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.
- Improve collaboration and alignment among state, regional, and local entities toward the state's economic development vision.

Department of Environmental Protection

- Support the economic mission through streamlined, more effective and less burdensome regulatory processes.
- Increase the number of authorization types that can be submitted online and increase the total number of electronic transactions.
- Provide clean water to Florida's residents and visitors.
- Provide clean air to Florida's residents and visitors.

Department of Health

- Reduce infectious diseases.
- Provide high quality and timely services to children with special health care needs.

Department of Juvenile Justice

- Divert youth who commit minor offenses from the juvenile justice system through the utilization of civil citations and other similar diversionary programming.
- Reduce the number of youth re-entering the juvenile justice system.

Department of Management Services

- Achieve a lower rental rate in Department-managed facilities in contrast to comparable private sector rates, thus generating savings for the Florida taxpayer.
- Foster an environment of greater competition among vendors via increased utilization of the eQuote component of MyFloridaMarketPlace (MFMP), thus generating savings for the taxpayer.
- Strengthen the state's technology infrastructure by assisting local entities in successfully procuring E-rate funding.
- Use the combined purchasing power of the state to deliver the best value in goods and services thus, reducing the cost of state government.

Department of Revenue

- Increase the number of child support orders established.
- Increase the amount of child support and the total child support collected.
- Improve existing technology and broaden filing capabilities to assist taxpayers in complying with tax laws.
- Ensure prompt availability of funds to support Florida's infrastructure and services to its citizens.
- Improve the timeliness of taxpayer claimed refunds.
- Improve uniformity and accuracy of property tax assessments.

Department of State

- 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.
- Continue to expand the Florida Main Street program which revitalizes historic downtown areas and neighborhood commercial districts, thus bringing citizens, visitors and dollars back to the heart of communities throughout the state and enhances heritage tourism.

- 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.

Department of Transportation

- Reduce delay and increase reliability of travel time on Florida's transportation system.
- Increase transportation connectivity, efficiency, and capacity.

Enterprise Florida, Inc.

- Provide general operations to promote economic development.
- Assist and market professional and amateur sports teams and sporting events in Florida.

Florida Fish and Wildlife Conservation Commission

- 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.
- Respond to public inquiries in a timely manner to support fish and wildlife based recreation, tourism, and businesses.

Florida's Regional Planning Councils as Reported by the Florida Regional Councils Association

- Administer revolving loan fund programs.
- Write grants to support economic development projects and expand local economies.
- Conduct economic impact analyses to measure the economic and fiscal impacts of project development or policy initiatives.
- Build partnerships with local and regional economic development organizations and workforce boards and engage in regional collaborative activities.
- Update the Comprehensive Economic Development Strategies using the Six Pillars as an organizing framework.







Water Management Districts

- Fast track permits for economic development.

Where Is Florida Today?

Key performance measures under the *Civic and Governance Systems* pillar provide insight about the advancements Florida has made since the implementation of the *Strategic Plan*. Those key indicators include voter turnout, volunteer activities, and the prevalence of nonprofit organizations in Florida. Table 1 provides a view of Florida’s performance since 2012 and 2013.

Table 1: Civic and Governance Systems Performance Measures

Metric	Baseline	Most Recent	U.S. Rank* (Change)	Desired Results	Actual Results	Description
Voter Turnout	63.3% (2012)	65.7% (2016)	9 (-6)			Voter turnout has increased slightly between the 2012 and 2016 election cycles.
Volunteer Rate	21.1% (2013)	19.1% (2015)	50 (+2)			Florida ranks last among the states for volunteerism.
Registered Nonprofit Organizations	69,541 (2013)	82,056 (2016)	4 (0)			The number of registered nonprofit organizations has continued to grow.

*(1 = best, 50 = worst). Change in U.S. rank is based on Florida’s relative placement to the 50 states, with a lower number indicating a higher ranked state. The first number designates Florida’s most recent ranking, while the number in parentheses represents the change from the previous ranking.

How Well Did Florida's Agencies and Statewide Organizations Implement the *Civic and Governance Systems Strategies*?

Overall Performance Across the Strategic Plan

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.

Overall Performance Across all *Civic and Governance Systems Strategies*

The three *Civic and Governance Systems* strategies are supported by 14 state agencies and statewide organizations implementing a total of 44 tactics and monitoring 113 performance metrics. Of these, 10 (9%) metrics were excluded from the analyses because all four CareerSource Florida and all six Florida Regional Councils Association metrics have neither performance standards nor a desired directionality for the results. Two types of analyses were conducted using the most recent data provided by the agencies and organizations on the remaining 103 (91%) metrics.

Analysis A Findings for Metrics with Performance Standards

Eighty-nine (86%) metrics had specified performance standards against which to assess performance. For the three strategies, statewide entities are performing well on 75, or 84 percent, of the metrics.

Table 2 provides performance information by strategy for those metrics with performance standards.

Table 2: Civic and Governance Systems Performance Using Standards

<i>Civic and Governance Systems Strategy</i>	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide (unduplicated counts of tactics and metrics)	33	89	75 (84%)
24. Support and sustain ... quality of life goals.	10	21	17 (81%)
25. Improve ... government agencies at all levels.	30	79	66 (84%)
26. Invest in ... economic development priorities.	7	22	21 (95%)

Table 3 provides performance information by statewide entity for those metrics with performance standards.

Table 3: Overall Pillar Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	33	89	75 (84%)
Department of Business and Professional Regulation	5	29	23 (79%)
Department of Economic Opportunity	5	21	19 (90%)
Department of Environmental Protection	3	3	3 (100%)
Department of Juvenile Justice	2	6	6 (100%)
Department of Management Services	4	5	5 (100%)
Department of Health	2	6	4 (67%)
Department of Revenue	6	6	6 (100%)
Department of State	1	1	0 (0%)
Department of Transportation	1	3	3 (100%)
Enterprise Florida, Inc.	2	7	6 (86%)
Florida Fish and Wildlife Conservation Commission	2	2	0 (0%)

Analysis B Findings for Emerging Metrics using Turning the Curve

The 14 (14%) emerging metrics monitored are without stated performance standards and have a desired directionality. For the three *Civic and Governance Systems* strategies, statewide entities are performing well on nine, or 64 percent, of the emerging metrics. Table 4 provides performance information by statewide entity for those emerging metrics without performance standards that do have desired directionality.

Table 4: Overall Pillar Statewide Entity Performance Using Turning the Curve

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Department of Environmental Protection	1	2	2 (100%)
Department of State	2	5	4 (80%)
Department of Transportation	1	2	0 (0%)
Water Management Districts	1	5	3 (60%)

Overall Performance on Strategy #24

Support and sustain statewide and regional partnerships to accomplish Florida’s economic and quality of life goals.

Strategy #24 is supported by nine state agencies and statewide organizations implementing a total of 15 tactics and monitoring 33 performance metrics. Of these, seven (21%) metrics were excluded from the analyses because all four CareerSource and all three Florida Regional Councils Association metrics have neither performance standards nor a desired directionality for the results. Two types of analyses were conducted using the most recent data provided by the agencies and organizations on the remaining 26 (79%) metrics.

Analysis A Findings for Metrics with Performance Standards

Twenty-one (81%) metrics had specified performance standards against which to assess performance. For Strategy #24, statewide entities are performing well on 17, or 81 percent, of the metrics. Table 5 provides performance information by statewide entity for those metrics with performance standards.

Table 5: Strategy #24 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	10	21	17 (81%)
Department of Economic Opportunity	2	4	4 (100%)
Department of Environmental Protection	2	2	2 (100%)
Department of Health	2	6	4 (67%)
Department of State	1	1	0 (0%)
Department of Transportation	1	3	3 (100%)
Enterprise Florida, Inc.	1	4	4 (100%)
Florida Fish and Wildlife Conservation Commission	1	1	0 (0%)

Analysis B Findings for Emerging Metrics using Turning the Curve

The five (19%) emerging metrics monitored by the Department of State are without stated performance standards, are related to two tactics, and have a desired directionality. For Strategy #24, the department is performing well on four, or 80 percent, of the five emerging metrics.

Figure 1: Successful Examples of Implementing Strategic Plan Strategy #24

Agency & Tactic	Data Chart	Metric & Results
<p>Department of Health Tactic D: Provide high quality and timely services to children with special health care needs.</p>	<p>The first chart, 'Percent of Assessments', shows data points: 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%), and FY 16-17 (99.0%). The trend line peaks at 100.0% in FY 12-13 and FY 13-14.</p> <p>The second chart, 'Percent of Reports', shows data points: 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%), and FY 16-17 (96.0%). The trend line peaks at 97.0% in FY 12-13 and FY 13-14.</p>	<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>
<p>Department of Environmental Protection Tactic D: Provide clean air to Florida's residents and visitors.</p>	<p>The chart shows data points: FY 10-11 (99.5%), FY 11-12 (99.3%), FY 12-13 (98.9%), FY 13-14 (98.8%), FY 14-15 (99.4%), FY 15-16 (99.4%), and FY 16-17 (99.0%). The trend line fluctuates between 98.8% and 99.5%.</p>	<p>Metric: D1. Percent of Florida's inspected air facilities in compliance with environmental laws and permit conditions.</p> <p>Standard: $\geq 94.0\%$</p> <p>Results: Then (SFY2010-11): 99.5% Now (SFY2016-17): 99.0%</p>
<p>Department of Transportation Tactic B: Increase transportation connectivity, efficiency, and capacity.</p>	<p>The chart shows data points: FY 11-12 (75%), FY 12-13 (78%), FY 13-14 (79%), FY 14-15 (76%), and FY 15-16 (75%). The trend line peaks at 79% in FY 13-14.</p>	<p>Metric: B1. Percentage of FDOT capacity funds allocated to the Strategic Intermodal System (SIS).</p> <p>Standard: $\geq 75\%$</p> <p>Results: Then (SFY2011-12): 75% Now (SFY2015-16): 75%</p>

Overall Performance on Strategy #25

Improve the efficiency and effectiveness of government agencies at all levels.

