



FLORIDA
DEPARTMENT of
ECONOMIC
OPPORTUNITY

2014-2015 ANNUAL REPORT

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

Florida Department of Economic Opportunity | October 2015

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October 30, 2015

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

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

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

Dear Governor Scott, President Gardiner, and Speaker Crisafulli:

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

In State Fiscal Year 2014-2015, DEO implemented goals, objectives, and metrics aligned with the Department's commitment to its statutory charge and the *Florida Strategic Plan for Economic Development*. For example, within the Division of Strategic Business Development, policies and procedures have been developed to bolster Florida's competitiveness with other states while ensuring transparency and accountability for Florida's taxpayers. Within the Division of Community Development, efforts are underway to provide targeted technical assistance and support to small and rural communities and small businesses. Within the Division of Workforce Services, efforts are underway to further the availability of a skilled workforce to meet the current and future needs of Florida's employers.

I am pleased to submit the Department of Economic Opportunity's Annual Report for Fiscal Year 2014-2015. Exceeding the requirements provided in statute [section 20.60 (10), *Florida Statutes*], this report includes the following:

- An update on the condition of the business climate and economic development in the state with a discussion of problems, challenges, opportunities, and recommendations.
- Key accomplishments from the Department of Economic Opportunity.

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- Performance reports for Enterprise Florida, Inc.; CareerSource Florida, Inc.; Florida Housing Finance Corporation; Florida Tourism Industry Marketing Corporation DBA VISIT FLORIDA; Space Florida; and the Institute for Commercialization of Public Research.
- Annual performance, and incorporation of annual reports where available, for the:
 - Black Business Loan Program,
 - Community Services Block Grant Program,
 - Competitive Florida Partnership,
 - Displaced Homemaker Program,
 - Economic Gardening Business Loan Pilot Program,
 - Economic Gardening Technical Assistance Pilot Program,
 - Florida Enterprise Zone Program,
 - Florida Weatherization Assistance Program,
 - Low-Income Home Energy Assistance Program,
 - Microfinance Guarantee Program,
 - Microfinance Loan Program,
 - New Markets Development Program,
 - Regional Rural Development Grant Program,
 - Rural Community Development Revolving Loan Fund Program,
 - Rural Economic Development Initiative,
 - Rural Infrastructure Fund Grant Program,
 - Small Cities Community Development Block Grant Program, and
 - State Small Business Credit Initiative.

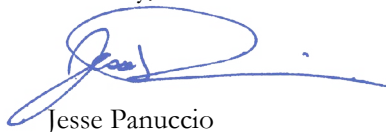
The comprehensiveness of this report would not have been possible without the tireless efforts and work of the planning and partnerships staff members, and the support and contributions of:

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

Additionally, we acknowledge with gratitude the contribution of numerous staff members, public-private partners, and stakeholders in the development of this report. I am especially grateful to Dr. Barbara Foster for her tireless work on this report and so many other projects.

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

Sincerely,



Jesse Panuccio

Enclosure

cc: Bill Johnson, President and CEO, Enterprise Florida, Inc.
Chris Hart, IV, President and CEO, CareerSource Florida, Inc.

DEO Executive Director Jesse Panuccio in Trenton, Florida
touring the Mosquito helicopter factory Composite FX

Photo Credit - DEO Staff





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1. BUSINESS CLIMATE AND ECONOMIC DEVELOPMENT



The future for the Sunshine State continues to shine brightly as the state's economy expands for more than four years running. Florida's unemployment rate continues to drop, its employment rate continues to grow, and per capita income is at an all-time high. Florida is located in the fastest growing part of the United States and at the crossroads of an increasingly global economy. The state has tremendous assets: a large and diverse consumer and labor market; a tradition of imagination and invention; extensive infrastructure and natural resources; and worldwide appeal to workers, retirees, and visitors. Florida's economy is the fourth largest in the U.S. and it ranks third in population size after California and Texas.

Florida's Economic Development Vision, Goals, and Objectives

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

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

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

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

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

Florida's Competitive Position

Florida's economy has grown continuously since 2010. Employment continues to rise, unemployment continues to fall, and businesses continue to expand. Leading Florida's expansion are industries supporting global trade, tourism, technology, professional services, and health services; all industries likely to grow in the coming years. As Florida's economic vision continues to be realized, Florida is transitioning from being a state driven primarily by growth to a state driven by talent, innovation, quality of life, and global connectivity.

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.

All data in Figures 1-4 are provided in calendar years (January-December).

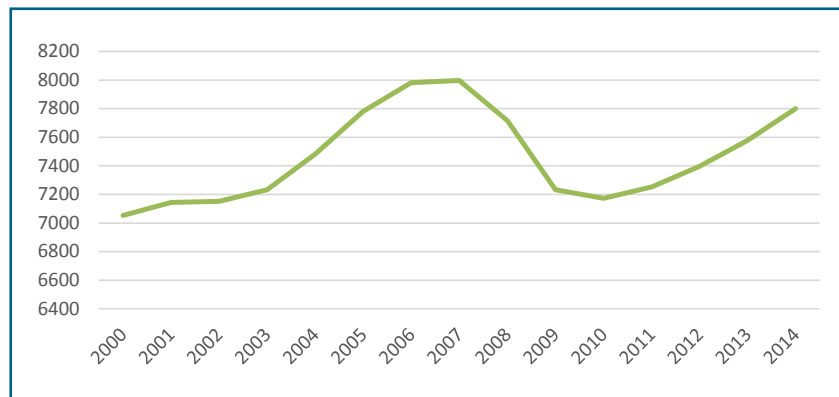
Global Competitiveness

With a gross domestic product (GDP) of \$840 billion in 2014, Florida's economy is the fourth largest in the U.S., and would rank 18th in the world if it were a country. Florida's per capita income estimate of \$42,645 in 2014 ranked Florida 27th in the nation, and is comparable to the per capita income of France. Florida's low cost of living helps to maintain Florida's strong job market and its global competitiveness. Florida's activity and national ranking in the global market has expanded over the past decade, currently ranking Florida second in the nation for international visitors, seventh for state-of-origin exports, sixth for employment in foreign-owned firms, and ninth for state-of-destination imports. The value of Florida-origin exports exceeded \$58 billion in 2014, and is nearly twice the level of the mid-2000s.

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. The leisure and hospitality industry sector leads the state in the percentage of new growth and has created the greatest number of new jobs since job growth resumed in 2010. As of September 2015, Florida's 8,113,900 currently employed workers continue to surpass the previous peak employment level in 2007 of 8,053,300. From the low point of 7,128,000 employed Floridians in 2010, the state has recovered 985,900 jobs.

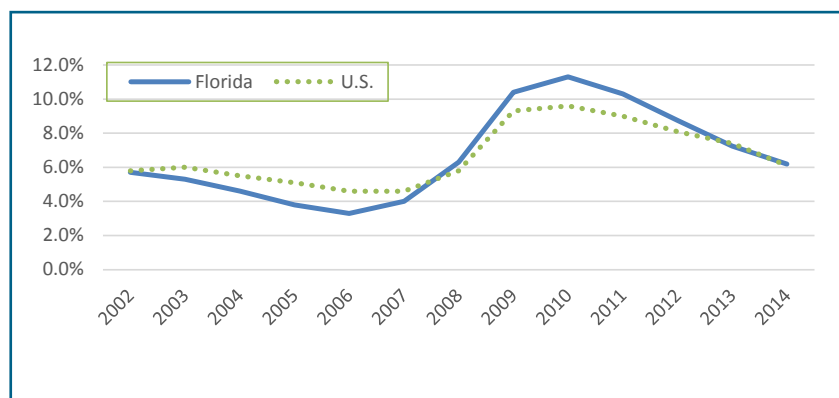
Figure 1. Total Nonagricultural Employment in Florida, 2000 to 2014
(In thousands of jobs)



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

Florida's unemployment rate is tracking at or near the national unemployment rate. As shown in Figure 2, Florida's seasonally adjusted unemployment rate has declined since 2011. Until June 2014, Florida's unemployment rate had been less than or equal to the national rate for 13 consecutive months. When combined with the fact that Florida has a 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.

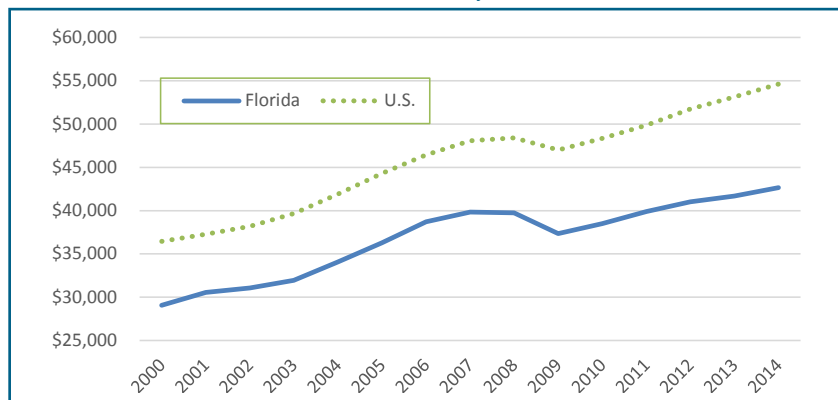
Figure 2. Unemployment Rates in Florida and the United States, 2002 to 2014
(Percent of working population unemployed)



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

In 2014, per capita income reached an all-time high of \$42,645, compared to the national average of \$54,629. Florida ranks 28th in the nation for per capita income. As can be seen in Figure 3, Florida's per capita income trends with the national average, and is 78 percent of the national average. 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 to get a measure of economic well-being for individual workers. In this regard, Florida's per capita disposable personal income as a percentage of U.S. per capita is much higher, at 94 percent of the national average.

Figure 3. Per Capita Income in Florida and the United States, 2000 to 2014
(In Thousands of Dollars)

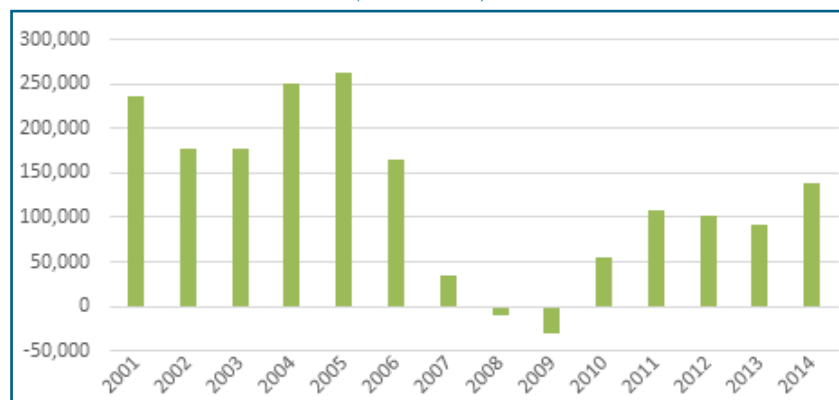


Source: U.S. Department of Commerce, Bureau of Economic Analysis.

Quality of Life

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

Figure 4. Population Growth in Florida; Net Domestic Migration, 2001 to 2014
(In Thousands)



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 7.5 percent from 2013 to 2014. According to Florida Realtors®, the number of days a home remains on the market increased 7.1 percent from 2013 to 2014, but this increase can also be considered a good thing because it is a result of recovering new home construction and new construction-related jobs in Florida. The annual level of new housing unit construction in Florida has more than doubled from its low point in 2009. Additionally, according to the research firm RealtyTrac, Florida's June 2015 foreclosure rate of 1 out of every 423 homes was more than 9.4 percent lower than the June 2014 rate, indicating the doubly-good news that housing units are both more available for buyers and also that the value of existing homes is increasing for current owners.

Expanding job markets and the availability of skills-based training are enabling low-income earners to achieve greater financial stability for themselves and their families. The good news is that Florida's reading and math scores continue to climb. High school and college system graduation rates are continuing to climb, and the overall percentage of Floridians with a college degree exceeded 30 percent for the first time in 2013, the last year for which data are available.

The violent crime rate has dropped over the last decade and a half and in 2013, the last year for which data are available, was more than a third lower than it was during the economy's peak in 2007 and falling. 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.



Director Panuccio and Oldsmar Mayor Doug Bevis helped cut the ribbon at the new Oldsmar BMX track in the City of Oldsmar, Florida.

Photo Credit - DEO Staff

Findings Related to Florida's Five Economic Development Objectives

Florida's economy continued its expansion throughout 2014 and into 2015. Its businesses are growing and quality of life continues to improve for its citizens. The Department of Economic Opportunity (DEO) continues to support the state's economic vision by building on Florida's strengths while supporting efforts to position the state as a leader in the U.S. and internationally. DEO accomplishes its mission by aligning its efforts and collaborating with other statewide agencies, with its public-private partners, with regional economic development partners, and with local communities and governments. Working together, DEO and its partners are furthering the state's efforts to build on the strengths, assets, and resources of Florida's economic regions 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, 43.1 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. Florida's job growth is increasingly driven by growth in the high-wage professional and business services sector and the export-related trade, transportation, and utility service sector. Education and health related jobs requiring certificates and advanced degrees are also increasingly important to Florida's economic future, ranking it fourth nationally in job growth since 2010.

Table 1: Labor Sector Growth Since 2010

Labor Sector	Number of Jobs Added between December 2010 and September 2015	Percent Total of Private Sector Jobs Added	Average Annual Wage
Leisure/Hospitality	209,200	22.23%	\$23,020
Trade/Transportation/Utility	193,200	20.53%	\$40,122
Professional & Business Services	182,400	19.38%	\$54,245
Education & Health Services	140,300	14.91%	\$46,571
Construction	91,200	9.69%	\$43,690
Financial Activities	58,300	6.20%	\$66,169
Other Services	42,700	4.54%	\$32,244
Manufacturing	26,000	2.76%	\$55,520

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

Of the added jobs identified in Table 1:

- 407,000, or 43.1 percent, of the jobs have an average wage greater than \$45,000.
- 691,400, or 73.3 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 objectives call for Florida to:

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

Data related to these objectives are presented in Table 2. As shown in the table, all measures are trending in the desired direction.

Two measures relate to improving employment in Florida. Annual averages of employment are up, and the annual averages for the unemployment rate are down.

The per capita income and annual wages paid measures relate to fostering opportunities for prosperity. Per capita income in 2014 continued to grow from the 2010 level. The average annual wages paid are up from 2010 and more than 43 percent of the jobs created have an average annual wage greater than \$45,000.

Three measures are related to growing Florida's businesses. Florida's gross domestic product is growing, Florida ranks third among the states for net businesses created, and Florida-origin manufacturing shipments are up nearly \$20 billion.

Two measures are related to expanding Florida's share of global commerce. Florida-origin exports and jobs in Florida's 13,250 foreign-owned firms, a measure of direct foreign investment in Florida's economy, have continued to grow since 2010.

Finally, two measures are related to increasing Florida's attractiveness to workers, residents, and visitors. Net domestic migration to Florida and the total number of visitors to Florida are both trending positively. Florida is ranked second in the nation for net domestic migration, reflecting its desirability as a place to live and work. The total number of visitors is up over 16 million in five years, reflecting Florida's continued attractiveness as a destination for tourism.

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

What Matters	Baseline (2010)	Most Recent	U.S. Rank*	Desired Result	Actual Result	How We Are Doing
Objective: Improve Employment in Florida						
Total Employment (annual average)	7.2M (2010)	8.0M (2014)	4	➔	➔	Total employment has grown year over year since 2011.
Unemployment Rate (annual average)	11.3% (2010)	6.7% (2014)	27	➔	➔	Florida's unemployment rate has continually fallen between 2010 and 2014.
Objective: Foster Opportunities for Prosperity for all Floridians						
Per Capita Income	\$38,493 (2010)	\$42,645 (2014)	28	➔	➔	Per capita income grew between 2010 and 2014.
Average Annual Wage	\$41,581 (2010)	\$44,051 (2014)	30	➔	➔	Average annual wages grew between 2010 and 2014.
Objective: Grow Florida Businesses						
Gross Domestic Product	\$728.0B (2010)	\$839.9B (2014)	4	➔	➔	GDP has grown continually since 2010.
Net Business Creation	-1,023 (2010)	+12,283 (2014)	3	➔	➔	Florida ranks third among the states for net business creation.
Value of Florida-Origin Manufacturing Shipments	\$87.4B (2010)	\$101.3B (2013)**	24	➔	➔	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)	\$58.6B (2014)	7	➔	➔	Florida-origin exports are growing.
Jobs at Foreign-Owned Firms	232,900 (2010)	238,600 (2011)**	6	➔	➔	Manufacturing accounts for 23% of jobs in the 13,250 foreign-owned companies investing in Florida.
Objective: Increase Florida's Attractiveness to Workers, Residents, and Visitors						
Net Domestic Migration	55,000 (2010)	138,546 (2014)	2	➔	➔	Florida ranks second nationally for net domestic migration after much-larger Texas.
Total Visitors	82.3M (2010)	98.8M (2014)	NA	➔	➔	Up over 16 million since 2010, including both domestic and international visitors.

*(1 = best, 50 = worst)

** The last year for which data are available.

The Florida Strategic Plan for Economic Development

In 2011, the Legislature directed the Department of Economic Opportunity to develop “a 5-year statewide *Strategic Plan*” through s. 20.60(4), Fla. Stat. The *Florida Strategic Plan for Economic Development* establishes the framework for coordinated action by agencies and organizations statewide to improve Florida’s economic competitiveness and to facilitate job creation for Floridians. The Division of Strategic Business Development formally delivered the *Strategic Plan* to the Governor and Legislative leadership in 2013. It was developed by DEO in partnership with CareerSource Florida, Inc., Enterprise Florida, Inc., and the Florida Department of Transportation, along with more than 3,000 state-wide and local planning entities and stakeholders. The *Strategic Plan* supports the Governor’s three economic development priorities of: promoting economic development and job creation, improving education, and maintaining an affordable cost of living in Florida. The *Strategic Plan* supports DEO in its mission to continually position Florida to be a leader in the U.S. and internationally by building on the state’s many strengths and reflecting global best practices.

The *Strategic Plan* reflects Florida’s economic development vision that the state will have the nation’s top performing economy and be recognized as the world’s best place to live, learn, play, work, and do business. Supporting the state’s economic development vision are three goals, five actionable objectives, and 29 strategies identified to achieve the goals and objectives. These are shown in Figure 5.

The *Strategic Plan* provides a planning framework and strategic direction for economic development. It is intended to guide policies and planning in Florida’s state agencies, and encourage them to identify their own roles in economic development. The *Strategic Plan* emphasizes collaborative action and does not replace individual agency strategic or business plans. The *Strategic Plan’s* framework, language, and template are intended to be used as a common frame of reference for planning by agencies and local and regional stakeholders. For example, all 29 strategies:

- Support the public and private economic development work of the state, regional, and local entities.
- Depend on private and public partnerships across Florida to be successful.
- Align with agency planning and program efforts as well as efforts by public and private organizations.

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

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

Figure 5: Overview of the Strategic Plan

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:	<ul style="list-style-type: none">• 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:	<ul style="list-style-type: none">• 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					
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	Innovation & Economic Development	Infrastructure & Growth Leadership	Business Climate & Competitiveness	Civic & Governance Systems	Quality of Life & Quality Places
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	9. Strengthen Florida’s leadership in expanding and emerging talent and innovation clusters and transitioning established clusters to serve new markets.	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.	18. Revise permitting, development, and other regulatory processes to meet changing business needs and provide a predictable legal and regulatory environment.	24. Support and sustain statewide and regional partnerships to accomplish Florida’s economic and quality of life goals.	27. Create and sustain vibrant, safe, and healthy communities that attract workers, residents, businesses, and visitors.
6. Develop an integrated pre-K through career education system to prepare students for becoming successful workers or entrepreneurs.	10. Grow, sustain, and integrate efforts related to research and development, technology transfer and commercialization, and capital to create, nurture, and expand innovation businesses.	14. Develop and maintain multimodal, interconnected trade and transportation systems to support a prosperous, globally competitive economy.	19. Ensure state, regional, and local agencies provide collaborative, seamless, consistent, and timely customer service to businesses and workers.	25. Improve the efficiency and effectiveness of government agencies at all levels.	28. Ensure Florida’s environment and quality of life are sustained and enhanced by future growth plans and development decisions.
7. Lead the nation in science, technology, engineering, and mathematics (STEM) research, education, and market-relevant technical skills	11. Expand the number of Florida businesses selling goods and services internationally, and diversify the markets they serve.	15. Develop and maintain a cutting-edge telecommunications infrastructure.	20. Reduce barriers to small/minority business and entrepreneurial growth.	26. Invest in strategic statewide and regional economic development priorities.	29. Promote, develop, protect, and leverage Florida’s natural, art, and cultural assets in a sustainable manner.
8. Expand access to education and training programs for talent in distressed markets.	12. Brand and consistently market Florida as the best state for business.	16. Ensure the future supply and quality of water to meet Florida’s economic and quality of life goals.	21. Expand opportunities for access to capital for businesses throughout their life-cycle.		
		17. Develop and maintain diverse, reliable, and cost effective energy sources and systems to meet Florida’s economic and environmental goals.	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.		

DEO Implementation of the *Strategic Plan*

DEO identified seven tactics and 26 supporting metrics which support and implement 24 of the 29 *Strategic Plan* strategies. DEO's performance tactics support the Department's five objectives which are stated in Figure 5.

The seven DEO tactics incorporated in the *Strategic Plan* are:

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

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

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

DEO's vision, goals, objectives, metrics, and ongoing activities align with the vision and economic development strategies contained within the *Strategic Plan*. DEO activities support implementation of 27 of the 29 *Strategic Plan* strategies, and each program division identified at least 19 strategies each is supporting. Table 3 provides a summary of the number of recorded DEO activities currently implementing each strategy or groups of strategies. Some activities implement multiple strategies, and are counted more than once.

Table 3: Number of DEO Activities in Support of Implementation of the *Strategic Plan*

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

* Totals include sum of tactics for the included strategies

Statewide Implementation of the *Strategic Plan*

The Division of Strategic Business Development remains focused on increasing implementation of the *Strategic Plan's* 29 strategies throughout Florida. The *Strategic Plan* includes an Appendix developed through the collaborative efforts of 15 state level agencies and organizations and their appointed Economic Development Liaisons. It was requested by the Executive Office of the Governor as the initial action in *Strategic Plan* implementation. The Appendix includes tactics these agencies and organizations are implementing that are supportive of the plan strategies, and the metrics of success for each tactic they report on regularly. Performance reporting on *Strategic Plan* implementation is provided quarterly to the Division of Strategic Business Development. These tactics were identified by the state agencies and statewide organizations through their appointed Economic Development Liaisons. 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 Division of Strategic Business Development staff members.

Additionally, new agencies have begun to develop tactics and metrics to implement the *Strategic Plan*. In 2015, the Department of Juvenile Justice (DJJ) appointed its first Economic Development Liaison and began the process of developing implementation tactics and metrics. This process has been helpful internally to their agency, as it further develops an awareness of the important role DJJ has in the state's economic development within the context of its statutory charge and the agency's mission.

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 vast majority of the performance standards for 69 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*.

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

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

All 15 state agencies and organizations currently with Economic Development Liaisons have identified tactics that implement the strategic goals, objectives, and many strategies of the *Strategic Plan*.

Table 4: Number of Strategic Plan Strategies Supported by Agency and Organization Tactics

Organization	Number of Tactics	Number of Implemented Strategies						
		Cross Cutting Strategies	Talent Supply & Education	Innovation & Economic Development	Infrastructure & Growth Leadership	Business Climate & Competitiveness	Civic & Governance Systems	Quality of Life & Quality Places
CareerSource Florida, Inc.	1	1	2	0	0	0	2	1
Department of Business and Professional Regulation	5	0	0	0	0	11	5	1
Department of Economic Opportunity	7	22	16	18	6	19	18	10
Department of Education	7	0	10	0	0	0	0	0
Department of Environmental Protection	5	2	0	2	1	6	4	5
Department of Health	4	0	0	0	0	2	4	4
Department of Management Services	4	1	0	1	1	2	3	0
Department of Revenue	8	1	3	0	0	12	11	0
Department of State	6	4	5	3	0	8	4	4
Department of Transportation	5	10	0	6	10	0	8	3
Enterprise Florida, Inc.	6	12	0	3	0	0	2	4
Florida Fish and Wildlife Conservation Commission	3	3	2	2	0	1	2	5
Florida's Regional Planning Councils	6	15	5	2	7	8	10	11
Water Management Districts	2	4	0	0	3	2	1	2
Total	69	75	43	37	28	71	74	50

As shown in Table 4, from March 2013 through December 2014 (some reports covered earlier time periods due to varying reporting cycles), the initial 14 agencies and organizations with EDLs reported where their tactics and metrics fell along the four cross-cutting strategies and the six areas. Many of their reported activities support more than one strategy. Overall:

- 75 tactics fell under the *Strategic Plan's* four cross-cutting strategies.
- 43 tactics fell under the four Talent Supply and Education strategies.
- 37 tactics fell under the four Innovation and Economic Development strategies.
- 28 tactics fell under the five Infrastructure and Growth Leadership strategies.
- 71 tactics fell under the six Business Climate and Competitiveness strategies.
- 74 tactics fell under the three Civic and Governance Systems strategies.
- 50 tactics fell under the Quality of Life and Quality Places strategies.

Problems, Challenges, Opportunities, and Recommendations

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

Table 5: Efforts Addressing Statewide Economic Development Challenges

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

Statewide Recommendations

The aspirational vision, goals, and objectives for economic development in Florida are defined in the *Florida Strategic Plan for Economic Development* along with the 29 strategies for achieving them. Its four overarching or cross-cutting strategies are critical elements of the state's economic development effort and are helping Florida accomplish the vision and goals defined by the *Strategic Plan*.

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

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

- Align state agencies to enable coordinated action: Florida's Governor and Legislature recognized the importance of these partnerships in 2011 when they combined the agencies responsible for community, workforce, and economic development into DEO (see s. 20.60, Fla. Stat.). To further the alignment process, 15 state-level agencies and organizations have designated 31 Economic Development Liaisons (see s. 288.021, Fla. Stat.) to respond quickly to economic opportunities and to coordinate policies and investments to position the state for long-term growth and competitiveness.
- Align state, regional, and local partners around a common vision and goals: State agencies must work in concert with regional and local partners such as economic development organizations, regional planning councils, Florida's 24 Local Workforce Development Boards, and chambers of commerce. To achieve and guide this alignment, the *Strategic Plan* framework is based on the Six Pillars of Florida's Future Economy™. This framework was developed by the Florida Chamber Foundation. It identifies the key drivers of Florida's future economy using common language and indicators to facilitate partner collaboration. The Six Pillars were also adopted by the Florida Association of Counties, the 10 regional planning councils (Florida's federal economic development districts), regional partnerships, and individual localities across the state.

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

Competitive economies today are characterized by geographic concentrations of interconnected businesses and skilled labor in related fields. Florida should make cluster development the centerpiece of its economic development strategy and address clusters' opportunities and needs by working with each region to identify key clusters and by aligning education, training, research, infrastructure, regulations, and other public policies and investments. Emphases should include:

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

Ultimately, implementation of this strategy will continue growing regional talent and innovation clusters that will reflect concentrations of leading-edge businesses, skilled labor, and supporting institutions in the same geographic locations.

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

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

Looking to the future, the state should work to build this statewide megaregion by focusing on key industry clusters present in multiple regions, helping create and support interregional partnerships, and improving transportation and communications connectivity across regions. The state also should take the lead in coordinating with neighboring states on economic development opportunities that cross state boundaries. Examples include the single brand of the Aerospace Alliance, which includes Alabama, Florida, Louisiana, and Mississippi (<http://www.aerospacealliance.com>); another is the Southeast Tourism Society, which focuses on increasing tourism within the Southeast region (<http://www.escapetotheseast.com>).

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

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

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

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

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



DEO Executive Director Jesse Panuccio touring Florida Polytechnic in Lakeland, Florida with Sean Malott, the Director of Industry Partnerships.

Photo Credit - DEO Staff

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



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

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

DEO At-A-Glance

Agency Vision

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

Agency Mission

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

Agency Goals and Objectives

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

- Objective 1.1. Provide financial assistance and support (e.g., grant awards, incentives, loans, emergency services, self-sufficiency programs, weatherization activities) to people eligible for Reemployment Assistance, communities and local governments, and businesses.
- Objective 1.2. Provide technical assistance and information (e.g., community and competitiveness planning, public awareness, film and entertainment production) that help businesses and communities improve their local economies and their quality of life.
- Objective 1.3. Provide workforce development, training, and placement services that meet the needs of Florida businesses and job seekers.

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

- Objective 2.1. Ensure accountability and quality of DEO programs, services, and partnerships through prioritization, planning, performance measurement and support, reporting, and auditing.
- Objective 2.2. Improve collaboration and alignment among state, regional, and local entities toward the state's economic development vision.

DEO's Statutory Charge

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

- s. 20.60(4)(b), Fla. Stat. Recruit new businesses to this state and promote the expansion of existing businesses by expediting permitting and location decisions, worker placement and training, and incentive awards.
- s. 20.60(4)(c), Fla. Stat. Promote viable, sustainable communities by providing technical assistance and guidance on growth and development issues, grants, and other assistance to local communities.
- s. 20.60(4)(c), Fla. Stat. Ensure that the state's goals and policies relating to economic development, workforce development, community planning and development, and affordable housing are fully integrated with appropriate implementation strategies.
- s. 20.60(4)(e), Fla. Stat. Manage the activities of public-private partnerships and state agencies in order to avoid duplication and promote coordinated and consistent implementation of programs in areas including, but not limited to, tourism; international trade and investment; business recruitment, creation, retention, and expansion; minority and small business development; rural community development; commercialization of products, services, or ideas developed in public universities or other public institutions; and the development and promotion of professional and amateur sporting events.
- s. 20.60(4)(f), Fla. Stat. Coordinate with state agencies on the processing of state development approvals or permits to minimize the duplication of information provided by the applicant and the time before approval or disapproval.



DEO Executive Director Jesse Panuccio talks to Ashley Terrie at the DEO Annual Take Your Sons and Daughters to Work Day.

Photo Credit - DEO Staff

Addressing DEO Priorities

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

The Department of Economic Opportunity's priority setting process is illustrated in Figure 6. The figure displays the two-way relationships between the Governor's and DEO executive leaders' priorities with DEO's core mission and operations, as well as with DEO's key support units. External factors also contribute to the formulation of DEO's executive direction, such as: legislative priorities, federal funding priorities and requirements, and the strategy recommendations contained within the *Florida Strategic Plan for Economic Development*.