Strategy #25 is supported by 12 state agencies and statewide organizations implementing a total of 35 tactics and monitoring 91 performance metrics. Of these, three (3%) metrics were excluded from the analyses because all three Florida Regional Councils Association metrics have neither performance standards nor a desired directionality for the results. Two types of analyses were conducted using the most recent data provided by the agencies and organizations on the remaining 88 (97%) metrics.

Analysis A Findings for Metrics with Performance Standards

Seventy-nine (90%) metrics had specified performance standards against which to assess performance. For Strategy #25, statewide entities are performing well on 66, or 84 percent, of the metrics. Table 6 provides performance information by statewide entity for those metrics with performance standards.

Table 6: Strategy #25 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	30	79	66 (84%)
Department of Business and Professional Regulation	5	29	23 (79%)
Department of Economic Opportunity	5	17	15 (88%)
Department of Environmental Protection	3	3	3 (100%)
Department of Health	2	6	4 (67%)
Department of Juvenile Justice	2	6	5 (83%)
Department of Management Services	4	5	5 (100%)
Department of Revenue	6	6	6 (100%)
Department of Transportation	1	3	3 (100%)
Enterprise Florida, Inc.	1	3	2 (67%)
Florida Fish and Wildlife Conservation Commission	1	1	0 (0%)

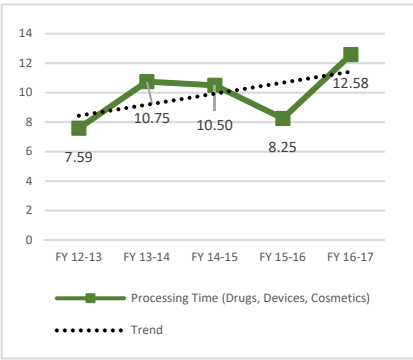
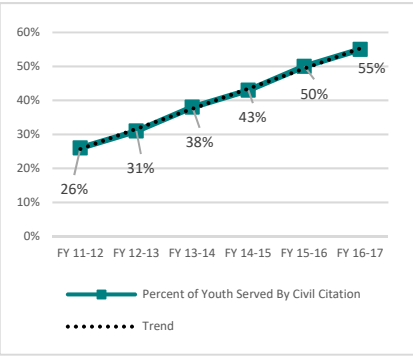
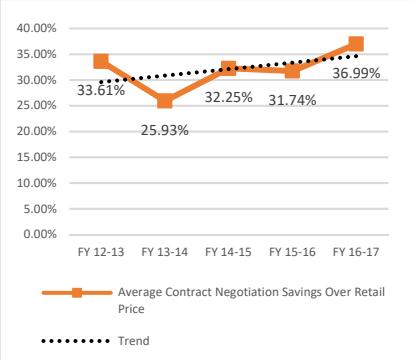
Analysis B Findings for Emerging Metrics using Turning the Curve

The nine (10%) emerging metrics are without stated performance standards and have a desired directionality. For Strategy #25, statewide entities are performing well on five, or 56 percent, of the emerging metrics. Table 7 provides performance information by statewide entity for those emerging metrics without performance standards that do have desired directionality.

Table 7: Strategy #25 Statewide Entity Performance Using Turning the Curve

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Department of Environmental Protection	1	2	2 (100%)
Department of Transportation	1	2	0 (0%)
Water Management Districts	1	5	3 (60%)

Figure 2: Successful Examples of Implementing Strategic Plan Strategy #25

Agency & Tactic	Data Chart	Metric & Results														
<p>Department of Business and Professional Regulation Tactic A: Reduce the time for approval of licenses to join a profession or open a business.</p>	 <table border="1"> <caption>Processing Time (Days) Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Processing Time (Days)</th> </tr> </thead> <tbody> <tr> <td>FY 12-13</td> <td>7.59</td> </tr> <tr> <td>FY 13-14</td> <td>10.75</td> </tr> <tr> <td>FY 14-15</td> <td>10.50</td> </tr> <tr> <td>FY 15-16</td> <td>8.25</td> </tr> <tr> <td>FY 16-17</td> <td>12.58</td> </tr> </tbody> </table>	Fiscal Year	Processing Time (Days)	FY 12-13	7.59	FY 13-14	10.75	FY 14-15	10.50	FY 15-16	8.25	FY 16-17	12.58	<p>Metric: A2. Average time (days) to process an application for licensure from receipt to initial review of the application (Drugs, Devices and Cosmetics).</p> <p>Standard: ≤ 24.00 days Results: Then (2012-13): 7.59 Now (SFY2016-17): 12.58</p>		
Fiscal Year	Processing Time (Days)															
FY 12-13	7.59															
FY 13-14	10.75															
FY 14-15	10.50															
FY 15-16	8.25															
FY 16-17	12.58															
<p>Department of Juvenile Justice 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>	 <table border="1"> <caption>Percent of Youth Served By Civil Citation Data</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>Metric: A1. The percentage of youth who commit minor offenses served by civil citation or other similar diversionary program.</p> <p>Standard: ≥ 40% Results: Then (FFY2011-12): 26% Now (FFY2016-17): 55%</p>
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>Department of Management Services Tactic D: 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 Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Savings Percentage</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	Savings Percentage	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>Metric: D1. Average savings over retail or other referenced price among all completed state contract negotiations performed by the Division of State Purchasing.</p> <p>Standard: ≥ 28.00% over MSRP Results: Then (SFY2012-13): 33.61% Now (SFY2016-17): 36.99%</p>		
Fiscal Year	Savings Percentage															
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%															

Overall Performance on Strategy #26

Invest in strategic statewide and regional economic development priorities.

Strategy #26 is supported by four state agencies and statewide organizations implementing a total of 12 tactics and monitoring 31 performance metrics. Of these, nine (29%) metrics were excluded from the analyses because all four CareerSource and all five Florida Regional Councils Association have neither performance standards nor a desired directionality for the results. One type of analysis was conducted using the most recent data provided by the agencies and organizations on the remaining 22 (71%) metrics. All 22 metrics had specified performance standards against which to assess performance. For Strategy #26, statewide entities are performing well on 21, or 95 percent, of the metrics. Table 8 provides performance information by statewide entity for those metrics with performance standards.

Table 8: Strategy #26 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	7	22	21 (95%)
Department of Economic Opportunity	5	15	15 (100%)
Enterprise Florida, Inc.	2	7	6 (86%)

Figure 3: Successful Examples of Implementing Strategic Plan Strategy #26

Agency & Tactic	Data Chart	Metric & Results																				
<p>Department of Economic Opportunity 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>Percent of Total CSBG Funding</p> <table border="1"> <tr><th>Fiscal Year</th><th>Percent of Total CSBG Funding</th></tr> <tr><td>FY 13-14</td><td>26.45%</td></tr> <tr><td>FY 14-15</td><td>24.00%</td></tr> <tr><td>FY 15-16</td><td>26.00%</td></tr> <tr><td>FY 16-17</td><td>27.00%</td></tr> </table> <p>Percent Meeting Self-Sufficiency</p> <table border="1"> <tr><th>Fiscal Year</th><th>Percent Meeting Self-Sufficiency</th></tr> <tr><td>FY 13-14</td><td>6.32%</td></tr> <tr><td>FY 14-15</td><td>84.00%</td></tr> <tr><td>FY 15-16</td><td>79.00%</td></tr> <tr><td>FY 16-17</td><td>75.00%</td></tr> </table>	Fiscal Year	Percent of Total CSBG Funding	FY 13-14	26.45%	FY 14-15	24.00%	FY 15-16	26.00%	FY 16-17	27.00%	Fiscal Year	Percent Meeting Self-Sufficiency	FY 13-14	6.32%	FY 14-15	84.00%	FY 15-16	79.00%	FY 16-17	75.00%	<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>
Fiscal Year	Percent of Total CSBG Funding																					
FY 13-14	26.45%																					
FY 14-15	24.00%																					
FY 15-16	26.00%																					
FY 16-17	27.00%																					
Fiscal Year	Percent Meeting Self-Sufficiency																					
FY 13-14	6.32%																					
FY 14-15	84.00%																					
FY 15-16	79.00%																					
FY 16-17	75.00%																					
<p>Enterprise Florida, Inc. Tactic F: Assist and market professional and amateur sports teams and sporting events in Florida.</p>	<p>Economic Contributions</p> <table border="1"> <tr><th>Fiscal Year</th><th>Economic Contributions</th></tr> <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> </table>	Fiscal Year	Economic Contributions	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>								
Fiscal Year	Economic Contributions																					
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FY 15-16	\$8,792,444																					
FY 16-17	\$8,663,024																					
<p>Enterprise Florida, Inc. Tactic F: Assist and market professional and amateur sports teams and sporting events in Florida.</p>	<p># of Participants</p> <table border="1"> <tr><th>Fiscal Year</th><th># of Participants</th></tr> <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> </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>Metric: F2. Number of participants (athletes and families) competing and attending in Florida’s Senior State Games and Sunshine State Games Championships.</p> <p>Standard: $\geq 40,000$</p> <p>Results: Then (SFY2012-13): 50,689 Now (SFY2016-17): 52,147</p>								
Fiscal Year	# of Participants																					
FY 12-13	50,689																					
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Where Does *Civic and Governance Systems* Go From Here?