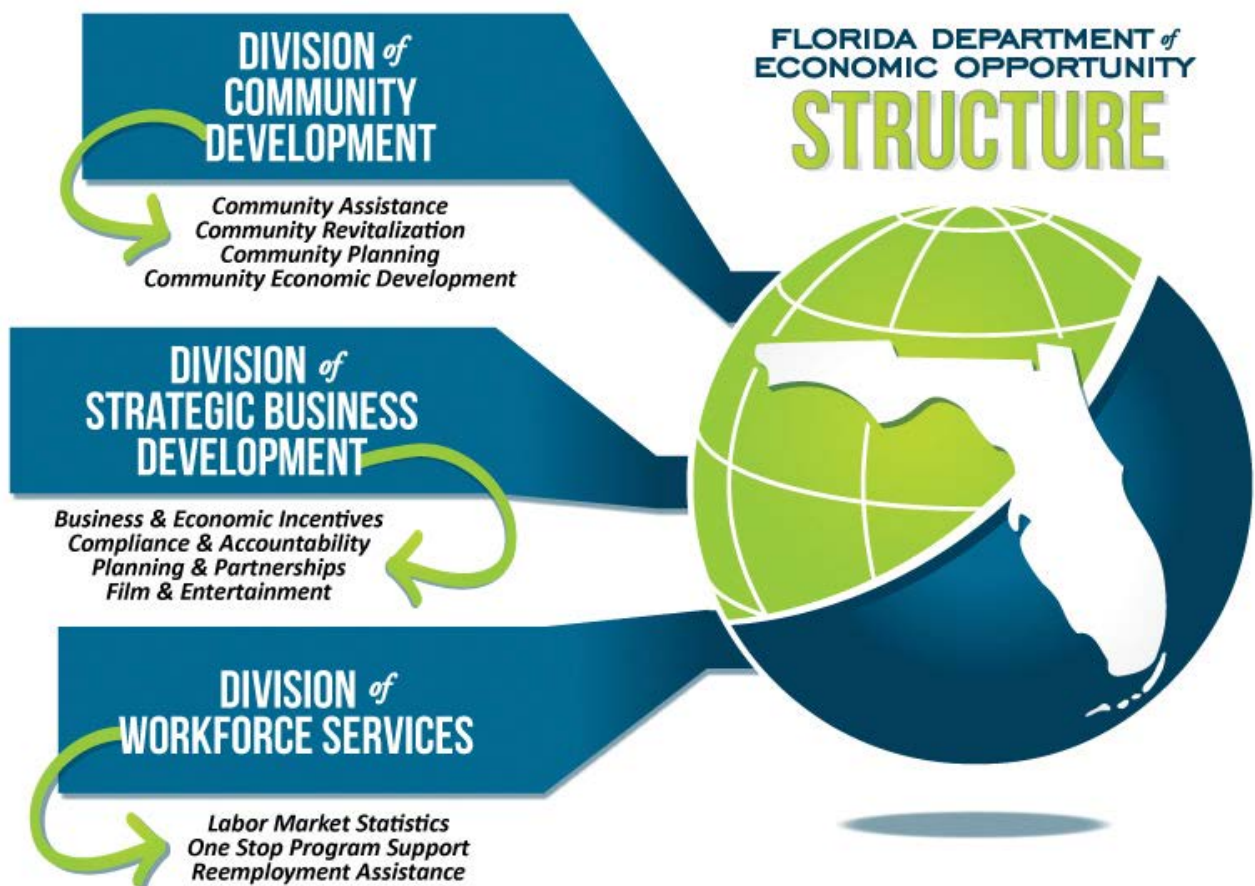
Figure 6: DEO Priority Setting Process



DEO's Organization and Collaborations

DEO continues to implement goals, objectives, and metrics aligned with the Department's commitment to its statutory charge. For example, within the Division of Strategic Business Development, policies and procedures are being implemented to bolster Florida's competitiveness with other states while ensuring transparency and accountability for Florida's taxpayers. Within the Division of Community Development, targeted technical assistance and support are being provided to small and rural communities and small businesses. Within the Division of Workforce Services, policies and programs are furthering the availability of a skilled workforce to meet the current and future needs of Florida's employers. DEO's organizational structure is shown in Figure 7.

Figure 7: DEO Organizational Structure



Working collaboratively, DEO's three program divisions and six statutorily identified public-private partners have the best opportunities for positioning Florida for future growth and prosperity. In supporting the work of these six public-private partnerships:

- The Division of Community Development partners with the Florida Housing Finance Corporation.
- The Division of Strategic Business Development partners with Enterprise Florida, Inc., the Institute for the Commercialization of Public Research, Space Florida, and VISIT FLORIDA.
- The Division of Workforce Services partners with CareerSource Florida, Inc.

DEO's programs and collaborations include its six public-private partners, 15 state agencies, and many regional and local entities. Selected examples of DEO collaborative efforts include:

- DEO and its public-private partners are serving in leadership roles to provide coordination of decision-making related to economic development.
- DEO's Divisions of Community Development and Strategic Business Development work closely with Enterprise Florida, Inc. (EFI) to further Florida's economic development vision. For example, the U.S. Department of Treasury's State Small Business Credit Initiative, administered by DEO in partnership with EFI, provides needed access to capital for small businesses in Florida. DEO staff members are serving on the initiative's Loan Guarantee, Loan Participation, and Venture Capital work groups.
- DEO continues its commitment to efficiency, accountability, and transparency with the development and support of the Economic Development Incentives Portal in collaboration with EFI.
- DEO's Division of Strategic Business Development and EFI have collaborated to strengthen the procedures and fiscal accountability efforts for awarding incentives to businesses that are being recruited, retained, and expanded in Florida. Additionally, a Salesforce™ software platform enables EFI and DEO to share marketing, contract development, and contract performance information about companies participating in Florida business development incentives programs.
- The Division of Strategic Business Development supports the efforts of all three program divisions and partners to engage and support 15 state agencies and organizations through their 31 Economic Development Liaison representatives. These liaisons promote awareness and implementation of the *Florida Strategic Plan for Economic Development* within their respective agencies, and support cross-agency cooperation necessary for promoting both a strong business climate and competitiveness. All of the agencies and organizations with appointed liaisons are implementing four or more strategies contained in the *Strategic Plan*, and are reporting progress to DEO on a regular basis.
- The Division of Community Development initiated Florida Microfinance Loan and Loan Guarantee Programs in January 2015 to help provide entrepreneurs and small businesses in Florida access to credit.
- Using federal funding, the DEO Bureau of Labor Market Statistics, housed within the Division of Workforce Services, developed a Web-based Florida Occupational Supply/Demand System that launched in 2014 and is being deployed this year with the Local Workforce Development Boards. The system is designed to improve education and training alignment to better meet the hiring needs of the business community.
- DEO's Division of Workforce Services, through its contracts and partnerships with the 24 Local Workforce Development Boards, lends support to regional workforce development efforts. These include regularly assessing the workforce skills needed to support key talent and industry clusters; and identifying, expanding, and sustaining effective programs that develop or retain workers within the state.
- The Division of Workforce Services was integrally involved with the Workforce Innovation and Opportunity Act (WIOA) Task Force. Its purpose was to develop and support recommendations to implement the federal law. The task force was led by CareerSource Florida, Inc.
- Through the Employ Florida Marketplace and the Reemployment Assistance Claims and Benefits Information System, CareerSource Florida, Inc., and DEO's Division of Workforce Services are providing opportunities for people to learn about available jobs as well as helping them match their skills to job vacancies with more streamlined services and communication.

DEO's Division of Strategic Business Development

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

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

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

The Division works with its public-private partners to accelerate Florida's economic development (see Figure 8). Through these partnerships, the state's limited resources are better leveraged to: remove existing barriers to job creation; find creative planning solutions; and improve Florida's capacity to attract, retain, and expand business.

Business Climate and Competitiveness, Innovation and Economic Development, and Civic and Governance Systems are three of the Six Pillars of Florida's Future Economy™. Holistically, these pillars are addressed through the collective and collaborative work of Strategic Business Development, with DEO's other divisions and public-private partners, and many other public and private entities across Florida.

Figure 8: SBD Partners and Affiliations

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



Table 6: Efforts Addressing Strategic Business Challenges

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

Table 7 shows the performance of the Division of Strategic Business Development for measures included in the DEO Long Range Program Plan (LRPP) for state Fiscal Year (FY) 2014-2015 (which runs July 1-June 30). The measures cover selected services offered by the Division of Strategic Business Development in strategic program areas. For example, results show 100 percent of incentives applications approved in less time than required by statutes, no findings of material weakness in any of the independent audits conducted on their programs, and 100 percent of public-private partners implementing one of more strategies in the *Florida Strategic Plan for Economic Development*.

Table 7: Division of Strategic Business Development LRPP Performance Measures and Results

SBD LRPP Measures	FY 2014-2015 Results
The number and percent of the public-private partners implementing one or more strategies in the <i>Florida Strategic Plan for Economic Development</i> .	4 Partners 100.0% Implementation
The percent of public-private partner agreement management deadlines completed in less time than required by agreement time limits.	93.1%
The number and percent of productions assisted by the Office of Film and Entertainment resulting in business and employment in Florida.	1,362 Productions 76.0% Resulting in FL business
The percent of incentives applications approved in less time than required by statutes.	100.0% Approved
The percent 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.	0.0%

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

DEO IN ACTION

Through a strong partnership between Enterprise Florida, Inc., DEO, CareerSource Florida, Inc., the City of Coral Springs, Broward County, and the Greater Fort Lauderdale Alliance, Florida was able to attract the new HOERBIGER manufacturing facility. HOERBIGER, a producer of compressor components, drive technology, and automation technology in the US for over 50 years, opened its new manufacturing facility in Coral Springs, Florida. The facility will create 420 new jobs, generate a \$43.1 million capital investment, and retain 277 employees in Broward County.



Florida Governor Rick Scott speaks at the new HOERBIGER manufacturing facility in Coral Springs.

More information about incentives administered by the Division of Strategic Development may be found by accessing the portal at: <http://www.floridajobs.org/office-directory/division-of-strategic-business-development/economic-development-incentives-portal>. The annual incentives report for 2015 will be available in January 2016, and may be accessed at: <http://www.floridajobs.org/news-center/reports-and-legislative-presentations>.



Ground breaking for the Institute for Human and Machine Cognition new research facility located in Pensacola, Florida.

Photo Credit - DEO Staff

Florida Enterprise Zone Program

Enterprise Zone incentives are established in s. 290.007, Fla. Stat. An enterprise zone is a specific geographic area targeted for economic revitalization based on factors such as population, poverty rate, and economic distress. The Florida Enterprise Zone Program is administered within the Bureau of Business and Economic Incentives. The program offers:

- Corporate and sales tax credits to businesses located in enterprise zones for hiring residents of the zones.
- Sales tax refunds for building materials and business equipment purchased for use in the zone.

New and expanding businesses located in an enterprise zone are eligible for the incentives. The Florida Enterprise Zone Program will sunset on December 31, 2015.

More information about enterprise zones can be found on the Enterprise Florida Web site at: http://www.eflorida.com/Enterprise_Zones.aspx?id=286. The Annual Report for the Florida Enterprise Zone Program which includes local Enterprise Zone Development Agencies activities and incentives approved within Florida's 65 enterprise zones may be found at: <http://www.floridajobs.org/news-center/reports-and-legislative-presentations>.

Table 8 provides the total amounts of state incentives approved by the Department of Revenue for the last four fiscal years.

Table 8: Enterprise Zone Incentives Approved by the Department of Revenue for State FY 2011-2012 Through FY 2014-2015

Enterprise Zone Incentives	FY 2014-2015 Approved Amount	FY 2013-2014 Approved Amount	FY 2012-2013 Approved Amount	FY 2011-2012 Approved Amount
Building Materials Sales Tax Refund	\$1,368,183	\$1,194,130	\$632,604	\$2,462,136
Business Equipment Sales Tax Refund	\$1,382,506	\$1,561,399	\$850,027	\$1,228,479
Jobs Corporate Income Tax Credit	\$2,906,695	\$4,237,163	\$4,663,263	\$4,455,624
Jobs Sales Tax Credit	\$7,674,158	\$6,831,758	\$7,035,555	\$7,887,040
Property Corporate Income Tax Credit	\$591,365	\$1,191,181	\$2,275,522	\$1,022,199
Sales Tax Exemption for Electrical Energy	\$376,994	\$751,485	\$842,710	\$900,476
Annual Totals	\$14,299,901	\$15,767,116	\$16,299,681	\$17,955,954

Table 9 provides information about the impact of enterprise zone incentives for a six-year period. These include the number of new businesses and jobs created within the enterprise zones along with a count of the number of business receiving technical assistance during the year.

Table 9: Enterprise Zone Impacts for State FY 2009-2010 Through FY 2014-2015

Fiscal Year	# New Businesses	# New Jobs Created	Businesses Receiving Technical Assistance	State EZ Incentives Approved	Local EZ Incentives Approved
2014/15	2,666	8,316	8,243	\$14,299,901	\$11,720,175
2013/14	6,065	12,982	11,151	\$15,767,116	\$11,373,610
2012/13	5,306	16,621	6,989	\$16,299,681	\$53,140,856
2011/12	4,500	11,602	9,014	\$17,955,954	\$56,586,962
2010/11	4,103	11,559	5,618	\$22,950,900	\$33,091,214
2009/10	7,559	6,784	9,056	\$67,602,482	\$19,975,176
Totals	30,199	67,864	50,071	\$154,876,034	\$185,887,993

Enterprise Florida, Inc.

Established in s. 288.901, Fla. Stat. in 1992, and empowered by its ability to capitalize on private and public sector expertise, Enterprise Florida, Inc. (EFI) serves as the principal economic development organization for the state. Its role is to provide leadership for business development in Florida by aggressively marketing the state as the world's prime location for business creation, expansion, and retention.

As of July 1, 2011, the Florida Sports Foundation, Inc. became a division within EFI and serves as the Sports Industry Development Division of Enterprise Florida, Inc. At the same time, the Florida Commission on Tourism was abolished, and VISIT FLORIDA became a direct-support organization of EFI and is incorporated as a private, not-for-profit organization, as defined in section 501(c)(6) of the IRS Code. The Division of Tourism Marketing, created within EFI, is staffed by VISIT FLORIDA and the President and Chief Executive Officer (CEO) of VISIT FLORIDA serves without compensation as the director of the Enterprise Florida/Division of Tourism.

In addition to working with CareerSource Florida, Inc., the Institute for the Commercialization of Public Research, the Florida Sports Foundation, Space Florida, and VISIT FLORIDA, EFI collaborates with DEO to increase private investment to advance economic opportunities in international and domestic trade, minority-owned businesses, professional and amateur sports teams and events, and rural and urban communities.

The Division's continued collaboration with, and support to, EFI is yielding tangible benefits for Floridians. Working with its community partners, EFI's activities have created renewed interest in the state both nationally and internationally. EFI and its partners produced the following results in FY 2014-2015:

- 33,433 total jobs were proposed to be created, of which 20,734 jobs were proposed by businesses receiving incentives.
- Projected export sales of more than \$918 million were attributable to EFI international development activities.
- The Florida Sports Foundation awarded \$2.5 million for 127 grants during FY 2014-2015. The projected economic impact for these awards is \$606.0 million with more than 650,000 out-of-state visitors projected.
- The Florida Defense Support Task Force awarded \$2.2 million in nine grants to local defense communities to protect Florida's military installations and missions.
- EFI assisted 45 small or minority businesses with financing and invested \$26.3 million in funding through the State Small Business Credit Initiative.

Table 10 shows the Enterprise Florida, Inc. performance measures, standards, and results included in its agreement with DEO. These data cover state FY 2014-2015 performance across five major areas: business development; international trade; marketing Florida; minority and/or small business, entrepreneurship, and capital; and Florida sports. More information about EFI can be found at <http://www.eflorida.com/>. A copy of the most recent EFI Annual Report for 2015 can be found at <http://www.floridajobs.org/news-center/reports-and-legislative-presentations>.