The health of Florida's civic life is very important to Florida's long term economic future. The *Civic and Governance Systems* pillar provides several key indicators for assessing the state of civic engagement in Florida. The *Civic and Governance* pillar encourages greater engagement of Florida residents in civic activities, as well as the strategic partnerships and investments critical to Florida's future. To those ends, the *Strategic Plan* contains three recommendations for bettering the state's civic and governance systems. These are:

- Develop strategic partnerships at both the statewide and regional levels to implement the *Strategic Plan* and move Florida toward a more prosperous future.
- Improve the efficiency and effectiveness of government agencies at all levels.
- Give priority to strategic investments to attain the state's economic vision and support regional visions.

Appendix A – Metrics by Strategy, Agency, and Tactic

Strategy #24

CareerSource Florida, Inc.

- A. Enhance the effectiveness of Florida’s Workforce System.
 - A1. Number of incumbent workers receiving training as a result of Incumbent Worker Training (IWT) Program training.
 - A2. Number of IWT grant awards to businesses.
 - A3. Number of individuals receiving customized training for new high-skill/high-wage jobs as a result of Quick Response Training (QRT) Program training.
 - A4. Number of QRT grant awards to businesses.

Department of Economic Opportunity

- D. Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.
 - D5. The percentage of customers satisfied with their experience with DEO’s implementation and support of the economic development incentive program.
 - D6. The percentage of public-private partner invoice deadlines completed in less time than required by defined time limits.
 - D7. The percentage of Reemployment Assistance benefits paid accurately.
- E. Improve collaboration and alignment among state, regional, and local entities toward the state’s economic development vision.
 - 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.
 - E2. The number and percentage of the public-private partners implementing one or more strategies in the *Florida Strategic Plan for Economic Development*.

Department of Environmental Protection

- C. Provide clean water to Florida’s residents and visitors.
 - C1. Percent of Florida's inspected drinking water facilities meeting national drinking water quality standards.
- D. Provide clean air to Florida’s residents and visitors.
 - D1. Percent of Florida’s inspected air facilities in compliance with environmental laws and permit conditions.

Department of Health

- B. Reduce infectious diseases.
 - B1. Immunization rate among two year olds.
 - B2. AIDS case rate per 100,000.
 - B3. Tuberculosis case rate per 100,000.

- D. Provide high quality and timely services to children with special health care needs.
 - D1. Percent of families receiving Children's Medical Services Network services reporting a positive evaluation of care.
 - D2A. Percent of Child Protection Team assessments provided to the Department of Children and Families within established timeframes.
 - D2B. Percent of Child Protection Team reports provided to the Department of Children and Families within established timeframes.

Department of State

- 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.
 - A1. Number of Certification Requests commented on and forwarded to National Park Services.
 - A2. Amount of Certified Rehabilitation Investment.
- B. Continue to expand the Florida Main Street program which revitalizes historic downtown areas and neighborhood commercial districts, thus bringing citizens, visitors and dollars back to the heart of communities throughout the state and enhances heritage tourism.
 - B1. Number of new Main Street businesses created.
 - B2. Number of Main Street jobs created.
 - B3. Total amount of reinvestment dollars in Main Street Program.
- 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.
 - C1. Number of Florida Electronic Library uses.

Florida Department of Transportation

- B. Increase transportation connectivity, efficiency, and capacity.
 - B1. Percentage of FDOT capacity funds allocated to the Strategic Intermodal System.
 - B2. Percentage of FDOT transportation projects completed on time.
 - B3. Percentage of FDOT transportation projects completed on budget.

Enterprise Florida, Inc.

- F. Assist and market professional and amateur sports teams and sporting events in Florida.
 - F1. Economic contributions to communities as a result of hosting Florida's Senior State Games and Sunshine State Games Championships.
 - F2. Number of participants (athletes and families) competing and attending in Florida's Senior State Games and Sunshine State Games Championships.
 - F3. Economic contributions from Florida Sports Foundation sponsored sporting event grants.
 - F4. Number of attendees at the sponsored grant events.

Florida Fish and Wildlife Conservation Commission

- 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.
 - B1. Number of youth involved in FFWC's conservation programs.

Florida Regional Councils Association

- E. Build partnerships with local and regional economic development organizations and workforce boards and engage in regional collaborative activities.
 - E1. Number of activities undertaken to implement one or more strategies in the *Florida Strategic Plan for Economic Development*.
 - E2. Number of activities undertaken to implement one or more elements of the Strategic Regional Policy Plan.
- F. Update the Comprehensive Economic Development Strategies using the Six Pillars as an organizing framework.
 - F1. Number of Comprehensive Economic Development Strategies (CEDS) evaluated or amended for alignment with the *Florida Strategic Plan for Economic Development*.

Strategy #25

Department of Business and Professional Regulation

- A. Reduce the time for approval of licenses to join a profession or open a business.
 - A1. Average time to process customer action requests for the Central Intake Unit (all professions).
 - A2. Average time to process an application for licensure from receipt to initial review of the application (Drugs, Devices, and Cosmetics).
 - A3. Average time to process an application for licensure from receipt to initial review of the application (PMW and Cardroom Occupational Licenses).
 - A4. Average time to process an application for licensure from receipt to initial review of the application (Slot Occupational Licenses).
 - A5. Average time to process an application for licensure from receipt to initial review of the application (AB&T-Temporary Licenses).
 - A6. Average time to process an application for licensure from receipt to initial review of the application (AB&T-Permanent Licenses).
 - A7. Average time to process an application for licensure from receipt to initial review of the application (Food Establishment Licenses-Initial).
 - A8. Average time to process an application for licensure from receipt to initial review of the application (Food Establishment Licenses-Change of Ownership).
 - A9. Average time to process an application for licensure from receipt to initial review of the application (Lodging Establishments-Initial).
 - A10. Average time to process an application for licensure from receipt to initial review of the application (Lodging Establishments-Change of Ownership).

- B. Continuously improve and streamline business processes by leveraging technology solutions.
 - B1. Percentage of initial applications available online.
 - B2. Percentage of renewals available online.
- C. Provide quality assistance to customers.
 - C1. Percentage of calls transferred to a call agent that are answered before the call is abandoned.
 - C2. Percent of satisfied customers based on customer satisfaction survey.
 - C3. Percentage of phone calls answered with an average hold time of three minutes or less.
 - C4. Percentage of calls resolved on first contact with the Customer Contact Center.
 - C5. Average time to respond to customer emails. (Hours)
- D. Reduce the time required to complete investigations.
 - D1. Average number of days to complete investigations of consumer complaints (Regulations).
 - D2. Average number of days to complete investigations of consumer complaints (CPA).
 - D3. Average number of days to complete investigations of consumer complaints (Real Estate).
 - D4. Average number of days to complete investigations of consumer complaints (Real Estate Appraisers).
- E. Hold licensees and regulated entities accountable.
 - E1a. Cumulative Percentage of statutorily mandated inspections for compliance with laws, rules, and standards completed (Regulations).
 - E1b. Cumulative Percentage of statutorily mandated inspections for compliance with laws, rules, and standards completed (Food Establishments).
 - E1c. Cumulative Percentage of statutorily mandated inspections for compliance with laws, rules, and standards completed (Lodging Establishments).
 - E2a. Percentage of call-back inspections completed within follow-up period (Regulations).
 - E2b. Percentage of call-back inspections completed within follow-up period (Food Establishments).
 - E2c. Percentage of call-back inspections completed within follow-up period (Lodging Establishments).
 - E3. Cumulative percentage of alcoholic beverage retailers tested and found in compliance with underage persons' access.
 - E4. Cumulative percentage of tobacco retailers tested and found in compliance with underage persons' access.

Department of Economic Opportunity

- 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.
 - A1. The percentage of available grant funding obligated during the reporting period.
 - A5. The percentage of Reemployment Assistance first payments paid timely.
 - A6A. The percentage of qualified weatherization assistance needs met.

- A6B. The percentage of weatherized homes meeting the national energy installation standards.
- A7A. The percentage of state and federal loan and loan guarantee funds obligated against available funds at the beginning of the reporting period.
- A7B. The program life-to-date default rate among borrowers.
- B. 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.
 - B1. The percentage of adopted comprehensive plan amendment packages with reviews completed in less time than required by statute.
 - B2. The percentage of productions assisted by the Office of Film and Entertainment resulting in business and employment in Florida.
- C. Provide workforce development, training, and placement services that meet the needs of Florida businesses and job seekers.
 - C1. The percentage of individuals who enter the workforce after receiving training services funded through the Workforce Innovation and Opportunity Act.
 - C2. The percentage of businesses using the Florida's workforce management information system.
- D. Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.
 - D1A. The percentage of administration and support costs compared to total department costs.
 - D1B. The percentage of administration and support positions compared to total department positions.
 - D2. The percentage of District Courts of Appeal decisions affirming or dismissing an appeal of an Order issued by the Reemployment Assistance Appeals Commission.
 - D3. The percentage of Reemployment Assistance appeals cases disposed within 75 days.
 - D4. The percentage of findings of "material weakness" or the equivalent level of severity in DEO programs and practices reviewed or audited by federal auditors, OPPAGA, the Auditor General, the Inspector General, and other independent auditors.
 - D5. The percentage of customers satisfied with their experience with DEO's implementation and support of the economic development incentive program.
 - D6. The percentage of public-private partner invoice deadlines completed in less time than required by defined time limits.
 - D7. The percentage of Reemployment Assistance benefits paid accurately.
- E. Improve collaboration and alignment among state, regional, and local entities toward the state's economic development vision.
 - 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.
 - E2. The number and percentage of the public-private partners implementing one or more strategies in the *Florida Strategic Plan for Economic Development*.

Department of Environmental Protection

- A. Support the economic mission through streamlined, more effective and less burdensome regulatory processes.
 - A1. Length of time to process a permit.
- B. Increase the number of authorization types that can be submitted online and increase the total number of electronic transactions.
 - B1. Number of electronic authorization types.
 - B2. Number of electronic transactions.

Department of Juvenile Justice

- A. Divert youth who commit minor offenses from the juvenile justice system through the utilization of civil citations and other similar diversionary programming.
 - A1. The percentage of youth who commit minor offenses served by civil citation or other similar diversionary program.
 - A2. The percentage of low and moderate risk youth in residential placement.
- B. Reduce the number of youth re-entering the juvenile justice system.
 - B1. Overall DJJ recidivism rate.
 - B2. Percentage of DJJ youth who remain crime-free six-months after completing prevention programs.
 - B3. Percentage of DJJ youth who remain crime-free one year after release from secure residential commitment.
 - B4. Percentage of DJJ youth who remain crime-free one year after release from non-secure residential commitment.

Department of Management Services

- A. Achieve a lower rental rate in Department-managed facilities in contrast to comparable private sector rates, thus generating savings for the Florida taxpayer.
 - 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)
- 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.
 - B1. The percentage of quotes obtained through the MyFloridaMarketPlace eQuote component for all state agencies as measured monthly via the MFMP Utilization Scorecard.
- C. Strengthen the state's technology infrastructure by assisting local entities in successfully procuring E-rate funding.
 - C1. The percentage of Florida's E-Rate eligible institutions (K-12 schools and libraries) receiving a discount of at least 40% or greater.
- D. Use the combined purchasing power of the state to deliver the best value in goods and services thus, reducing the cost of state government.
 - D1. Average savings over retail or other referenced price among all completed state contract negotiations performed by the Division of State Purchasing.
 - D2. Aggregated discount in statewide telephone service from commercially available rates.

Department of Health

- B. Reduce infectious diseases.
 - B1. Immunization rate among two year olds.
 - B2. AIDS case rate per 100,000.
 - B3. Tuberculosis case rate per 100,000.
- D. Provide high quality and timely services to children with special health care needs.
 - D1. Percent of families receiving Children's Medical Services Network services reporting a positive evaluation of care.
 - D2A. Percent of Child Protection Team assessments provided to the Department of Children and Families within established timeframes.
 - D2B. Percent of Child Protection Team reports provided to the Department of Children and Families within established timeframes.

Department of Revenue

- A. Increase the number of child support orders established.
 - A1. Percent of (IV-D) cases with an Order for Support (Federal Definition)
- B. Increase the amount of child support and the total child support collected.
 - B1. Percent of child support collected and distributed the year that was due within the federal fiscal year.
- C. Improve existing technology and broaden filing capabilities to assist taxpayers in complying with tax laws.
 - C1. Percent of all tax returns filed timely and accurately.
- D. Ensure prompt availability of funds to support Florida's infrastructure and services to its citizens.
 - D1. Percent of revenue distributions made timely.
- E. Improve the timeliness of taxpayer claimed refunds.
 - E1. Median number of days to process a refund.
- F. Improve uniformity and accuracy of property tax assessments.
 - F1. Percent of property value assessed on county tax rolls.

Florida Department of Transportation

- A. Reduce delay and increase reliability of travel time on Florida's transportation system.
 - A1. Vehicle hours of delay during peak period on the State Highway System (trucks and all vehicles).
 - A2. Travel time reliability on freeways during peak period (trucks and all vehicles).
- B. Increase transportation connectivity, efficiency, and capacity.
 - B1. Percentage of FDOT capacity funds allocated to the Strategic Intermodal System.
 - B2. Percentage of FDOT transportation projects completed on time.
 - B3. Percentage of FDOT transportation projects completed on budget.

Enterprise Florida, Inc.

- E. Provide general operations to promote economic development.
 - E1. Satisfaction of businesses served with investment or trade assistance provided by EFI.
 - E2. Number of strategies in the *Florida Strategic Plan for Economic Development* being implemented by EFI.
 - E3. Response rate for Business Development/ International Trade Development customer satisfaction survey.

Florida Fish and Wildlife Conservation Commission

- C. Respond to public inquiries in a timely manner to support fish and wildlife based recreation, tourism, and businesses.
 - C1. Number and percent of public requests for information using the web-based "AskFWC" system receiving responses in less than five working days.

Water Management Districts

- B. Fast track permits for economic development.
 - B1. NFWMD-Active staff processing time (days) to issue environmental resource permits.
 - B2. SFWMD-Active staff processing time (days) to issue environmental resource permits.
 - B3. SJRWMD-Active staff processing time (days) to issue environmental resource permits.
 - B4. SRWMD-Active staff processing time (days) to issue environmental resource permits.
 - B5. SWFWMD-Active staff processing time (days) to issue environmental resource permits.

Strategy #26

CareerSource Florida, Inc.

- A. Enhance the effectiveness of Florida's Workforce System.
 - A1. Number of incumbent workers receiving training as a result of Incumbent Worker Training (IWT) Program training.
 - A2. Number of IWT grant awards to businesses.
 - A3. Number of individuals receiving customized training for new high-skill/high-wage jobs as a result of Quick Response Training (QRT) Program training.
 - A4. Number of QRT grant awards to businesses.

Department of Economic Opportunity

- 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.
 - A1. The percentage of available grant funding obligated during the reporting period.
 - A2. The percentage of required jobs (HUD requirement of one per \$34,999 funding) that were created, retained, or both as a result of Community Development Block Grant – Economic Development category funding as determined at the time the grant is administratively closed out for the fiscal year.

- A3A. The percentage of total Community Services Block Grant funding supporting self-sufficiency programs.
- A3B. The percentage of individuals who met their self-sufficiency outcomes.
- A4. The percentage of incentives applications approved in less time than required by statutes.
- A5. The percentage of Reemployment Assistance first payments paid timely.
- A6A. The percentage of qualified weatherization assistance needs met.
- A6B. The percentage of weatherized homes meeting the national energy installation standards.
- A7A. The percentage of state and federal loan and loan guarantee funds obligated against available funds at the beginning of the reporting period.
- A7B. The program life-to-date default rate among borrowers.
- B. 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.
 - B1. The percentage of adopted comprehensive plan amendment packages with reviews completed in less time than required by statute.
 - B2. The percentage of productions assisted by the Office of Film and Entertainment resulting in business and employment in Florida.
- C. Provide workforce development, training, and placement services that meet the needs of Florida businesses and job seekers.
 - C1. The percentage of individuals who enter the workforce after receiving training services funded through the Workforce Innovation and Opportunity Act.
 - C2. The percentage of businesses using the Florida's workforce management information system.
- D. Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.
 - D5. The percentage of customers satisfied with their experience with DEO's implementation and support of the economic development incentive program.
 - D6. The percentage of public-private partner invoice deadlines completed in less time than required by defined time limits.
- E. Improve collaboration and alignment among state, regional, and local entities toward the state's economic development vision.
 - 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.
 - E2. The number and percentage of the public-private partners implementing one or more strategies in the *Florida Strategic Plan for Economic Development*.

Enterprise Florida, Inc.