DEO IN ACTION

In FY 2014-2015, the Florida Sports Foundation, a division within EFI, awarded 127 grants that produced more than \$606 million in out-of-state and international economic impact and brought more than 670,000 new visitors to Florida. The Florida Sports Foundation partnered with the Amateur Athletic Union (AAU) and Visit Orlando to host the 42nd Annual AAU Girls' Junior National Volleyball Championships. They were held at the Orange County Convention Center and the ESPN Wide World of Sports Complex on June 15-26, 2015. An estimate of 27,000 players played on 183 courts with 100,000 spectators and 400 college coaches watching 12,000-plus matches, creating more than \$41 million in new out-of-state and international economic impact. More than 90,000 hotel room nights were booked in Central Florida for the event. The event even earned a spot in the Guinness Book of World Record as the largest volleyball event in the world.



Table 10: Enterprise Florida, Inc. Performance Measures for State FY 2014-2015

Performance Measures FY 2014-2015	Total	Performance Standards
1. Business Development: Proposed Job Creation		
Total number of proposed jobs to be created by businesses assisted by Enterprise Florida:	33,433	27,500
In rural communities.	503	800
In distressed urban communities.	2,322	2,300
By international businesses.	1,538	1,400
By small (<500 employees) and/or minority businesses.	15,026	12,000
With incentives.	20,724	18,000
2. International Trade: International Trade Assistance		
Number of Florida based businesses assisted by Enterprise Florida, Inc. for international trade.	3,840	2,250
Number of companies with export sales attributable to activities conducted by Enterprise Florida, Inc.	352	215
Amount (US dollar value) of projected export sales attributable to the activities conducted by Enterprise Florida, Inc.	\$918,732,619	\$675,000,000
3. Marketing Florida		
The number of projects opened, the key measure of response to pro-business marketing efforts by those who can make or influence the decision to place or expand a business in Florida.	433	405
4. Minority and/or Small Business, Entrepreneurship, and Capital		
Number of businesses that received financial assistance.	66	45
Amount (US dollar value) of funds invested.	\$26,321,000	\$17,000,000
5. Florida Sports		
Economic impact to communities as a result of Florida Sports Foundation hosting of Florida Senior Games and Florida Sunshine State Games (in-state).	\$8,810,366	\$7,000,000
Number of participants (athletes and families) at the FL Senior Games and FL Sunshine State Games (in-state).	50,678	40,000
Economic impact to communities as a result of Florida Sports Foundation's funding of Regional and Major Grant Events (out-of-state).	\$508,148,077	\$200,000,000
Number of attendees at Regional and Major Grant Events (out-of-state).	570,197	300,000

Institute for the Commercialization of Public Research

The Institute for the Commercialization of Public Research (Institute) was established in 2007 by s. 288.9625, Fla. Stat. to stimulate growth in the science and technology industry. The purpose of the Institute is to assist in the commercialization of products developed by the research and development activities of publicly supported colleges, universities, research institutes or organizations, as well as those of innovation businesses, as defined in s. 288.1089, Fla. Stat. The Institute assists its research partners with new company formation and development, and showcases Florida's innovation inventory to pair commercially-viable discoveries with management and capital. This activity results in new companies and products that improve and save lives. The Institute delivers both company support services and seed capital funding programs.

Companies funded through the Seed Capital Accelerator Program and the Florida Technology Seed Capital Fund have leveraged state funding to raise as much as three to four times the amount of their state funding in private investment capital. According to a study conducted by the Washington Economics Group:

- The FY 2014-2015 overall economic impacts of the Institute were almost \$169 million, an increase of 55 percent over FY 2013-2014.
- The Institute's overall economic impacts during the last five-years were \$379 million, as compared to \$210 million for the previous four years from 2011- 2014 combined, an increase of \$169 million or 80 percent in just one year.

More information about the Institute may be found at: <http://www.florida-institute.com>. A copy of the Institute's Annual Report may be found at: <http://www.floridajobs.org/news-center/reports-and-legislative-presentations>.

Table 11 shows the performance on measures for the Institute during state FY 2014-2015. During the fiscal year, the Institute engaged with 28 research partners statewide; supported the formation and development of 32 new companies; reported a capital investment of approximately \$28 million; and implemented 20 *Strategic Plan for Economic Development* strategies.

DEO'S PUBLIC PRIVATE PARTNERS IN ACTION

The Institute for the Commercialization of Public Research made \$500,000 available to the Miami-based Vigilant Biosciences, a 10-person life sciences technology firm that has created the *OncAlert Oral Cancer Risk Assessment System*. The system is based on patented technology that detects specific protein markers known to indicate an elevated risk for oral cancer, even prior to the observation of visual or physical symptoms.



Photo Credit -
Patrick Farrell - Miami Herald Staff

Vigilant Biosciences founder Matthew H.J. Kim and Dr. Elizabeth Franzmann look at an OncAlert test prototype in Miami.

Table11: Institute for the Commercialization of Public Research Performance Measures for State FY 2014-2015

Performance Measures	FY 2014-2015 Results	Standards
Number of research entities assisted by the Institute for the Commercialization of Public Research.	<p>Through the Entrepreneurs in Residence, the Institute engaged with 28 research partners statewide:</p> <ul style="list-style-type: none"> • Doolittle Institute • Embry Riddle Aeronautical University • Florida A&M University • Florida Atlantic University • Florida Gulf Coast University • Florida Hospital • Florida Institute of Technology • Florida International University • Florida State University • Gulf Coast State College • Institute for Human and Machine Cognition • Max Planck Institute Florida • Mayo Clinic • Moffitt Cancer Center • Mote Marine Laboratory and Aquarium • NASA • Nova Southeastern University • Roskamp Institute • Sanford Burnham Medical Research Institute • Scripps Florida • Torrey Pines Institute for Molecular Studies • University of Central Florida • University of Florida • University of Miami • University of North Florida • University of South Florida • University of West Florida • Vaccine & Gene Therapy Institute. 	20 Research partners
Number of businesses created and their respective industries covered.	<p>The Institute supported 32 new companies' formation and development:</p> <ul style="list-style-type: none"> • Zone2 Studios – Information Technology • Achedemia – Life Sciences • Advanced fpat Imaging, Inc. – Life Sciences • Aegle Therapeutics – Life Sciences • Aerosonix, LLC – Life Sciences • Alzyn, LLC – Life Sciences • Applicotpe, LLC – Life Sciences • Auxadyne, LLC – Life Sciences • Aviana Molecular Technologies – Life Sciences • AzPure, LLC – Environmental Purification • EyeLife, Inc. – Life Sciences • Genetic Networks – Life Sciences • Gladigen, Inc. – Life Sciences • HealthShares – Information Technology • Hesperos – Life Sciences • Hybridasol – Manufacturing • infinitD – Software • Information Innovations – Software • Intecrowd – Information Technology, Software • Kairos – Software • Kynder Medical Solutions – Medical Devices • Leaderly/Hire Engagement Technologies – Software • Medical Device Investments, Inc. – Life Sciences • MESTALab – Engineering • Multiplex – Software • NeuroSense – Life Sciences • Next-Gen Therapeutics, Inc. – Life Sciences • Partnering in Innovation, Inc. – Energy • Polyceutics – Life Sciences • Radcalfe, LLC – Information Technology • Socialscore – Software • Speaker Jet Flight – Software • VitalMetric, LLC – Life Sciences • VX Audio, Inc. – Software 	24 Businesses
Total amount of capital investment.	Approximately \$28.08 million	\$4 Million
Number of strategies in the <i>Florida Statewide Strategic Plan for Economic Development</i> being implemented.	20 Strategies	20 Strategies

Space Florida

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

More information about Space Florida and their annual report can be found at: <http://www.spaceflorida.gov/about-us>. Also, a copy of Space Florida's Annual Report can be found at: <http://www.floridajobs.org/news-center/reports-and-legislative-presentations>.

Table 12 shows measures, standards, and performance for Space Florida for state FY 2014-2015. For all measures, Space Florida's results exceeded their standards for the year.

Table 12: Space Florida Performance Measures for State FY 2014-2015

Performance Measures	FY 2014-2015 Results	FY 2014-2015 Standards
Annual number of jobs created, recruited or retained by Space Florida.	1,027 Jobs	800 Jobs
Annual number of companies recruited, retained and expanded by Space Florida.	16 Companies	8 Companies
Annual growth in investment by aerospace-related entities in Florida.	6% Estimated growth	4% Growth
Annual number and amount of funding for research projects, partnerships, and grants supported by Space Florida.	48 Projects \$4,539,927.55 Awards expended \$18,072,634.91 Income awards from FDOT	25 Projects \$20,920 Awards expended N/A
Number of strategies in the <i>Florida Strategic Plan for Economic Development</i> being implemented by Space Florida.	25 Strategies	22 Strategies

DEO'S PUBLIC PRIVATE PARTNERS IN ACTION

Space Florida completed Phase 2 of modernization of the former Space Shuttle Orbiter Processing Facility 3 in spring 2015. The facility has been renamed the Commercial Crew and Cargo Processing Facility. The result of a first-of-its-kind partnership with NASA Kennedy Space Center, Space Florida secured long-term rights to operate, maintain, and improve the facility under purely commercial standards; and make it available to commercial tenants. Space Florida has invested \$20 million in upgrades and modifications to the legacy facility for commercial utilization. Boeing is now undertaking additional renovations and is using the state-of-the-art processing bays to construct and test the CST-100 Starliner commercial spacecraft which will ferry NASA astronauts and private astronauts to orbit. The company's operations have already created significant job growth in the region. Additional job growth will occur as the CST-100 Starliner is prepared for initial flights to the International Space Station, and then refurbished and maintained between each flight.



VISIT FLORIDA

The Florida Tourism Marketing Corporation DBA VISIT FLORIDA was established in 1996 by s. 288.1226 Fla. Stat. Through an agreement with EFI, VISIT FLORIDA staffs the Division of Tourism Marketing at EFI (see s. 288.923, Fla. Stat.). The organization serves as the state's official tourism marketing corporation and the official source for travel planning to visitors across the globe. VISIT FLORIDA, along with its nearly 12,000 partners, facilitates tourism industry participation through various domestic and international marketing opportunities to key visitor markets. The organization staffs Florida's five Official Welcome Centers and works closely with tour operators, travel agents, and event planners as part of its marketing activities. In 2014, Florida welcomed a record 98.8 million out-of-state visitors, a 4.9 percent increase over 2013.

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

Table 13 shows the measures, standards, and performance for VISIT FLORIDA for state FY 2014-2015.

Table 13: VISIT FLORIDA Performance Measures for State FY 2014-2015

Performance Measures	FY 2014-2015 Results	FY 2014-2015 Standards
Annual percentage of domestic visitors to Florida influenced by VISIT FLORIDA's primary marketing programs.	34.7%	30.0%
Annual share of domestic vacation trips.	15.8%	15.0%
Annual share of international visitor spending.	20.1%	20.0%
Maintain annual market share in traditional feeder markets.	19.1%	20.0%
Growth in annual market share in emerging markets.	18.0%	17.0%
VISIT FLORIDA Marketing Activities:		
Total number of individual businesses actively participating in VISIT FLORIDA marketing activities.	11,846	12,000
Number of individual businesses, located in RACEC-designated communities, actively participating in VISIT FLORIDA marketing activities and the percentage coverage of the total RACEC-designated communities.	671 Businesses 94.0% Coverage	600 Businesses 90.0% Coverage
Total industry investment in VISIT FLORIDA programs.	\$138,600,000	\$74,000,000
Number of strategies in the <i>Florida Strategic Plan for Economic Development</i> being implemented by VISIT FLORIDA.	4 Strategies	4 Strategies

DEO'S PUBLIC PRIVATE PARTNERS IN ACTION

VISIT FLORIDA launched the 2015 *Say Yes to Florida* spring marketing campaign, which builds on last year's award-winning success by encouraging families to "say yes" to a Sunshine State vacation. Following its initial launch in 2014, the campaign was named by *Skift* as one of the "5 Best Travel Ads to Watch."

Major components of the spring campaign include a 30 second television ad, print ads in magazines such as *Food Network* and *Oprah*, as well as newspapers in major markets including *The New York Times* and *Chicago Tribune*. Consumers are then directed to the VISITFLORIDA.com spring landing page where they can plan their next memorable Florida vacation.



DEO's Division of Workforce Services

The Division of Workforce Services partners with CareerSource Florida, Inc. and the state's 24 Local Workforce Development Boards (formerly known as Regional Workforce Boards) to strengthen Florida's business climate by supporting employers and helping Floridians gain employment, remain employed, and advance in their careers. The primary initiatives and activities of the Division of Workforce Services are carried out in the Bureaus of Labor Market Statistics, One-Stop and Program Support, and Reemployment Assistance (RA) Programs including: RA Adjudication, RA Operations, and RA Contact Centers. The Division of Workforce Services' initiatives and activities include:

- Provide development, guidance, oversight, and technical assistance, as well as federal performance reporting for the state's workforce programs.
- Produce, analyze, and deliver timely and reliable labor statistics to improve economic decision-making.
- Assist Florida employers in finding, developing, and keeping qualified talent.
- Promote employment for Florida's job seekers, including veterans and others with barriers to employment.
- Provide Florida's Reemployment Assistance services.

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

Table 14: Efforts Addressing Workforce Development and Services Challenges

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

Florida's ability to produce skilled and ready workers depends on furthering the collaborative planning and work of our educational institutions, workforce development organizations, and businesses. Linking existing and new programs helps Florida's workers develop and continually refine their skills over the course of their careers to meet the current and fast-changing needs of business.

The Division's Bureau of One-Stop and Program Support (OSPS) provides workforce program information, policy and guidance, programmatic monitoring, training, and technical assistance to the Local Workforce Development Boards. Additionally, in DEO's role as the administrative entity to CareerSource Florida, Inc., it operates under a performance-based contract, and OSPS is responsible for managing this contract. This contract includes specific deliverables and performance requirements in the statewide administration and coordination of workforce services.

DEO'S PUBLIC PRIVATE PARTNERS IN ACTION

Ms. Joanne Nelson lost her job in Minnesota in 2013 due to off-shoring. Ms. Nelson decided to enhance her marketable skills by pursuing an Associate of Science degree in Computer Information Technology from Daytona State College. With assistance from CareerSource Flagler Volusia, Ms. Nelson was certified for the Trade Adjustment Assistance (TAA) program. This federally funded program aids eligible displaced workers through a variety of services such as reemployment services, case management, training, income support, job search, relocation allowances, and wage supplements. Less than a month after receiving her associate's degree, Ms. Nelson interviewed and accepted a position with Embry-Riddle University as a Faculty Contract Administrator. Embry-Riddle University has also offered to provide her continued education assistance towards earning her bachelor's and master's degrees.



One of the largest on-going projects in the Division is the Florida Occupational Supply/Demand System, which is in its fifth year of development. Using federal funding, the DEO Bureau of Labor Market Statistics developed the Web-based system that launched in 2014 for limited use. The system is designed to improve education and training alignment to better meet the hiring needs of business. It is designed for business, workforce, education, economic development, job seekers, and students. System data are available statewide and by area, and can demonstrate supply gaps by occupation and identify where additional investments in education and training are needed. Additionally, the system can show areas where there are opportunities for job placements for a given skill set. It is already recognized as the most comprehensive and timely system of its kind available in the nation. Last year, training was provided to staff at 23 of the local workforce development areas. A public-facing portal to access the system is in development.

The Division's Bureau of Reemployment Assistance administers Florida's Reemployment Assistance Program (RA). The RA program provides temporary wage replacement benefits to qualified individuals who are out of work through no fault of their own. The program's primary goals are to connect claimants to reemployment services, provide support to Florida's workforce by paying reemployment assistance benefits to qualified workers in an accurate and timely fashion, provide an efficient first level appeals process to claimants and employers with a Florida claim, and promptly register these employers liable for the repayment of RA taxes. Using the Employ Florida Marketplace and the Reemployment Assistance Claims and Benefits Information System, opportunities are provided by CareerSource Florida, Inc. and the Division for people to learn about available jobs as well as helping them match their skills to job vacancies with more streamlined services and communication.

Additionally, the Bureau of Reemployment Assistance has been actively engaged in deploying the Unemployment Insurance Separation Information Data Exchange System (UI SIDES) to employers and their representatives. UI SIDES is a Web-based system that encourages electronic transmission of claims-related information requests from unemployment insurance agencies to employers and/or third party administrators. The system also coordinates responses containing requested information back to the unemployment insurance agencies. UI SIDES accompanies the RA System, enabling users and customers to respond with more speed, efficiency, and resulting in more accurate claims-related outcomes.

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

- Big Bend Coalition against Human Trafficking (federal).
- Complete Florida Plus Program/Florida Virtual Campus, Executive Advisory Council (state).
- Council for Community and Economic Research Board of Directors.
- Employer Support of the Guard and Reserve (federal).
- Employment and Transportation Task Force (federal/state).
- Florida Alliance for Assistive Service and Technology (state).
- Florida Commission for the Transportation Disadvantaged (state).
- Florida Concrete Masonry Education Council (state).
- Florida Council on Homelessness (state).
- Florida Council on the Social Status of Black Men and Boys (state).
- Florida Department of Health Rural Health Preparedness Coordination Workgroup (state).
- Florida Developmental Disabilities Council (state).
- Florida Healthcare Workforce State Advisory Resource Group (state).
- Florida Interagency Farmworker Focus Group (state).
- Florida Interagency Human Trafficking Workgroup (state).
- Florida is for Veterans, Inc. (state).
- Florida K-20 Career and Education Planning System's Project Advisory Council (state).
- Florida Trade Consortium – Advanced Manufacturing (state).
- Florida Veterans Foundation (state).
- Independent Living Services Advisory Council (state).
- Local Employment Dynamics Steering Committee (federal/state).
- National Association of State Workforce Agencies (federal/state).
- Projections Managing Partnership Board (federal/state).
- Quarterly Census of Employment and Wages Policy Council (federal/state).
- Statewide Longitudinal Data Systems Workgroup (state).
- Wage Record Interchange System Advisory Council (federal).
- Workforce Information Technology Group (state).
- Workforce Innovation and Opportunity Act Interagency Team (federal/state).

DEO IN ACTION

The Annual Migrant and Seasonal Farmworker (MSFW) Staff Development Conference was held from October 8-10, 2014 at the Manatee Technical Institute in Bradenton. It was conducted in conjunction with the Department of Education's Farmworker Career Development Program (FCDP). The conference provided training on MSFW procedures, outreach program procedures, best practices, and valuable information on farmworker protections. The training was provided to local MSFW outreach staff members, significant MSFW Career Center staff members and managers, and Local Workforce Development Board staff members. Staff members from the Local Workforce Development Board and local FCDP projects attended joint sessions to enhance partnerships and boost collaborative efforts. DEO also held breakout sessions to assist outreach and Local Workforce Development Board staff members in day-to-day operations of the outreach program and improving services to MSFW customers.



Frank Gonzalez (CareerSource Polk), Luz Heredia (CareerSource Polk), Migdalia Alvarez-Morales (formerly CareerSource Polk), Marisela Garcia (DEO), Eduardo Torres (DEO), Shela Stewart-Lucas (CareerSource Polk), Alexis Echeverria (formerly with CareerSource Polk).

Table 15 shows the performance of the Division of Workforce Services for measures included in the DEO LRPP. The measures cover selected services offered by the Division of Workforce Services in strategic program areas from workforce development and the work of the Local Workforce Development Boards, the Reemployment Assistance Program, and the Reemployment Assistance Appeals Commission. For example, the FY 2014-2015 results show an 88 percent increase in the number of businesses using the workforce system since the end of FY 2013-2014 (up from 4.5 percent), no Orders issued by the Reemployment Assistance Appeals Commission were overturned or dismissed on appeal, and 87.2 percent of individuals receiving training services funded by the Workforce Investment Act entered the workforce. These results are up from 80 percent in FY 2013-2014.

Table 15: Division of Workforce Services LRPP Performance Measures for State FY 2014-2015

Performance Measures	FY 2014-2015 Results
The number and percent of the public-private partners implementing one or more strategies in the <i>Florida Strategic Plan for Economic Development</i> (CareerSource Florida, Inc.).	1 Partner 100.0% Implementation
The percent of businesses using the workforce system.	8.5%
The percent of Reemployment Assistance appeals cases disposed within 75 days.	66.3%
The percent of Reemployment Assistance first payments paid timely.	68.0%
The percent of individuals who enter the workforce after receiving training services (WIA funded training services only).	87.2%
The percent of District Court of Appeal decisions affirming or dismissing an appeal of an Order issued by the Reemployment Assistance Appeals Commission.	100.0%
The percent of findings of "material weaknesses" or the equivalent level of severity in DEO programs and practices reviewed or audited by Federal Auditors, OPPAGA, the Auditor General, the Inspector General, and other independent auditors.	15.4%
The percent of Reemployment Assistance benefits paid accurately.	90.9%

Displaced Homemaker Program

The Displaced Homemaker Program, as authorized in s. 446.50, Fla. Stat., offers services to displaced homemakers to help them gain employment. These services include: assessment and testing, job search and placement assistance, career planning and counseling, case management, resume assistance, interviewing skills, and training. To qualify for the program, applicants must meet the following eligibility criteria:

- Thirty-five years of age or older.
- Worked in the home, providing unpaid household services for family members.
- Not adequately employed.
- Had, or would have, difficulty in securing adequate employment.
- Dependent on the income of family members but no longer supported by such income, or dependent on federal assistance.

DEO is required to enter into contracts and provide grants to public and non-profit private entities and establish multipurpose service programs to assist eligible customers. The program was not funded for FY 2013-2014, but was funded for FY 2014-2015. A Request for Proposal to offer services was issued September 2014 and closed in January 2015. Four organizations submitted proposals that were evaluated, and three were awarded contracts by the Division in April and May 2015. The fourth organization declined to participate. Participating organizations are: The Centre for Women, Inc. (Hillsborough and Pinellas Counties), Santa Fe College (Alachua, Bradford, Levy, Putnam, Gilchrist, and Columbia Counties), and the Women's Resource Center of Sarasota County (Sarasota and Manatee Counties). To expand services to additional areas in the state, DEO issued a new Request for Proposal in August 2015 for FY 2015-2016. Two responses were received. DEO staff members have reviewed the proposals and are in the process of finalizing the contracts. Performance results for FY 2014-2015 are shown in Table 16.

Table 16: Displaced Homemaker Program, State FY 2014-2015

Service Providers	Total Enrolled April-June 2015	Program Completers April-June 2015	Job Placements April-June 2015
Santa Fe College	33	18	6
The Centre for Women	20	20	1
Women's Resource Center of Sarasota County, Inc.	5	4	0

More information on the Displaced Homemaker Program can be found at: <http://www.floridajobs.org/docs/default-source/office-of-workforce-services/displaced-homemaker-program.pdf?sfvrsn=4>.

CareerSource Florida, Inc.

CareerSource Florida, Inc., created in s. 445.004, Fla. Stat., is the statewide policy and investment board of business and government leaders charged with guiding workforce development for the State of Florida. It provides oversight and policy direction for talent development programs administered by DEO, Florida's 24 Local Workforce Development Boards, and their nearly 100 career centers. Together, the CareerSource Florida network connects employers with qualified, skilled talent, and Floridians with employment and career development opportunities to achieve economic prosperity. Prior to FY 2014-2015, CareerSource Florida, Inc. was formerly named Workforce Florida, Inc.

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

- ***The Healthcare Marketplace Business Intelligence Research and Sector Strategy Approach Services*** project will result in the formation of a Statewide Florida Healthcare Workforce Leadership Council (FHWL). It will serve as the primary point of contact for statewide health care industry-specific labor market intelligence, and may be used by the state's workforce network to facilitate policy and strategy development. The FHWL creates a new sector strategy approach for health care to develop and continue an essential feedback loop between business and talent. This will ensure Florida's workforce network has a deep understanding of, and is responsive to, the talent needs of the state in this sector. Common issues and needs of employers will be identified and coordinated solutions will be developed for this health care talent delivery system.
- ***The Advanced Manufacturing Marketplace Business Intelligence Research and Sector Strategy Approach Services*** project will result in the promotion of business growth by better connecting Florida's advanced manufacturers to existing public and private resources essential for increased competitiveness and profitability. This includes leveraging the workforce and talent development assets within the state. The Manufacturing Association of Florida's Center for Advanced Manufacturing Excellence (CAME) Workforce and Education Council will serve as the Florida Advanced Manufacturing Workforce Leadership Council and will coordinate with its 12 Regional Manufacturing Associations (RMAs). Both the Council and the RMAs, composed of Florida industry representatives, will serve as the primary points of contact for statewide advanced manufacturing industry-specific labor market intelligence, and may be used by the state's workforce network to facilitate policy and strategy development. This work creates a new sector strategy approach for advanced manufacturing to develop and continue an essential business feedback loop between talent and business to ensure Florida's workforce network has a deep understanding of, and is responsive to, the talent needs of the state in this industry sector. Common issues and needs of employers will be identified and coordinated solutions will be developed for the advanced manufacturing talent delivery system.

DEO'S PUBLIC PRIVATE PARTNERS IN ACTION

The Florida TRADE Consortium is a group of 12 state and community colleges located throughout the state of Florida. The Florida TRADE program is designed to deliver accelerated training that can be completed in three to six months (depending on the program) that leads to internships and jobs in manufacturing. In April 2015, the Florida TRADE Consortium teamed with CareerSource Florida, Inc., the Local Workforce Development Boards, the Department of Economic Opportunity, the Manufacturing Association of Florida Center for Excellence, and 12 regional manufacturing associations to launch a statewide initiative to place 1,000 students participating in the Florida TRADE program into job opportunities by April 1, 2016.

Drive to 1,000! has received state-wide recognition, and is gaining momentum as manufacturers make a commitment to hire Florida students. As a part of the initiative, Florida TRADE partnered with the above organizations to sponsor a statewide manufacturing job fair. The event was attended by nearly 3,000 job seekers and more than 440 Florida manufacturers, and was conducted simultaneously at numerous venues across the state, resulting in 867 job placements. In September of 2012, the Consortium was awarded a \$15 million dollar Department of Labor grant to fund this mission.



Attendees at the *Drive to 1,000!* state-wide manufacturing job fair speak with a manufacturing company representative hiring at the April, 2015 regional event in Broward.

The federal Workforce Innovation and Opportunity Act (WIOA) was passed in July 2014 and went into effect July 1, 2015. WIOA replaces the federal Workforce Investment Act. The vision for WIOA is to achieve and maintain an integrated, job-driven public workforce system that links diverse talent to businesses by ensuring:

- The needs of business and workers drive workforce solutions.
- Career centers provide excellent customer service to job seekers, workers, and employers and focus on continuous improvement.
- The workforce system supports strong regional economies.

WIOA provides Florida with an opportunity to better integrate the service delivery of related employment and training programs funded by multiple federal agencies. At the state level, WIOA establishes unified planning efforts and performance accountability measures across “core” programs. These include:

- Vocational rehabilitation and adult education.
- Family literacy programs.
- Federally-funded training and placement programs.

During the 2015 legislative session, the Florida Legislature created a 20-member task force, made up of key stakeholders, to assist the state in preparing for WIOA implementation. CareerSource Florida, Inc. President and CEO, Chris Hart IV, served as the chair of the task force. He convened the task force six times throughout FY 2014-2015 and FY 2015-2016 to address key issues related to WIOA implementation. Recommendations are being considered by the CareerSource Florida, Inc. Board of Directors. A final report will be provided to the Governor and Florida’s legislative leaders in December 2015.

Table 17 shows the performance measures and results for CareerSource Florida, Inc., the Incumbent Worker Training (IWT) Program, and the Quick Response Training (QRT) Program. The IWT program provides training funds to existing for-profit businesses to support skills upgrade training for existing full-time employees. The QRT Program provides customized training for new jobs created for new or expanding businesses.

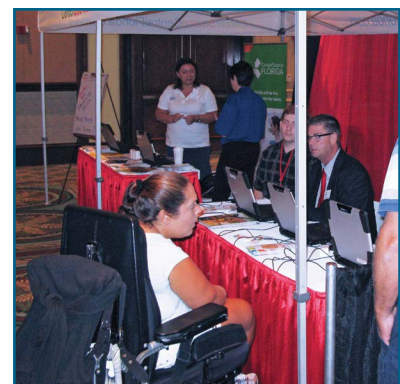
Table 17: CareerSource Florida, Inc., Training Program Measures and Performance for State FY 2014-2015

Performance Measures	FY 2014-2015 Results
Incumbent Worker Training Program	
Number of incumbent workers receiving training as a result of IWT Program Training.	7,148
Number of IWT Grant Awards to Businesses.	115
Quick Response Training Program	
Number of individuals receiving customized training for new high-skill/high-wage jobs as a result of QRT Program Training.	7,469
Number of QRT Grant Awards to Businesses.	51

More information about CareerSource Florida, Inc. may be found at: <http://careersourceflorida.com>. A copy of their most recent state Annual Report may be found at: <http://careersourceflorida.com/plans-performance>. Information regarding WIOA and the Task Force may be found at: <http://careersourceflorida.com/wioa>.

DEO'S PUBLIC PRIVATE PARTNERS IN ACTION

The *Family Café* is an annual event that has been held since 1998 for families with children and adults with disabilities. This event connects participants with employers, employment information, training, and networking opportunities. CareerSource Florida, Inc. has been a primary sponsor of this annual event since 2013. The 2015 *Family Café* drew more than 6,000 attendees with assistance provided by staff members from CareerSource Florida, Inc., the Department of Economic Opportunity Division of Workforce Services, and at least five Local Workforce Development Boards that ensured those seeking employment could access needed resources and potential employers at the event.



DEO's Division of Community Development

The Division of Community Development fosters community and economic development in the state's rural and urban communities. It assists local governments with efforts that prioritize local needs and balance state and federal requirements and resources. During FY 2014-2015, the primary initiatives and activities of the Division of Community Development were carried out in the Bureaus of Community Assistance, Community Planning, Community Revitalization, and Economic Development. The work of the Bureaus of Community Assistance and Community Revitalization are reported together under the heading of the Bureau of Community Assistance and Revitalization. The Division of Community Development's initiatives and activities include:

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

Infrastructure and Growth Leadership and Quality of Life and Quality Places are two of the Six Pillars of Florida's FutureEconomy™. Holistically, these pillars are being addressed through the collective and collaborative work of the Division, DEO's other divisions, and our public-private partners.

Table 18: Efforts Addressing Community Development Challenges

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

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

Table 19 shows the performance of the Division of Community Development for measures included in the DEO LRPP. The strategic measures cover services offered by the Division of Community Development in selected program areas. For example, results show the Division of Community Development awarding 100 percent of its community development grant funding to rural communities or rural economic development organizations. More than 1,250 activities were undertaken to coordinate decision-making and investments for economic development, land use, transportation, infrastructure, housing, water, energy, natural resources, workforce, and community development in rural communities throughout Florida. Of all technical assistance activities provided by the Bureau of Community Planning, more than 66 percent were provided in rural communities.