- E. Provide general operations to promote economic development.
 - E1. Satisfaction of businesses served with investment or trade assistance provided by EFI.
 - E2. Number of strategies in the *Florida Strategic Plan for Economic Development* being implemented by EFI.
 - E3. Response rate for Business Development/ International Trade Development customer satisfaction survey.
- F. Assist and market professional and amateur sports teams and sporting events in Florida.
 - F1. Economic contributions to communities as a result of hosting Florida's Senior State Games and Sunshine State Games Championships.
 - F2. Number of participants (athletes and families) competing and attending in Florida's Senior State Games and Sunshine State Games Championships.
 - F3. Economic contributions from Florida Sports Foundation sponsored sporting event grants.
 - F4. Number of attendees at the sponsored grant events.

Florida Regional Councils Association

- A. Administer revolving loan fund programs.
 - A1. Number of jobs created through revolving loan funds.
 - A2. Number of jobs retained through revolving loan funds.
- B. Write grants to support economic development projects and expand local economies.
 - B1. Number of grants written in partnership with local governments or economic development organizations.
- C. Conduct economic impact analyses to measure the economic and fiscal impacts of project development or policy initiatives.
 - C1. Number of economic impact analyses completed on behalf of local governments or economic development organizations.
- E. Build partnerships with local and regional economic development organizations and workforce boards and engage in regional collaborative activities.
 - E1. Number of activities undertaken to implement one or more strategies in the *Florida Strategic Plan for Economic Development*.
 - E2. Number of activities undertaken to implement one or more elements of the Strategic Regional Policy Plan.

A graphic featuring 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 consists of a light gray sunburst pattern. A thick blue horizontal bar is positioned at the bottom of the graphic.

**FLORIDA
STRATEGIC PLAN *for*
ECONOMIC
DEVELOPMENT**

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

Quality of Life and Quality Places Strategies

V1.17, 02/26/2018

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Quality of Life and Quality Places Strategies

Businesses and talent are attracted to regions and states with a high quality of life and quality places to live, learn, work and play. The continuing high quality of Florida's communities and natural places is a critical draw to residents, businesses, workers, students, and visitors. Additionally, Florida's natural environment is the source of much of Florida's economic strength. The Strategic Plan recognizes that lands and waters, cultural assets, and natural resources can be put at risk from overuse or short-sighted development choices. The *Quality of Life and Quality Places* pillar, sixth of the *Strategic Plan*, has three area-specific strategies to help Florida develop, promote, and protect its communities, their quality of life, and Florida's quality places, including both built communities and natural systems. The three area-specific strategies within this pillar are:

- Create and sustain vibrant, safe, and healthy communities that attract workers, residents, businesses, and visitors.
- Ensure Florida's environment and quality of life are sustained and enhanced by future growth plans and development decisions.
- Promote, develop, protect, and leverage Florida's natural, art, and cultural assets in a sustainable manner.

The 30 tactics implemented by 12 state agencies and statewide entities in support of the three *Quality of Life and Quality Places* strategies include:

CareerSource Florida, Inc.

- Enhance the effectiveness of Florida's Workforce System.

Department of Business and Professional Regulation

- Hold licensees and regulated entities accountable.

Department of Economic Opportunity

- 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.
- 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.
- Provide workforce development, training, and placement services that meet the needs of Florida businesses and job seekers.
- Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.
- Improve collaboration and alignment among state, regional, and local entities toward the state's economic development vision.

Department of Environmental Protection

- Provide clean water to Florida's residents and visitors.
- Provide clean air to Florida's residents and visitors.
- Balance the preservation of our natural and cultural resources, while providing recreational opportunities for Florida's residents and visitors to connect with them.

Department of Health

- Increase the percentage of adults and children at a healthy weight.
- Reduce infectious diseases.
- Streamline the licensing of health care practitioners.
- Provide high quality and timely services to children with special health care needs.

Department of Juvenile Justice

- Divert youth who commit minor offenses from the juvenile justice system through the utilization of civil citations and other similar diversionary programming.
- Reduce the number of youth re-entering the juvenile justice system.
- Prepare DJJ youth to become productive adults and enhance workforce effectiveness.

Department of State

- 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.
- Continue to expand the Florida Main Street program which revitalizes historic downtown areas and neighborhood commercial districts, thus bringing citizens, visitors and dollars back to the heart of communities throughout the state and enhances heritage tourism.

Department of Transportation

- Reduce delay and increase reliability of travel time on Florida's transportation system.
- Increase transportation connectivity, efficiency, and capacity.

Enterprise Florida, Inc.

- Assist and market professional and amateur sports teams and sporting events in Florida.

Florida Fish and Wildlife Conservation Commission

- 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.
- 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.
- Respond to public inquiries in a timely manner to support fish and wildlife based recreation, tourism, and businesses.

Florida’s Regional Planning Councils as Reported by the Florida Regional Councils Association

- Administer revolving loan fund programs.
- Provide technical assistance to local governments.
- Build partnerships with local and regional economic development organizations and workforce boards and engage in regional collaborative activities.
- Update the Comprehensive Economic Development Strategies using the Six Pillars as an organizing framework.

Water Management Districts

- Provide technical and/or funding support for alternative water supply and water conservation projects.

Where Is Florida Today?

In measuring *Quality of Life and Quality Places*- related strategies, the *Strategic Plan* provides several key indicators to watch. These key indicators include net domestic migration, housing affordability, poverty rate, healthy infants, healthy children, and crime rates.

Performance measures under the *Quality of Life and Quality Places* pillar provide insight about the advancements Florida has made since the implementation of the *Strategic Plan*. Table 1 shows key performance measures since baseline years:

Table 1: Quality of Life and Quality Places Performance Measures

Metric	Baseline	Most Recent**	U.S. Rank* (Change)	Desired Results	Actual Results	Description
Net Domestic Migration	200,797 (2012)	325,986 (2016)	1 (0)			Migration to Florida has continued to increase each year since 2010.
Share of Homeowners Paying More Than 30 Percent of Income on Housing Costs	37.8% (2011)	30.5% (2015)	42 (-1)			Less homeowners are paying more than 30 percent of their income on housing costs.
Share of Population Living Below the Poverty Level	15.6% (2012)	14.7% (2016)	34 (-1)			The percentage of people living in poverty has decreased.
Low Birth Weight Babies as a Percentage of Births	8.7% (2012)	8.6% (2015)	35 (-2)			The percentage of low birth weight babies has remained essentially unchanged.
Child Obesity Rate	27.0% (2012)	28.2% (2014)	N/A			The percentage of obese children has risen.
Violent Crime Rate per 100,000 Residents	515.3 (2011)	461.9 (2015)	40 (-6)			Violent crime rate has decreased since 2013.

*(1 = best, 50 = worst). Change in U.S. rank is based on Florida’s relative placement to the 50 states, with a lower number indicating a higher ranked state. The first number designates Florida’s most recent ranking, while the number in parentheses represents the change from the previous ranking.

**The most recent year for which data are available.

How Well Did Florida's Agencies and Statewide Organizations Implement *Quality of Life and Quality Places* Strategies?

Overall Performance Across the Strategic Plan

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.

Performance Across all *Quality of Life and Quality Places* Strategies

Within that broad context of results, the three *Quality of Life and Quality Places* strategies are supported by 12 state agencies and statewide organizations implementing a total of 30 tactics and monitoring 78 performance metrics. Of these, 10 (13%) metrics were excluded from the analyses because all four CareerSource Florida and all six Florida Regional Councils Association metrics have neither performance standards nor a desired directionality for the results. Two types of analyses were conducted using the most recent data provided by the agencies and organizations on the remaining 68 (87%) metrics.

Analysis A Findings for Metrics with Performance Standards

Fifty-eight (85%) metrics had specified performance standards against which to assess performance. For the three strategies, statewide entities are performing well on 48, or 83 percent, of the metrics.

Table 2 provides performance information by strategy for those metrics with performance standards.

Table 2: *Quality of Life and Quality Places* Performance Using Standards

<i>Quality of Life and Quality Places</i> Strategy	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide (unduplicated counts of tactics and metrics)	22	58	48 (83%)
27. Create and sustain ... healthy communities...	22	57	48 (84%)
28. ... environment and quality of life are sustained ...	5	11	10 (91%)
29. ... leverage Florida's natural, art, and cultural assets...	7	14	12 (86%)

Table 3 provides performance information by statewide entity for those metrics with performance standards.

Table 3: Overall Pillar Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	22	58	48 (83%)
Department of Business and Professional Regulation	1	8	6 (75%)
Department of Economic Opportunity	5	19	19 (100%)
Department of Environmental Protection	3	3	3 (100%)
Department of Juvenile Justice	3	7	6 (86%)
Department of Health	4	10	6 (60%)
Department of Transportation	1	3	3 (100%)
Enterprise Florida, Inc.	1	4	4 (100%)
Florida Fish and Wildlife Conservation Commission	3	3	1 (33%)
Water Management Districts	1	1	0 (0%)

Analysis B Findings for Emerging Metrics using Turning the Curve

The ten (15%) emerging metrics are without stated performance standards and have a desired directionality. For *Quality of Life and Quality Places* strategies, statewide entities are performing well on six, or 60 percent, of the emerging metrics. Table 4 provides performance information by statewide entity for those emerging metrics without performance standards that do have desired directionality.