Table 19: Division of Community Development LRPP Measures and Performance for State FY 2014-2015

Performance Measures	FY 2014-2015 Results
The number and percent of the public-private partners implementing one or more strategies in the <i>Florida Strategic Plan for Economic Development</i> .	1 Partner 100.0% Implementation
The number and percent of technical assistance activities undertaken to coordinate decision-making and investments for economic development, land use, transportation, infrastructure, housing, water, energy, natural resources, workforce, and community development in rural communities.	1,258 Activities 66.4%
The number of technical assistance activities undertaken to expand small business and rural community local economies.	214
The percent of community development grant funding awarded to rural communities or rural economic development organizations.	100.0%
The percent of Area of Critical State Concern development orders, environmental resource permit applications, and land development regulations reviewed where the final order was found not to be consistent with the principles for guiding development and the Department's decision was upheld by the Division of Administrative Hearings or not challenged by the local government.	100.0%
The percent of findings of "material weaknesses" or the equivalent level of severity in DEO programs and practices reviewed or audited by Federal Auditors, OPPAGA, the Auditor General, the Inspector General, and other independent auditors.	0.0%
The percent of required jobs (U.S. Department of Housing and Urban Development 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.	154.2%
The percent of total Community Services Block Grant funding supporting self-sufficiency programs and the percent of individuals who met their self-sufficiency outcomes.	24.0% Funding 84.0% Self-sufficient (FFY 2013-2014)

The Division of Community Development works to assist communities to increase job creation and economic development competitiveness, especially in small and rural communities and counties. In partnership with other state agencies, DEO promotes a comprehensive approach to job creation that goes beyond recruitment of new businesses and industries.

The information that follows reflects summary information for the Division's assistance programs organized within each bureau, and its public-private partner, the Florida Housing Finance Corporation. DEO oversees these programs to further the state's economic vision and to create better conditions for economic growth within Florida. Performance summary tables have been created for each program where available. Links have been provided for each program office and to their annual reports when available.

The Bureau of Community Assistance and Revitalization

The Bureau of Community Assistance and Revitalization is responsible for meeting the needs of local governments and the citizens of Florida by providing funding and technical assistance to Florida communities. The Bureau carries out this mission by administering a number of programs from federal agencies such as the U.S. Department of Health and Human Services, the U.S. Department of Energy, and the U.S. Department of Housing and Urban Development. The following programs provide grants to eligible local governments and non-profit agencies:

- **Community Services Block Grant Program** supports a number of local level education and anti-poverty services intended to help Floridians with low incomes improve their lives.
- **Florida Weatherization Assistance Program** provides grants to local governments and non-profit agencies to assist eligible low-income households in meeting the costs of home heating and cooling.
- **Low-Income Home Energy Assistance Program** and associated activities improve the financial conditions of low to moderate income Floridians by lowering their monthly utilities burden through home weatherization improvements.
- **Small Cities Community Development Block Grant Program** provides direct financial assistance to communities for the purposes of expanding economic opportunities and providing more suitable living environments. The program also supports downtown redevelopment and job creation.

The purpose of these programs within the Bureau is to strengthen communities. These programs help fund local non-profit and governmental agencies to assist low-income individuals and families to improve the quality of their lives and communities. Local governments, community action agencies, non-profit groups, and citizens use various methods to identify and prioritize needs for which available funding will be used. While some programs require an application process, others designate funds annually to eligible entities. The Bureau also develops, administers, and provides technical assistance to local governments by identifying other sources of funding that impact neighborhoods. Grant award uses include: infrastructure improvements, community improvements, revitalization of commercial areas, housing rehabilitation, economic development projects, community services, and disaster recovery.

Federal funding is usually provided for the time period October 1 through September 30. When data are reported for Federal Fiscal Year (FFY) 2013-2014, these data would cover the months October 2013 through September 2014. In a few instances, these may be the most recent data available at the time the annual report was written. Whenever possible, data are reported for FFY 2014-2015 for other federally funded programs. These data would cover the months of October 2014 through September 2015.

Community Services Block Grant Program

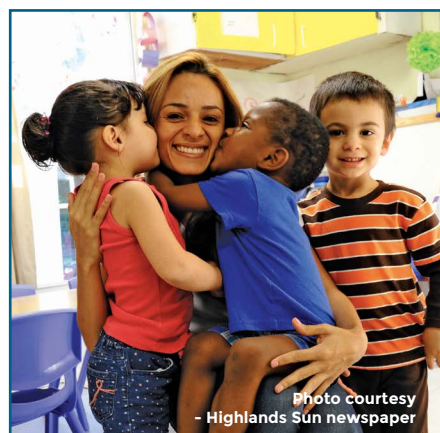
The federally funded Community Services Block Grant (CSBG) Program is implemented through a network of 27 local governments and non-profit agencies. It provides anti-poverty and self-sufficiency supports to alleviate the causes and conditions of poverty and help people with low income improve their lives. CSBG supports a wide variety of services designed at the local level to meet specific community needs. These include helping low-income residents attain the skills, knowledge, and motivation necessary to achieve self-sufficiency. To qualify for CSBG services, a household's income may not exceed 125 percent of the federal poverty level.

The National Association for State Community Services Programs estimates that in FFY 2013-2014 (which partially overlaps State FY 2014-2015), for every \$1 spent by the CSBG program, \$12.04 was leveraged, including volunteer hours and federal, local, and state resources. Table 20 shows performance outcomes for the CSBG program during FFY 2013-2014. Data reported for FFY 2013-2014 are the most recent data available. More information on the Community Services Block Grant Program may be found at: <http://www.floridajobs.org/community-planning-and-development/community-services/community-services-block-grant-program>.

Table 20: CSBG Performance for FFY 2013-2014

Performance by Program Area	FFY 2013-2014 Results
Employment or Work Supports	
The number of low-income participants who acquired a job, obtained an increase in employment income, achieved “living wage” employment and benefits, or experienced reduced or eliminated barriers to initial or continuous employment through participation in CSBG Network employment initiatives.	95,479
Economic Asset Enhancement and Utilization	
The number of low-income households that achieved an increase in financial assets or financial skills as a result of CSBG Network assistance.	9,823
Child and Family Development	
The number of infants, children, youth, parents, and other adults who achieved program goals from participation in developmental or enrichment programs facilitated by the CSBG Network.	109,233
Independent Living for Low-Income Vulnerable Populations	
The number of low-income vulnerable individuals who secured or maintained an independent living situation as a result of receiving services from the CSBG Network.	83,882
Family Stability	
The number of low-income participants who reduced or eliminated barriers to family stability through assistance from the CSBG Network.	102,265
Emergency Assistance	
The number of low-income individuals and families who received emergency assistance from the CSBG Network.	262,624
Community Opportunities and Resources	
The number of community opportunities or resources which were improved or expanded for low-income people as a result of CSBG Network projects or initiatives, or advocacy with other public and private agencies.	343,981
Community Empowerment	
The number of community members and low-income people who mobilized to engage in activities that support and promote their own well-being and that of their community as a direct result of CSBG Network initiatives through maximum feasible participation.	67,508

DEO IN ACTION The Community Services Block Grant (CSBG) Work Experience Program allowed Ms. Yaritza Davila, a homeless mother waiting on emergency housing, to obtain work at a newly opened daycare as a temporary employee for three months by paying for her salary. After the three-month period, the daycare had enough children enrolled to keep Ms. Davila employed. She was also able to move into a home. Ms. Davila is just one of the 2,700 low-income individuals who received a job last year as a result of assistance provided by the CSBG network. Employment supports such as child care, transportation, housing, food, utilities, and medical care provided by Florida’s 27 community action agencies stabilize these families so the individuals who can work can find a job and keep that job. In this specific example, CSBG not only supported the individual seeking housing and employment, but was able to provide economic support to a small, locally-owned start-up business. The provided support allowed the business to grow to sustain employment in the area.



Ms. Yaritza Davila and students at the All Learning Center childcare facility in Avon Park.

Florida Weatherization Assistance Program

The Bureau of Community Assistance administers the Florida Weatherization Assistance Program, which received \$11,796,761 in funding for the FFY 2014-2015 program year. In FFY 2014-2015, 1,789 low-income households in Florida received weatherization services resulting in an average of 32 percent in savings on heating bills. Total fuel consumption reductions of 23 percent were achieved year-round on average. These monthly savings directly benefited those low-income households.

The program serves all 67 counties in Florida and has been active since 1976. Grants are provided to community action agencies, local governments, Indian tribes, and other non-profit agencies. Only energy conservation measures stipulated in the federal regulations are permissible. Allowable weatherization measures include insulation, weather stripping, water heater wraps, and reduction of outside air infiltration. Furnaces and air-conditioning systems may also be repaired. The measures performed are determined by evaluating the house with the federally-defined National Energy Audit and the Manufactured Home Energy Audit.

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

DEO IN ACTION Bureau staff members work closely with an external association, the Florida Weatherization Network. The network works with the utility providers in Florida, staff from the Public Service Commission, DEO, and the State Energy Office. Members focus on sharing best practices, creating partnerships, exploring how to better leverage available resources and opportunities, educating the public and policy makers of the benefits of energy efficiency and weatherization, and initiating a requirement that diagnostic testing and energy efficiency activities be used in all housing-related programs throughout Florida.



A contractor installing insulation in a home under the Florida Weatherization Assistance Program.

More information on the Florida Weatherization Assistance Program may be found at: <http://www.floridajobs.org/community-planning-and-development/community-services/weatherization-assistance-program>.

Low-Income Home Energy Assistance Program

The Low-Income Home Energy Assistance Program (LIHEAP) receives an annual federal appropriation from the U.S. Department of Health and Human Services. LIHEAP helps keep families safe and healthy through initiatives that assist families with energy costs. These funds provide grants to local governments and non-profit agencies to assist eligible low-income households in meeting the costs of home heating and cooling. The program can provide assistance in managing costs associated with:

- Home energy bills.
- Energy crises.
- Weatherization and energy-related minor home repairs.

To be eligible for assistance, applicants must be at or below 150 percent of the Federal Poverty Guidelines and have a verifiable home-energy need. For the FFY 2014-2015, Florida's LIHEAP program assisted 148,926 households, resulting in approximately \$60 million in recognized household expense savings. The beneficiary households were able to use these savings on other necessities such as food, medications, rent, childcare, and transportation.

As the administrator for the federal program, DEO's role includes applying for funding from the federal government, distributing funding in the form of grants to non-profit agencies and local governments (local agency providers), monitoring local agency providers to ensure they administer the funding in compliance with state and federal laws and rules, and providing technical assistance to local agency providers to help them comply with state and federal requirements. DEO does not provide funds or direct assistance to citizens, provide applications to beneficiary households, help citizens apply for assistance or secure an audit appointment, or determine household eligibility. Instead, the local agency providers render these services.

DEO IN ACTION

Mr. Ron Howell, Program Coordinator, and Ms. Linda Johnson, Family and Community Services Manager, for the Northeast Florida Community Action Agency, teamed up with the local utility, JEA (formerly Jacksonville Electric Authority), and a partner organization, the United Way of Northeast Florida's 2-1-1 Helpline, to create Senior Day, a special day dedicated to communicating information about DEO's Low-Income Home Energy Assistance Program and its benefits to seniors in their region. The program provided low-income seniors with appointments to determine their eligibility for temporary financial assistance from the DEO program to pay all or a portion of their JEA utility bill. The February 2015 event was a huge success, and new Senior Day events are planned for every month.



Participants reviewing their utility bills at Senior Day.

More information about LIHEAP may be found at: <http://www.floridajobs.org/community-planning-and-development/community-services/low-income-home-energy-assistance-program>.

Small Cities Community Development Block Grant Program

The Bureau of Community Assistance and Revitalization administers the Small Cities Community Development Block Grant (CDBG) Program. The purpose of the program is to create viable communities by expanding economic opportunities and providing more suitable living environments. Funding for this program is provided through annual allocations from the U.S. Department of Housing and Urban Development (HUD) to DEO. The Bureau provides grants to non-entitlement local governments through a competitive application process. Non-entitled local governments are defined as cities with a population of under 50,000 residents and counties with populations of under 200,000 residents within their unincorporated areas. [Note: Entitled local governments receive CDBG funds directly from HUD.] Projects funded through the Small Cities CDBG program must meet at least one of the following three federally defined objectives by:

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

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

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

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

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

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

DEO IN ACTION The Department awarded the City of Fellsmere \$1,090,000 under the Small Cities CDBG Program economic development program category. This funded the construction of 18,500 linear feet of natural gas line to serve the Florida Organic Aquaculture, LLC (FOA). The FOA facilities located in Fellsmere specialize in shrimp aquaculture. The business invested \$16 million in site development and created 52 full time equivalent jobs of which 36 were filled by persons from low to moderate income households. The grant implementation began on May 16, 2013, and ended on September 16, 2015.



Table 21 describes the reach of the program in terms of its beneficiaries and jobs-related outcomes for the CDBG program during FFY 2014-2015.

Table 21: CDBG Reach of Services, FFY 2014-2015

CDBG Beneficiaries	FFY 2014-2015 Results
Communities Addressed	26
Total Beneficiaries (<i>unduplicated count</i>)	37,002
Low/ Moderate Income Persons Served	31,799
Extremely Low Income Persons Served	7,358
Elderly Persons Served	4,350
Disabled Persons Served	5,142
Jobs Created or Retained	85

Table 22 shows anticipated and actual performance accomplishments for facilities and community improvement projects during FFY 2014-2015.

Table 22: CDBG Accomplishments, FFY 2014-2015

Performance Measures	FFY 2014-2015 Results	Anticipated Results
Temporary Relocations (Households)	45	38
Sewer Hookups (Housing Units)	90	63
Water Hookups (Housing Units)	90	0
Housing Rehabilitation (Housing Units)	50	56
Neighborhood Centers (Building Units)	1	0
Parks and Playgrounds (Sites)	1	2
Parking Facilities (Lots/Spaces)	1/NA	2/39
Site Development for Public Facilities/ Infrastructure (Sites)	2	0
Water/ Sewer Facilities (Plants)	1	4
Water/Sewer Lines (Linear Feet)	20,000	23,715
Sewer Lift Stations (Units)	NA	1
Fire Hydrants (Number of Hydrants)	10	0
Sidewalks Constructed (Linear Feet)	5,000	3,150
Street Improvements (Linear Feet)	20,000	13,775
Utilities Relocation (Linear Feet)	2,500	780
Flood and Drainage Facilities (Linear Feet)	NA	7,557

More information about the Community Development Block Grant Program may be found at: <http://www.floridajobs.org/community-planning-and-development/assistance-for-governments-and-organizations/community-development-block-grant-program>.

The Bureau of Community Planning

The Bureau of Community Planning works with legislatively appropriated funds to assist local governments with economic development and the identification of best planning practices. The Bureau provides technical assistance grants to Florida's local governments to assist in the establishment of economic development strategies, to meet the requirements of the 2011 Florida Community Planning Act, and to promote innovative planning solutions to challenges and critical planning issues identified by local governments. Examples of programs managed by the Bureau include:

- **Community Planning Assistance** provides guidance for growing local and regional economies while enhancing and protecting economic, cultural, and natural distinctiveness.
- **Comprehensive Plan and Economic Plan Reviews** are conducted for compliance and consistency with the Community Planning Act.
- **Designated Areas of Critical State Concern Program** reviews are conducted for consistency and compliance with state guidelines, local comprehensive plans, and existing regulations.

Some Florida communities face challenges to achieving positive growth while involved in efforts focused on increasing affordable housing and employment rates, and realizing a workable balance between existing neighborhood preservation and new community development. The Bureau assists communities with mitigating these challenges through efficient planning. When community leaders, business representatives, and citizens work together with their local governments, tangible progress can be made to the benefit of all community interests. Some of the most lasting successes are seen through collaborative efforts.

DEO IN ACTION Broward County has made improving the quality of life in the urban environment a priority. A number of County agencies, the Broward Metropolitan Planning Organization, municipalities, and other partners have been working to develop *Complete Streets* design guidelines. On June 10, 2014, the Broward County Board of County Commissioners adopted *Complete Streets* policies into the Broward County Comprehensive Plan. Subsequently, Broward County applied for and received a technical assistance grant to create the Broward Greenways Master Plan. This effort aimed to identify overlaps between the developed Broward County *Complete Streets* and existing Greenway Planning initiatives in order to integrate both efforts and work towards a common goal. The end result was a presentation of strategies and recommendations identified by the study team to address problems and deficiencies.



Community Planning Assistance

The Bureau assists Florida's communities with the broad goals of:

- Community planning, which are to protect human, environmental, social, and economic resources.
- Orderly growth, which are to maintain the character and stability of present and future land use and development.

Community planning identifies resources and long range local needs and goals. It provides a process for developing community consensus and for local governments to adopt their comprehensive plans.

DEO IN ACTION Winter Haven is known as the Chain of Lakes City as there are nearly 50 lakes within its city limits. The city uses rainfall for public water supply and water level maintenance of its lakes. Heavy public water supply withdrawals caused many lakes to lose water. Winter Haven received a \$25,000 grant to define water-centric areas in their Comprehensive Plan and Land Development Regulations and explore options for restoration and preservation. The findings, recommendations, policies, and programs were designed to provide the fastest and most lasting route to change.



Comprehensive Plan and Economic Development Plan Reviews

The Bureau reviews amendments to local government comprehensive plans for consistency with the Community Planning Act. Amendments are reviewed either through the Expedited State Review Process or the Coordinated State Review Process depending on the type of amendment. The elements of a comprehensive plan support and complement the economic development plans of Florida's counties, cities, and regions. A comprehensive plan:

- Establishes a community's policies and priorities regarding future development.
- Identifies and preserves the desirable environmental features and community character of the area that make it unique.

An economic development plan adopted into a local government's comprehensive plan:

- Provides in-depth review of the local and regional economy.
- Identifies strategies, programs, and projects to improve the economy.
- Establishes policy direction for economic growth.

Florida's businesses, communities, and regions rely on supportive permissible land-uses, effective transportation systems, and reliable infrastructure to sustain existing companies, industries, and the community. Together comprehensive plans and economic development plans reflect a community's or region's desired physical, economic, and social growth for the future.

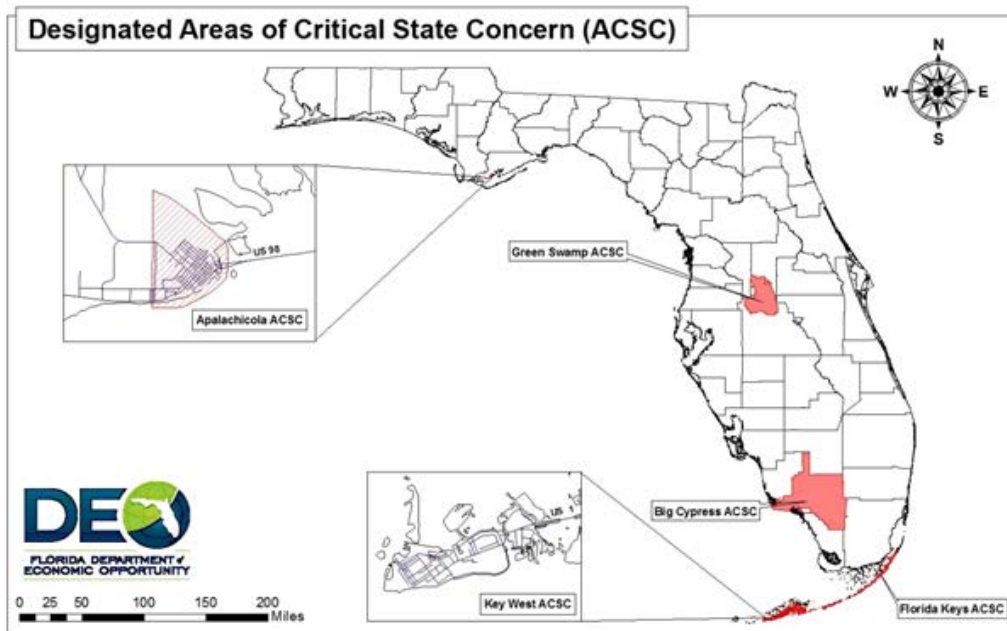
DEO IN ACTION Fernandina Beach tourists and residents can enjoy the Amelia Island Lighthouse, Bosque Bello municipal cemetery, Fort Clinch State Park, Egan's Creek Greenway which is part of the Great Florida Birding Trail, and the Amelia Island Museum of History which offers 10 types of tours and a speaker's bureau. Fernandina Beach received a grant to prepare a comprehensive Parks, Recreation, and Open Space Master Plan. This plan measured access and availability of open spaces and parks and recreations facilities, while also assessing the impact on ecological systems, community education opportunities, and community health. It increased walkability to these facilities from all parts of the Island and increased tourism to provide a first class experience for all.



Designated Areas of Critical State Concern Program

The Bureau manages the Designated Areas of Critical State Concern Program that was created by the Florida Environmental Land and Water Management Act of 1972. The program is intended to protect resources and public facilities of major statewide significance within designated geographic areas from uncontrolled development that would cause substantial deterioration of such resources. The Bureau reviews all local development projects within the designated areas and may appeal any local development orders that are inconsistent with state guidelines, local comprehensive plans, or existing regulations to the Florida Land and Water Adjudicatory Commission. Also, the Bureau is responsible for reviewing and approving amendments to comprehensive plans and land development regulations proposed and adopted by local governments within the designated areas. Florida's Designated Areas of Critical State Concern are:

- Apalachicola Bay Area (Franklin County).
- Big Cypress Area (portions of Collier, Miami-Dade, and Monroe Counties).
- City of Key West and the Florida Keys Areas (Monroe County).
- Green Swamp Area (portions of Polk and Lake Counties).



DEO IN ACTION DEO provided \$500,000 for the Hialeah Educational Academy (HEA) expansion project. This expansion accommodates an additional 200 students from the school's current 600. The new building includes an additional eight classrooms and two offices. HEA has maintained an "A+" school ranking, and remains one of the state's highest performing educational institutions. In May 2015, HEA was awarded the *U.S. News and World Report* "Best High School" Silver Award.



The Bureau of Economic Development

The Bureau of Economic Development enhances statewide small business creation, expansion, and jobs growth, as well as providing additional programmatic support to improve the economic conditions of rural communities in Florida. The Bureau administers programs that support and enhance access to credit and capital, provide technical assistance for small or minority owned businesses, enhance public infrastructure in rural communities to promote economic growth, build the professional capacity of rural leadership, assist economically distressed rural communities as defined under s. 288.0656, Fla. Stat., and foster vibrant and healthy communities. These programs include:

- **Black Business Loan Program** facilitates the development of black business enterprises.
- **Competitive Florida Partnership** works with communities to recognize their assets and identify the area's unique attributes. Communities then target economic development opportunities and enhancements that fit within their character through collaboration with state, regional, and local organizations.
- **Economic Gardening Business Loan Pilot Program** provided loans in 2010 and 2011 to expanding businesses in the state in order to increase investment in Florida's economy.
- **Economic Gardening Technical Assistance Pilot Program** provides technical assistance for expanding businesses in the state. The Florida Economic Gardening Institute at the University of Central Florida serves as the program administrator.
- **Microfinance Guarantee and Loan Programs** are intended to improve access to capital for start-up entrepreneurs and expanding small businesses.
- **New Markets Development Program** encourages capital investment in rural and urban low-income communities through a tax abatement program that encourages investors to provide funding to low-income community businesses to create and retain jobs.
- **Regional Rural Development Grant Program** helps rural communities develop successful public/private economic partnerships to promote job creation, improve the economy, and diversify the tax base of the region.
- **Rural Community Development Revolving Loan Fund Program** allows for increased business attraction by providing loans for critical infrastructure needs.
- **Rural Economic Development Initiative (REDI)** is a collaborative involving more than 17 state and regional agencies and organizations whose representatives assist rural communities with solving problems that impact their fiscal, economic, or community viability. REDI also provides assistance to rural communities on pre-clearance reviews and permitting processes, and provides waivers or reduction of match on grants and permits.
- **Rural Infrastructure Fund Grant Program** allows for increased business attraction by providing grants for critical infrastructure needs.
- **State Small Business Credit Initiative** provides loans, loan guarantees, and capital investment to assist small businesses with developing their credit worthiness.

The Bureau is involved with a number of collaborative efforts. For example, Bureau staff members:

- Are working with the Division of Workforce Services' Bureau of Labor Market Statistics on the Florida Export Support Program Impact Study and the Florida New Market Tax Credit Eligible Industry list.
- Support Enterprise Florida. Inc.'s Minority & Small Business, Entrepreneurship, and Capital Division and its partnership with six outside organizations. Together they provide small, minority, and entrepreneurial companies with training and development options to help them meet goals while creating more jobs for Florida.
- Assist the U.S. Department of Treasury with its implementation of the State Small Business Credit Initiative by serving on its Loan Guarantee, Loan Participation, and Venture Capital workgroups.

The Bureau is also responsible for the Special District Information program and duties under the Uniform Special District Accountability Act of 1989, the state's only central source of information on the 1,650-plus special districts operating in Florida.

Black Business Loan Program

The Black Business Loan Program (BBLP) is established in s. 288.7102, Fla. Stat. Its purpose is to facilitate development of black business enterprises. In 2007, the Legislature enacted the Florida Black Business Investment Act, establishing the Black Business Loan Program within the Governor's Office of Tourism, Trade, and Economic Development. On October 1, 2011, the program was transferred to DEO.

Corporations seeking to administer funds under the BBLP must apply annually to DEO and meet the requirements for certification as an eligible program administrator. Certified administrators are called Black Business Investment Corporations (BBIC). BBICs make loans, loan guarantees, and investments in black business enterprises unable to obtain capital through conventional lending institutions that would otherwise successfully compete in the private sector. All loans, loan guarantees, investments, and any related income, must be used to carry out the public purpose of the Florida Black Business Investment Act. Some of the uses the loans and loan guarantees received by the businesses include lines of credit, equipment purchases, and start up or expansion of operations.

Table 23 provides program performance information for six fiscal years of operation. Data in the table cover:

- The number of applicants certified as BBICs by DEO to administer BBLP funds. For FY 2014-2015, DEO contracted with the Florida Black Business Support Corporation which serves as the state's only BBIC.
- The total funding distributed by DEO to each of the BBICs. For FY 2014-2015, DEO distributed the entire amount to the Florida Black Business Support Corporation. In prior years, the total appropriation was divided equally among the BBICs.
- The total amount of funding made available for the program during the year. This reflects the total appropriation for the year. For FY 2014-2015, the Legislature appropriated \$2.25 million.
- The number of loans or loan guarantees provided using BBLP funds and their total value each year.
- The total number of jobs the applicants projected in their applications requesting loans or loan guarantees using BBLP funds each year.

Table 23: Black Business Loan Program Statistics, State FY 2009-2010 through FY2014-2015

Fiscal Year	Number of Certifications	Contract Amounts	Total Appropriation	Number of Loans/ Loan Guarantees	Amount of Loans/Loan Guarantees	Projected Number of Jobs Created
2014/2015	1	\$2,225,000	\$2,225,000	12	\$153,631	11
2013/2014	6	\$370,833	\$2,224,998	24	\$660,679	60
2012/2013	7	\$278,125	\$1,946,875	64	\$2,134,111	78
2011/2012	7	\$325,000	\$2,275,000	16	\$884,964	33
2010/2011	9	\$250,000	\$2,250,000	67	\$2,824,791	59
2008/2009	9	\$261,333	\$2,351,997	91	\$2,732,743	132

More information about the Black Business Loan Program may be found at: <http://www.floridajobs.org/business-growth-and-partnerships/for-businesses-and-entrepreneurs/business-resources/minority-owned-business-assistance>.

Competitive Florida Partnership

The Competitive Florida Partnership is a technical assistance process supporting the recognized need for innovative planning and development strategies as identified in s. 163.3168, Fla. Stat. The partnership works directly with communities to target economic development opportunities and enhancements that fit within their character. An initial step in the process is to work with participating communities to identify assets and positive unique community characteristics through collaboration with state, regional, and local organizations. To support this approach, the Competitive Florida Partnership was developed to create a network of vibrant communities and passionate leaders who gain ideas on how to reach their economic development goals through the successes and lessons learned from their peers. Through June 2015, the Competitive Florida Partnership assisted 10 communities. These communities, and the results they have achieved, are shown in Table 24. An additional three communities will be assisted during FY 2015-2016.

Table 24: Competitive Florida Partnership Communities and Participation Results through FY 2014-2015

Community	Partnership Participation Results
City of Chiefland	In the first year of the Partnership, the City of Chiefland mapped their assets and completed an economic analysis to determine how to best market the community to interested industries. Their close proximity to two Competitive Florida communities, the City of Newberry and the Town of White Springs, is beneficial to the community as they have drawn from other community experiences through the Partnership's network.
City of Newberry	With a major talent pool located in Gainesville, the City of Newberry is seeking to bring some of that talent to their community in the form of new business. In an effort to attract new businesses and additional lodging opportunities, the City used its second year in Competitive Florida to develop a comprehensive marketing and branding strategy, including a multi-media presentation, development of a Web site, and the designing of print materials.
City of Port St. Joe	The City of Port St. Joe used their second year project funds for redesign and reengineering of failing infrastructure which was acting as an inhibitor for economic development.
City of Starke	The City of Starke's first year in the Competitive Florida Partnership demonstrated their commitment to building partnerships and constructing a countywide vision for economic development. One example of a key partner in this process for Starke is their relationship with Santa Fe College as a key player in both workforce development and business incubation in the region. The college's strong commitment to the City of Starke's success may serve as a catalyst for moving forward as a best practice for rural communities.
City of Webster	The City of Webster possesses a unique and established economic history in Florida, boasting the largest flea market in the state. Through the Competitive Florida Partnership, the City has continued their ongoing effort to build economic development in the community, while nurturing the agricultural roots for which the community is known. Webster will continue using the Competitive Florida Partnership process to preserve their history, while simultaneously developing a more diverse economic base.
DeSoto County	DeSoto County worked in their second year of the project to design landscaping for important corridors that serve as gateways into their community to address public and economic development priorities. They report this as a mutual success that will enhance community pride and appeal to potential investors who will see this as a positive example of investing in their own community.
Gadsden County	Through the Gadsden County Development Council, a non-profit economic development organization, Gadsden County has developed partnerships with all municipalities, the local chamber, the local workforce development board, the school board, the regional planning council, and many local businesses. This collaborative effort benefitted the county by creating a baseline analysis of economic conditions and creating an inventory of competitive assets.
Town of White Springs	Through their efforts with the Competitive Florida Partnership, the Town of White Springs has worked to diversify the local economy with a focus on ecotourism. During the second year of the Partnership and through assistance from the Competitive Florida Partner Network, the Town of White Springs partnered with the University of Florida on the design of eco-friendly lodging. The Suwannee River Water Management District conveyed property to the Town for development of these new accommodations. This conveyance will provide both river and trail access to the accommodations and will further share the natural beauty the town has to offer.
Town of Century	DEO staff members worked with the Town of Century as they implemented their newly created economic development strategy.
City of Palm Bay	The City of Palm Bay served as a pilot community for applying enhanced technical assistance in areas that are not rural. While the Competitive Florida Partnership's focus is on rural areas, nearly half of the interested communities were not rural in nature. DEO staff members are exploring how best to fulfill this need by using City of Palm Bay as a pilot community to develop best practices.