Table 4: Overall Pillar Statewide Entity Performance Using Turning the Curve

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Department of Juvenile Justice	1	3	2 (67%)
Department of State	2	5	4 (80%)
Department of Transportation	1	2	0 (0%)

Overall Performance on Strategy #27

Create and sustain vibrant, safe, and healthy communities that attract workers, residents, businesses, and visitors.

Strategy #27 is supported by 11 state agencies and statewide organizations implementing a total of 25 tactics and monitoring 67 performance metrics. Of these, five (7%) metrics were excluded from the analyses because all four CareerSource and the one Florida Regional Councils Association metric have neither performance standards nor a desired directionality for the results. Two types of analyses were conducted using the most recent data provided by the agencies and organizations on the remaining 62 (93%) metrics.

Analysis A Findings for Metrics with Performance Standards

Fifty-seven (92%) metrics had specified performance standards against which to assess performance. For Strategy #27, statewide entities are performing well on 48, or 84 percent, of the metrics. Table 5 provides performance information by statewide entity for those metrics with performance standards.

Table 5: Strategy #27 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	22	57	48 (84%)
Department of Business and Professional Regulation	1	8	6 (75%)
Department of Economic Opportunity	5	18	18 (100%)
Department of Environmental Protection	3	3	3 (100%)
Department of Health	4	10	6 (60%)
Department of Juvenile Justice	3	7	7 (100%)
Department of Transportation	1	3	3 (100%)
Enterprise Florida, Inc.	1	4	4 (100%)
Florida Fish and Wildlife Conservation Commission	3	3	1 (33%)
Water Management Districts	1	1	0 (0%)

Analysis B Findings for Emerging Metrics using Turning the Curve

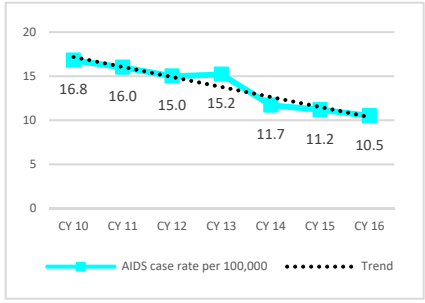
The five (8%) emerging metrics are without stated performance standards, are related to two tactics, and have a desired directionality. For Strategy #27, statewide entities are performing well on two (40%) of the five emerging metrics. Table 6 provides performance information by statewide entity for those emerging metrics without performance standards that do have desired directionality.

Table 6: Strategy #27 Statewide Entity Performance Using Turning the Curve

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Department of Juvenile Justice	1	3	2 (67%)
Department of Transportation	1	2	0 (0%)

Figure 1: Successful Examples of Implementing Strategic Plan Strategy #27

Agency & Tactic	Data Chart	Metric & Results														
<p>Department of Business and Professional Regulation Tactic E: Hold licensees and regulated entities accountable.</p>	<table border="1"> <caption>Percent Tobacco Retailers in Compliance</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent</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	Percent	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>Metric: E4. Percentage of tobacco retailers tested and found in compliance with underage persons' access.</p> <p>Standard: $\geq 80\%$</p> <p>Results: Then (2011-12): 91.62% Now (SFY2016-17): 92.17%</p>
Fiscal Year	Percent															
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>Department of Juvenile Justice 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>	<table border="1"> <caption>Percent of Low-Moderate Risk Youth</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent</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	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>Metric: A2. The percentage of low and moderate risk youth in residential placement.</p> <p>Standard: $\leq 15\%$</p> <p>Results: Then (FFY2011-12): 20% Now (FFY2016-17): 15%</p>
Fiscal Year	Percent															
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>Department of Health <u>Tactic B:</u> Reduce infectious diseases.</p>	 <table border="1"> <caption>AIDS case rate per 100,000</caption> <thead> <tr> <th>CY</th> <th>Rate</th> </tr> </thead> <tbody> <tr><td>CY 10</td><td>16.8</td></tr> <tr><td>CY 11</td><td>16.0</td></tr> <tr><td>CY 12</td><td>15.0</td></tr> <tr><td>CY 13</td><td>15.2</td></tr> <tr><td>CY 14</td><td>11.7</td></tr> <tr><td>CY 15</td><td>11.2</td></tr> <tr><td>CY 16</td><td>10.5</td></tr> </tbody> </table>	CY	Rate	CY 10	16.8	CY 11	16.0	CY 12	15.0	CY 13	15.2	CY 14	11.7	CY 15	11.2	CY 16	10.5	<p><u>Metric:</u> B2. AIDS case rate per 100,000.</p> <p><u>Standard:</u> ≤ 17.5 per 100,000</p> <p><u>Results:</u> Then (CY2010):16.8 Now (CY2016):10.5</p>
CY	Rate																	
CY 10	16.8																	
CY 11	16.0																	
CY 12	15.0																	
CY 13	15.2																	
CY 14	11.7																	
CY 15	11.2																	
CY 16	10.5																	

Overall Performance on Strategy #28

Ensure Florida’s environment and quality of life are sustained and enhanced by future growth plans and development decisions.

Strategy #28 is supported by five state agencies and statewide organizations implementing a total of 10 tactics and monitoring 19 performance metrics. Of these, six (32%) metrics were excluded from the analyses because all six Florida Regional Councils Association metrics have neither performance standards nor a desired directionality for the results. Two types of analyses were conducted using the most recent data provided by the agencies and organizations on the remaining 13 (68%) metrics.

Analysis A Findings for Metrics with Performance Standards

Eleven (85%) metrics had specified performance standards against which to assess performance. For Strategy #28, statewide entities are performing well on 10, or 91 percent, of the metrics. Table 7 provides performance information by statewide entity for those metrics with performance standards.

Table 7: Strategy #28 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	5	11	10 (91%)
Department of Economic Opportunity	2	6	6 (100%)
Department of Environmental Protection	1	1	1 (100%)
Department of Transportation	1	3	3 (100%)
Water Management Districts	1	1	0 (0%)

Analysis B Findings for Emerging Metrics using Turning the Curve

The two (15%) emerging metrics monitored by the Department of Transportation are without stated performance standards, are related to one tactic, and have a desired directionality. For Strategy #28, the department is not performing well on either of the two emerging metrics.

Figure 2: Successful Examples of Implementing Strategic Plan Strategy #28

Agency & Tactic	Data Chart	Metric & Results																
<p>Department of Environmental Protection 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.</p>	<table border="1"> <caption>Number of Visitors to Florida State Parks</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Visitors (M)</th> </tr> </thead> <tbody> <tr><td>FY 10-11</td><td>24</td></tr> <tr><td>FY 11-12</td><td>25</td></tr> <tr><td>FY 12-13</td><td>26</td></tr> <tr><td>FY 13-14</td><td>27</td></tr> <tr><td>FY 14-15</td><td>25</td></tr> <tr><td>FY 15-16</td><td>31</td></tr> <tr><td>FY 16-17</td><td>32</td></tr> </tbody> </table>	Fiscal Year	Number of Visitors (M)	FY 10-11	24	FY 11-12	25	FY 12-13	26	FY 13-14	27	FY 14-15	25	FY 15-16	31	FY 16-17	32	<p>Metric: E1. The number of visitors to Florida State Parks.</p> <p>Standard: 2.5% increase y/y</p> <p>Results: Then (2010-11): 24,458,027 Now (2016-17): 32,219,989</p>
Fiscal Year	Number of Visitors (M)																	
FY 10-11	24																	
FY 11-12	25																	
FY 12-13	26																	
FY 13-14	27																	
FY 14-15	25																	
FY 15-16	31																	
FY 16-17	32																	
<p>Department of Economic Opportunity Tactic D: Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.</p>	<table border="1"> <caption>Percent Findings of Material Weakness</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Findings</th> </tr> </thead> <tbody> <tr><td>FY 12-13</td><td>28.3%</td></tr> <tr><td>FY 13-14</td><td>0.0%</td></tr> <tr><td>FY 14-15</td><td>9.6%</td></tr> <tr><td>FY 15-16</td><td>20.0%</td></tr> <tr><td>FY 16-17</td><td>3.3%</td></tr> </tbody> </table>	Fiscal Year	Percent Findings	FY 12-13	28.3%	FY 13-14	0.0%	FY 14-15	9.6%	FY 15-16	20.0%	FY 16-17	3.3%	<p>Metric: D4. The percentage of findings of “material weakness” or the equivalent level of severity in DEO programs and practices reviewed or audited...</p> <p>Standard: ≤ 18.0%</p> <p>Results: Then (SFY2012-13): 28.3% Now (SFY2016-17): 3.3%</p>				
Fiscal Year	Percent Findings																	
FY 12-13	28.3%																	
FY 13-14	0.0%																	
FY 14-15	9.6%																	
FY 15-16	20.0%																	
FY 16-17	3.3%																	
<p>Department of Transportation Tactic B: Increase transportation connectivity, efficiency, and capacity.</p>	<table border="1"> <caption>Percent Projects Completed On Time</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Completed</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 Completed	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: ≥ 80.0%</p> <p>Results: Then (SFY2011-12): 89.4% Now (SFY2015-16): 85.6%</p>				
Fiscal Year	Percent Completed																	
FY 11-12	89.4%																	
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FY 15-16	85.6%																	

Overall Performance on Strategy #29

Promote, develop, protect, and leverage Florida’s natural, art, and cultural assets in a sustainable manner.

Strategy #29 is supported by six state agencies and statewide organizations implementing a total of 13 tactics and monitoring 25 performance metrics. Of these, six (24%) metrics were excluded from the analyses because all six Florida Regional Councils Association metrics have neither performance standards nor a desired directionality for the results. Two types of analyses were conducted using the most recent data provided by the agencies and organizations on the remaining 19 (76%) metrics.

Analysis A Findings for Metrics with Performance Standards

Fourteen (74%) metrics had specified performance standards against which to assess performance. For Strategy #29, statewide entities are performing well on 12, or 86 percent, of the metrics. Table 8 provides performance information by statewide entity for those metrics with performance standards.

Table 8: Strategy #29 Statewide Entity Performance Using Standards

Statewide Entity	# of Tactics Represented	Total # of Metrics in the Analysis	# and % of Metrics Performing Well
Statewide	7	14	12 (86%)
Department of Economic Opportunity	2	6	6 (100%)
Department of Environmental Protection	1	1	1 (100%)
Enterprise Florida, Inc.	1	4	4 (100%)
Florida Fish and Wildlife Conservation Commission	3	3	1 (33%)

Analysis B Findings for Emerging Metrics using Turning the Curve

The five (26%) emerging metrics monitored by the Department of State are without stated performance standards, are related to two tactics, and have a desired directionality. For Strategy #29, the department is performing well on four, or 80 percent, of the five emerging metrics.

Figure 3: Successful Examples of Implementing Strategic Plan Strategy #29

Agency & Tactic	Data Chart	Metric & Results																
<p>Department of Economic Opportunity Tactic D: Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.</p>	<table border="1"> <caption>Percent Disposed Within 75 Days</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent Disposed Within 75 Days</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 Disposed Within 75 Days	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>				
Fiscal Year	Percent Disposed Within 75 Days																	
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>Department of State 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.</p>	<table border="1"> <caption>Amount of Investment</caption> <thead> <tr> <th>Fiscal Year</th> <th>Amount of Investment</th> </tr> </thead> <tbody> <tr> <td>FY 10-11</td> <td>\$254,360</td> </tr> <tr> <td>FY 11-12</td> <td>\$46,864,878</td> </tr> <tr> <td>FY 12-13</td> <td>\$4,055,000</td> </tr> <tr> <td>FY 13-14</td> <td>\$121,837,923</td> </tr> <tr> <td>FY 14-15</td> <td>\$44,824,000</td> </tr> <tr> <td>FY 15-16</td> <td>\$19,240,000</td> </tr> <tr> <td>FY 16-17</td> <td>\$34,066,017</td> </tr> </tbody> </table>	Fiscal Year	Amount of Investment	FY 10-11	\$254,360	FY 11-12	\$46,864,878	FY 12-13	\$4,055,000	FY 13-14	\$121,837,923	FY 14-15	\$44,824,000	FY 15-16	\$19,240,000	FY 16-17	\$34,066,017	<p>Metric: A2. Amount of Certified Rehabilitation Investment.</p> <p>Standard: None Stated</p> <p>Results: Then (SFY2010-11): \$46,864,878 Now (SFY2016-17): \$34,066,017</p>
Fiscal Year	Amount of Investment																	
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<p>Fish and Wildlife Conservation Commission 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: $\geq 5,089,062$</p> <p>Results: Then (SFY 2012-13): 4,475,255 Now (SFY 2016-17): 5,141,568</p>				
Fiscal Year	# of Active Participants																	
FY 12-13	4,475,255																	
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FY 16-17	5,141,568																	

Where Does *Quality of Life and Quality Places* Go From Here?

The *Quality of Life and Quality Places* pillar is intended to address many of the everyday sensitivities that make Florida a great place to live, work, play, and retire. Florida performed well from 2011-2012 to 2016. Florida has once again reclaimed its mantle as the fastest growing state, and population growth numbers reflect Florida's overall desirability as a place to live for outsiders while creating more economic opportunities for existing Floridians. To bolster the state's ability to attract businesses and potential residents, the *Strategic Plan* advises policymakers to make thoughtful development decisions and take three recommended actions:

- Create and sustain vibrant, safe, and healthy communities by encouraging quality growth and development to provide health, safe, and welcoming places for residents, workers, students, and visitors.
- Make economic development decisions that also enhance or preserve Florida's communities and environment.
- Encourage people to live in or visit Florida by protecting and marketing our environment and cultural assets.

Appendix A – Metrics by Strategy, Agency, and Tactic

Strategy #27

CareerSource Florida, Inc.

- A. Enhance the effectiveness of Florida’s Workforce System.
 - A1. Number of incumbent workers receiving training as a result of Incumbent Worker Training (IWT) Program training.
 - A2. Number of IWT grant awards to businesses.
 - A3. Number of individuals receiving customized training for new high-skill/high-wage jobs as a result of Quick Response Training (QRT) Program training.
 - A4. Number of QRT grant awards to businesses.

Department of Business and Professional Regulation

- E. Hold licensees and regulated entities accountable.
 - E1a. Cumulative Percentage of statutorily mandated inspections for compliance with laws, rules, and standards completed (Regulations).
 - E1b. Cumulative Percentage of statutorily mandated inspections for compliance with laws, rules, and standards completed (Food Establishments).
 - E1c. Cumulative Percentage of statutorily mandated inspections for compliance with laws, rules, and standards completed (Lodging Establishments).
 - E2a. Percentage of call-back inspections completed within follow-up period (Regulations).
 - E2b. Percentage of call-back inspections completed within follow-up period (Food Establishments).
 - E2c. Percentage of call-back inspections completed within follow-up period (Lodging Establishments).
 - E3. Cumulative percentage of alcoholic beverage retailers tested and found in compliance with underage persons' access.
 - E4. Cumulative percentage of tobacco retailers tested and found in compliance with underage persons' access.

Department of Economic Opportunity

- 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.
 - A1. The percentage of available grant funding obligated during the reporting period.
 - A2. The percentage of required jobs (HUD requirement of one per \$34,999 funding) that were created, retained, or both as a result of Community Development Block Grant – Economic Development category funding as determined at the time the grant is administratively closed out for the fiscal year.
 - A3A. The percentage of total Community Services Block Grant funding supporting self-sufficiency programs.
 - A3B. The percentage of individuals who met their self-sufficiency outcomes.

- A4. The percentage of incentives applications approved in less time than required by statutes.
- A5. The percentage of Reemployment Assistance first payments paid timely.
- A6A. The percentage of qualified weatherization assistance needs met.
- A6B. The percentage of weatherized homes meeting the national energy installation standards.
- A7A. The percentage of state and federal loan and loan guarantee funds obligated against available funds at the beginning of the reporting period.
- A7B. The program life-to-date default rate among borrowers.
- B. 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.
 - B1. The percentage of adopted comprehensive plan amendment packages with reviews completed in less time than required by statute.
 - B2. The percentage of productions assisted by the Office of Film and Entertainment resulting in business and employment in Florida.
- C. Provide workforce development, training, and placement services that meet the needs of Florida businesses and job seekers.
 - C1. The percentage of individuals who enter the workforce after receiving training services funded through the Workforce Innovation and Opportunity Act.
 - C2. The percentage of businesses using the Florida’s workforce management information system.
- D. Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.
 - D2. The percentage of District Courts of Appeal decisions affirming or dismissing an appeal of an Order issued by the Reemployment Assistance Appeals Commission.
 - D3. The percentage of Reemployment Assistance appeals cases disposed within 75 days.
 - D4. The percentage of findings of “material weakness” or the equivalent level of severity in DEO programs and practices reviewed or audited by federal auditors, OPPAGA, the Auditor General, the Inspector General, and other independent auditors.
 - D5. The percentage of customers satisfied with their experience with DEO’s implementation and support of the economic development incentive program.
 - D6. The percentage of public-private partner invoice deadlines completed in less time than required by defined time limits.
 - D7. The percentage of Reemployment Assistance benefits paid accurately.
- E. Improve collaboration and alignment among state, regional, and local entities toward the state’s economic development vision.
 - 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.
 - E2. The number and percentage of the public-private partners implementing one or more strategies in the *Florida Strategic Plan for Economic Development*.

Department of Environmental Protection

- C. Provide clean water to Florida's residents and visitors.
 - C1. Percent of Florida's inspected drinking water facilities meeting national drinking water quality standards.
- D. Provide clean air to Florida's residents and visitors.
 - D1. Percent of Florida's inspected air facilities in compliance with environmental laws and permit conditions.

Department of Juvenile Justice

- A. Divert youth who commit minor offenses from the juvenile justice system through the utilization of civil citations and other similar diversionary programming.
 - A1. The percentage of youth who commit minor offenses served by civil citation or other similar diversionary program.
 - A2. The percentage of low and moderate risk youth in residential placement.
- B. Reduce the number of youth re-entering the juvenile justice system.
 - B1. Overall DJJ recidivism rate.
 - B2. Percentage of DJJ youth who remain crime-free six-months after completing prevention programs.
 - B3. Percentage of DJJ youth who remain crime-free one year after release from secure residential commitment.
 - B4. Percentage of DJJ youth who remain crime-free one year after release from non-secure residential commitment.
- C. Prepare DJJ youth to become productive adults and enhance workforce effectiveness.
 - C1. Percentage of DJJ residential programs offering Vocational Type 3 certifications.
 - 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.
 - C3. Percentage of DJJ youth in high or max risk residential programs that either earn a Career and Professional Education (CAPE) certification while enrolled in the program or complete the CAPE certification within one year of release from the program.
 - C4. Percentage of DJJ youth who received their high school diploma or graduated in the previous school year and are enrolled in a postsecondary institution in the current school year.

Department of Health

- A. Increase the percentage of adults and children at a healthy weight.
 - A1. Increase the percentage of Florida public school students in grades 1, 3, and 6 at a healthy weight.
 - A2. Increase the percentage of Florida adults at a healthy weight.

- B. Reduce infectious diseases.
 - B1. Immunization rate among two year olds.
 - B2. AIDS case rate per 100,000.
 - B3. Tuberculosis case rate per 100,000.
- C. Streamline the licensing of health care practitioners.
 - C1. Average number of days to issue an initial license to a qualified applicant.
 - C2. Average number of days to process a renewal application for a qualified applicant.
- D. Provide high quality and timely services to children with special health care needs.
 - D1. Percent of families receiving Children's Medical Services Network services reporting a positive evaluation of care.
 - D2A. Percent of Child Protection Team assessments provided to the Department of Children and Families within established timeframes.
 - D2B. Percent of Child Protection Team reports provided to the Department of Children and Families within established timeframes.

Florida Department of Transportation

- A. Reduce delay and increase reliability of travel time on Florida's transportation system.
 - A1. Vehicle hours of delay during peak period on the State Highway System (trucks and all vehicles).
 - A2. Travel time reliability on freeways during peak period (trucks and all vehicles).
- B. Increase transportation connectivity, efficiency, and capacity.
 - B1. Percentage of FDOT capacity funds allocated to the Strategic Intermodal System.
 - B2. Percentage of FDOT transportation projects completed on time.
 - B3. Percentage of FDOT transportation projects completed on budget.

Enterprise Florida, Inc.

- F. Assist and market professional and amateur sports teams and sporting events in Florida.
 - F1. Economic contributions to communities as a result of hosting Florida's Senior State Games and Sunshine State Games Championships.
 - F2. Number of participants (athletes and families) competing and attending in Florida's Senior State Games and Sunshine State Games Championships.
 - F3. Economic contributions from Florida Sports Foundation sponsored sporting event grants.
 - F4. Number of attendees at the sponsored grant events.

Florida Fish and Wildlife Conservation Commission

- 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.
 - A1. Number of active participants in hunting, freshwater fishing, and saltwater fishing activities.

- 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.

- B1. Number of youth involved in FFWC's conservation programs.

- C. Respond to public inquiries in a timely manner to support fish and wildlife based recreation, tourism, and businesses.

- C1. The percent of public requests for information using the web-based "AskFWC" system receiving responses in less than five working days.

Florida Regional Councils Association

- A. Administer revolving loan fund programs.

- A1. Number of jobs created through revolving loan funds.

- A2. Number of jobs retained through revolving loan funds.

Water Management Districts

- A. Provide technical and/or funding support for alternative water supply and water conservation projects.

- A1. Percentage of the 2010-2030 public supply increase in demand that has been met by all water projects.

Strategy #28

Department of Economic Opportunity

- B. 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.

- B1. The percentage of adopted comprehensive plan amendment packages with reviews completed in less time than required by statute.

- B2. The percentage of productions assisted by the Office of Film and Entertainment resulting in business and employment in Florida.

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

- D2. The percentage of District Courts of Appeal decisions affirming or dismissing an appeal of an Order issued by the Reemployment Assistance Appeals Commission.

- D3. The percentage of Reemployment Assistance appeals cases disposed within 75 days.

- D4. The percentage of findings of “material weakness” or the equivalent level of severity in DEO programs and practices reviewed or audited by federal auditors, OPPAGA, the Auditor General, the Inspector General, and other independent auditors.

- D5. The percentage of customers satisfied with their experience with DEO’s implementation and support of the economic development incentive program.

- D6. The percentage of public-private partner invoice deadlines completed in less time than required by defined time limits.

Department of Environmental Protection

- E. Balance the preservation of our natural and cultural resources, while providing recreational opportunities for Florida's residents and visitors to connect with them.

- E1. The number of visitors to Florida State Parks.

Florida Department of Transportation

- A. Reduce delay and increase reliability of travel time on Florida's transportation system.
 - A1. Vehicle hours of delay during peak period on the State Highway System (trucks and all vehicles).
 - A2. Travel time reliability on freeways during peak period (trucks and all vehicles).
- B. Increase transportation connectivity, efficiency, and capacity.
 - B1. Percentage of FDOT capacity funds allocated to the Strategic Intermodal System.
 - B2. Percentage of FDOT transportation projects completed on time.
 - B3. Percentage of FDOT transportation projects completed on budget.

Florida Regional Councils Association

- A. Administer revolving loan fund programs.
 - A1. Number of jobs created through revolving loan funds.
 - A2. Number of jobs retained through revolving loan funds.
- D. Provide technical assistance to local governments.
 - D1. Number of technical assistance activities undertaken to coordinate decision-making and investments for economic development, land use, transportation, infrastructure, housing, water, energy, natural resources, workforce and community development at the local level.
- E. Build partnerships with local and regional economic development organizations and workforce boards and engage in regional collaborative activities.
 - E1. Number of activities undertaken to implement one or more strategies in the *Florida Strategic Plan for Economic Development*.
 - E2. Number of activities undertaken to implement one or more elements of the Strategic Regional Policy Plan.
- F. Update the Comprehensive Economic Development Strategies using the Six Pillars as an organizing framework.
 - F1. Number of Comprehensive Economic Development Strategies (CEDS) evaluated or amended for alignment with the *Florida Strategic Plan for Economic Development*.

Water Management Districts

- A. Provide technical and/or funding support for alternative water supply and water conservation projects.
 - A1. Percentage of the 2010-2030 public supply increase in demand that has been met by all water projects.

Strategy #29

Department of Economic Opportunity

- B. 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.
 - B1. The percentage of adopted comprehensive plan amendment packages with reviews completed in less time than required by statute.
 - B2. The percentage of productions assisted by the Office of Film and Entertainment resulting in business and employment in Florida.
- D. Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.
 - D2. The percentage of District Courts of Appeal decisions affirming or dismissing an appeal of an Order issued by the Reemployment Assistance Appeals Commission.
 - D3. The percentage of Reemployment Assistance appeals cases disposed within 75 days.
 - D4. The percentage of findings of “material weakness” or the equivalent level of severity in DEO programs and practices reviewed or audited by federal auditors, OPPAGA, the Auditor General, the Inspector General, and other independent auditors.
 - D5. The percentage of customers satisfied with their experience with DEO’s implementation and support of the economic development incentive program.
 - D6. The percentage of public-private partner invoice deadlines completed in less time than required by defined time limits.

Department of Environmental Protection

- E. Balance the preservation of our natural and cultural resources, while providing recreational opportunities for Florida’s residents and visitors to connect with them.
 - E1. The number of visitors to Florida State Parks.

Department of State

- 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.
 - A1. Number of Certification Requests commented on and forwarded to National Park Services.
 - A2. Amount of Certified Rehabilitation Investment.
- B. Continue to expand the Florida Main Street program which revitalizes historic downtown areas and neighborhood commercial districts, thus bringing citizens, visitors and dollars back to the heart of communities throughout the state and enhances heritage tourism.
 - B1. Number of new Main Street businesses created.
 - B2. Number of Main Street jobs created.
 - B3. Total amount of reinvestment dollars in Main Street Program.

Enterprise Florida, Inc.

- F. Assist and market professional and amateur sports teams and sporting events in Florida.
 - F1. Economic contributions to communities as a result of hosting Florida's Senior State Games and Sunshine State Games Championships.
 - F2. Number of participants (athletes and families) competing and attending in Florida's Senior State Games and Sunshine State Games Championships.
 - F3. Economic contributions from Florida Sports Foundation sponsored sporting event grants.
 - F4. Number of attendees at the sponsored grant events.

Florida Fish and Wildlife Conservation Commission

- 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.
 - A1. Number of active participants in hunting, freshwater fishing, and saltwater fishing activities.
- 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.
 - B1. Number of youth involved in FFWC's conservation programs.
- C. Respond to public inquiries in a timely manner to support fish and wildlife based recreation, tourism, and businesses.
 - C1. The percent of public requests for information using the web-based "AskFWC" system receiving responses in less than five working days.

Florida Regional Councils Association

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