The Competitive Florida Partnership process, while always an engaging effort, is most intensive during the first year. Communities are challenged to prepare action-oriented economic development strategies within a short period of time. They then work hand-in-hand with DEO and other state agencies to move forward with steps to take action through *Strategic Plan* implementation. Elements which are part of the first year include: mapping community assets, collecting competitive analysis data, engaging in community conversations, creating an economic development strategy, and matching resources to support the strategy. During the second year of the process, communities are able to initiate some elements of their action-oriented economic development strategy and apply lessons learned from the first year. Additionally, two communities had unique needs that did not fit the Competitive Florida Partnership development template, and these two communities followed an alternative process based on the unique needs of each community. DEO assisted the Town of Century as they implemented a newly created economic development strategy and the City of Palm Bay served as a pilot community for applying enhanced technical assistance in areas that are not rural.

More information on the Competitive Florida Partnership may be found at: <http://www.floridajobs.org/community-planning-and-development/programs/community-planning-table-of-contents/competitive-florida-partnership>.

DEO IN ACTION

An asset mapping team visits Chiefland High School to learn about ways to build on the school's strong professional development programs. Visible in the photo from left to right are: Mr. Chris Wiglesworth, [Former] DEO Planner; Mr. Matt McLelland, Chiefland High School Principal; Mr. Bryan Hassell, with City of Chiefland; and Ms. Dana Waters, with City of Webster.



Economic Gardening Business Loan Pilot Program

The Economic Gardening Business Loan Pilot Program was established in 2009 by s. 288.1081, Fla. Stat. through a one-time appropriation in FY 2009-2010 of at least \$8.5 million. The pilot program's purpose was to stimulate investment in Florida's economy by providing loans to expanding businesses in the state. Beginning in 2010 through June 2011, four-year loans were issued from the one-time appropriation over the life of the program. Through January 2015, almost \$7.8 million in principal, interest, and fees have been repaid to General Revenue, per statute. This program is no longer funded.

Economic Gardening Technical Assistance Pilot Program

The Economic Gardening Technical Assistance Pilot Program falls under s. 288.1082, Fla. Stat. The purpose of the Technical Assistance Pilot Program is to stimulate investment in Florida's economy by providing technical assistance for expanding businesses in the state. The Economic Gardening Technical Assistance Pilot Program was not funded for FY 2014-2015. Thus DEO neither contracted for administration nor had oversight over the activities of the program for the fiscal year. Although no longer receiving state funding through DEO, the Florida Economic Gardening Institute at the University of Central Florida, also known as GrowFL, serves as the program administrator. More information about the Economic Gardening Technical Assistance Pilot Program may be found at: <http://www.growfl.com>.

Microfinance Guarantee Program

The Microfinance Guarantee Program is established in s. 288.9935, Fla. Stat. This program is evergreen in that funds appropriated to the program must be reinvested and maintained as a long-term and stable source of funding for the program. The program is designed to stimulate access to credit for entrepreneurs and small businesses.

Approximately \$4.8 million were appropriated for the FY 2014-2015 program. Funds for this program provide targeted guarantees to loans made to entrepreneurs and small businesses that employ 25 or fewer people and have generated average annual gross revenues of \$1.5 million or less per year for the preceding two years. Loan guarantees cannot exceed 50 percent of the total loan amount, and may only be provided on loans between \$50,000 and \$250,000.

DEO was directed by statute to contract with Enterprise Florida, Inc., to administer the program. On February 17, 2015, a contract was executed and EFI received \$2.5 million of the appropriation. And on June 15, 2015, EFI received \$2.3 million, the remainder of the appropriation, for a total of \$4.8 million. EFI is required to report to DEO by October 1 each year on the program. This report is made available by DEO at: <http://www.floridajobs.org/news-center/reports-and-legislative-presentations>.

Microfinance Loan Program

The Florida Microfinance Loan Program is established in s. 288.9934, Fla. Stat. The program is intended to increase the availability of credit and financing for new businesses and small businesses that otherwise would not obtain it through traditional lending institutions. Eligibility for this program is limited to entrepreneurs and small businesses that employ 25 or fewer people and have generated average annual gross revenues of \$1.5 million or less per year for the preceding two years.

Funds for this program provide direct short-term, fixed-rate microloans to entrepreneurs and small businesses for startup costs, working capital, and the acquisition of materials, supplies, furniture, fixtures, and equipment. Microloans cannot exceed \$50,000. The amount of state funds used in any microloan may not exceed 50 percent of the total microloan amount. Approximately \$5.1 million were appropriated for the FY 2014-2015 program.

The Department was directed by statute to execute three-year contracts with one to three entities to administer the loan program. Within 30 days of contract execution, the loan administrators were required to enter into memoranda of understanding with the Small Business Development Network for the provision of business management training, business development training, and technical assistance that are to be provided to microloan recipients.

DEO executed a contract with the Florida Black Business Support Corporation to administer the loan program on November 26, 2014. The corporation received its total funding of \$300,000 at that time. DEO executed a second contract on December 1, 2014 with OUR MicroLending, LLC, to administer the loan program, and distributed \$3 million to the organization. On June 15, 2015, OUR MicroLending received the remainder of \$1.8 million, for a total of \$4.8.

DEO IN ACTION

Mr. Arturo Dominguez, owner of Arpechi Windows, Inc. in Miami, FL applied for and received, funding to enable working capital for inventory. His business consists of custom creation and installation of glass windows and doors. The loan was needed to purchase inventory for the peak season in his industry, which runs from January through October.



Garry Thomas, Program Administrator for the Microfinance Program, Mr. Arturo Dominguez, and William Mateo of OUR MicroLending stand in front of Mr. Dominguez's storefront.

Table 25 provides summary information for seven months of the microloan program through June 2015. A copy of DEO's annual report for the program, which provides more detail and performance information, may be reviewed and downloaded from: <http://www.floridajobs.org/news-center/reports-and-legislative-presentations>.

Table 25: Florida Microfinance Loan Program, December 2014 through June 2015

Loan Administrators	Number Applications	Number Closed Loans	Closed Gross Loan Dollars	Program Share Loan Dollars	Projected FTE to be Created	Projected Number Of Jobs Created
Florida Black Business Support Corporation	6	2	\$20,000	\$10,000	0	\$0
OUR MicroLending	29	23	\$327,400	\$163,700	15	\$21,600
Total	35	25	\$347,400	\$173,700	15	\$21,600

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

New Markets Development Program

The New Markets Development Program (NMDP) is established in ss. 288.991-288.9922, Fla. Stat. Created in 2009, it encourages capital investment in rural and urban low-income communities. It allows taxpaying investors to earn credits against certain state taxes by investing in qualified low-income community businesses to create and retain jobs.

Table 26 shows the New Markets Tax Credits information for FY 2014-2015. Investments in qualified low-income community businesses do not correspond immediately with tax credits awarded or invested amounts within each fiscal year. During the year, the state allocated and awarded over \$37 million in tax credits to investors that provided funding to qualified low income community businesses. During FY 2014-2015, these investors provided nearly \$30 million in funding to nine qualified low income community businesses that proposed to create or retain 330.5 jobs.

Table 26: New Markets Development Program, State FY 2014-2015

New Markets Development Program	FY 2014-2015 Results
Total Value of Tax Credits Allocated and Awarded.	\$37,539,990
Number of Investments in Qualified Low Income Community Businesses.	9
Amount Invested in Qualified Low Income Community Businesses (claimed to-date).	\$29,549,380
Anticipated Number of Jobs to be Created.	90.5
Anticipated Number of Jobs to be Retained.	240

DEO IN ACTION In 2014 Hometown Supermarkets, LLC, built a new Hitchcock's Market on a parcel of land adjacent to its existing store in Old Town, FL. This new 26,000 square foot facility is double in size and can serve 50 percent more area residents. The new location creates a higher drive-by visibility and ease of access for customers. The project will add to North Florida's economic vitality, and employ 58 people. It also created 80 temporary construction jobs. Total cost for the Hitchcock's Market project was \$7.3 million. The project was enabled by \$5 million in state New Markets Tax Credits allocations and \$2 million in federal New Markets Tax Credits allocations.



Table 27 shows the information for the New Markets Development Program from program inception. Since the program's inception in 2009, the state has allocated and awarded over \$216 million in tax credits to investors that provided funding to qualified low income community businesses. These investors provided more than \$345 million to qualified low income community businesses that proposed to create or retain 3,912 total jobs.

Table 27: New Markets Development Program, State FY 2009-2010 through State FY 2014-2015

New Markets Development Program	Results
Total Value of Tax Credits Allocated and Awarded	\$216,339,990
Amount of Investments in Qualified Low Income Community Businesses (claimed to-date)	\$345,409,197
Number of Jobs to be Created	1,756
Number of Jobs to be Retained	2,156

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

Regional Rural Development Grants

The Regional Rural Development Grant Program has received an annual allocation of up to \$700,000 since FY 2013-2014. This program helps fund regional economic development organizations to increase their outreach capacity and to help build the professional capacity of the local officials and economic and/or tourism development representatives in distressed rural communities which typically have very little funding. These communities are encouraged to partner and leverage their grant resources on a regional scale in order to become more effective and meet their program objectives. Grant funding has been used for:

- Enabling distressed rural communities to develop the professional capacity of local economic or tourism development representatives, local officials, and other community leaders.
- Supporting Rural Areas of Opportunity to provide technical assistance to businesses within the region served.
- Marketing the region to site consultants that work for companies. Examples include: Target, Crate and Barrel, FedEx, Northrop Grumman, BMW, Nissan, and others.
- Constructing, updating, and maintaining Web sites.
- Developing marketing materials.
- Developing databases to house information about buildings and available economic development sites.
- Developing and updating economic and/or tourism development strategic plans.
- Performing studies of the region to identify how and what a community needs to do to attract businesses.

More information about the Regional Rural Development Grant Program may be found at: <http://www.floridajobs.org/business-growth-and-partnerships/rural-and-economic-development-initiative/economic-development/regional-rural-development-grants>.

Rural Community Development Revolving Loan Fund Program

The Rural Community Development Revolving Loan Fund Program has received an annual allocation of at least \$470,000 since FY 2013-2014. The program is intended to be self-sustaining and facilitate the use of existing federal, state, and local financial resources to promote the economic viability of rural communities. It was set up as an extremely flexible program to provide loans, loan guarantees, and loan loss reserves to rural local governments for projects which strengthen and support their economies and community development.

Loan funds have been used by recipient communities to purchase land for an industrial park, rehabilitation and/or acquisition of existing buildings to attract new businesses, provision of working capital and cash flow stabilization for existing businesses, and provision of supplemental loans. For example, Suwannee County received \$3.37 million for infrastructure improvements to attract Klausner Lumber One, resulting in the anticipated creation of approximately 350 direct hire jobs, 93 indirect hire jobs, and 114 induced hire jobs over a five-year period, with 300 full time employees hired to-date. Suwannee County estimates total sales output from the project to exceed \$188 million during this period.

While no loans were funded during FY 2014-2015, DEO received five inquiries on the loan program during FY 2014-2015, which shows there is continued awareness, interest, and need for the program. Since FY 1999-2000, 17 loans totaling \$6.2 million have been made by DEO to Florida communities. More information about the Rural Community Development Revolving Loan Fund Program may be found at: <http://www.floridajobs.org/business-growth-and-partnerships/rural-and-economic-development-initiative/economic-development/rural-revolving-loan-program>.

Rural Economic Development Initiative (REDI)

The Rural Economic Development Initiative (REDI) is established in s. 288.0656, Fla. Stat. It was created in 2006 to encourage and facilitate the location and expansion of major economic development projects in rural communities. REDI is a large scale collaborative effort facilitated by the Bureau that meets monthly. The REDI effort involves more than 17 state and regional agencies and organizations. The agencies participating in REDI include:

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

Collaboratively, REDI representatives address problems impacting the fiscal, economic, and community viability of Florida's economically distressed rural communities. REDI works with local governments, community-based organizations, and private organizations interested in the growth and development of economically distressed rural communities. Part of REDI's focus includes finding ways to balance environmental and growth management issues with local needs for economic development. REDI also provides assistance to rural communities on preclearance reviews (e.g., prior to the formal DEO review) and permitting processes, and provides waivers or reduction of match on grants and permits.

REDI agencies and organizations may waive or reduce program match requirements and provide preferential awards to rural or Rural Areas of Opportunity counties and communities in the way of extra points towards grants or provide other financial or technical assistance. The collective value of these preferential awards, waivers, grants, and technical assistance provided by REDI for FY 2014-2015 is estimated at more than \$548.3 million.

Table 28 provides information about the number and amount of preferential awards, number of waivers, number of funding and technical assistance events, and the estimated number of jobs created or retained by grants provided by REDI agencies to rural communities and Rural Areas of Opportunity (RAOs) during the reporting period of July 1, 2014, through June 30, 2015.

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

Table 28: Rural Economic Development Initiative RAO and Rural County Statistics for State FY 2014-2015

Community	Amount of Preferential Awards	Number of Preferential Awards	Number Of Waivers	Total # Of Funding Events & T.A.	Jobs Created Or Retained
North West RAO					
Calhoun	\$14,937,339	0	9	33	0
Franklin	\$9,796,031	5	8	37	0
Freeport (City of)	\$233	0	0	1	0
Gadsden	\$26,875,793	3	8	44	1
Gulf	\$12,361,982	0	3	23	0
Holmes	\$35,230,691	0	7	35	0
Jackson	\$42,511,816	3	23	57	84
Liberty	\$15,096,954	0	2	18	0
Wakulla	\$8,099,137	3	3	28	0
Washington	\$45,018,572	1	2	39	4
Total	\$209,868,707	15	65	315	89
North Central RAO					
Baker	\$6,983,659	1	9	18	0
Bradford	\$25,214,079	2	12	27	0
Columbia	\$24,234,108	4	12	33	16
Dixie	\$3,895,371	2	10	17	0
Gilchrist	\$3,524,935	2	10	18	0
Hamilton	\$4,883,797	2	10	23	0
Jefferson	\$16,974,870	1	6	26	0
Lafayette	\$4,093,939	1	9	13	0
Levy	\$13,452,402	6	12	31	0
Madison	\$2,472,771	2	2	16	17
Putnam	\$42,151,086	5	12	39	0
Suwannee	\$11,168,162	2	27	42	0
Taylor	\$8,825,929	0	9	20	0
Union	\$2,751,620	2	7	17	0
Total	\$170,626,726	32	147	340	33
South Central RAO					
Belle Glade	\$5,687,295	1	7	14	5
DeSoto	\$36,127,360	2	1	15	0
Glades	\$2,026,768	1	1	12	0
Glades Region	\$773,130	0	0	4	4
Hardee	\$3,717,570	3	1	20	39
Hendry	\$9,353,028	2	4	21	0
Highlands	\$8,365,837	4	4	25	15
Immokalee	\$328,837	0	0	25	0
Okeechobee	\$5,836,120	0	0	15	0
Pahokee	\$1,388,848	0	1	2	0
South Bay	\$1,481,430	0	1	5	0
Total	\$75,086,224	13	20	158	63
Non-RAO Rural Counties					
Flagler	\$28,009,453	1	13	43	0
Nassau	\$9,295,764	2	10	34	0
Walton	\$55,473,516	2	2	36	0
Total	\$92,778,733	5	25	113	0
GRAND TOTAL	\$548,360,390	65	257	916	185

Rural Infrastructure Fund Grant Program

The Rural Infrastructure Fund Grant Program has received an annual allocation of \$1.6 million since FY 2013-2014. The program facilitates the planning, preparing, and financing of traditional economic development or nature-based tourism infrastructure projects which encourage job creation and capital investment in rural communities. Three types of grants are available under the program. These are:

- **Total Project Participation Grants** – Grants may be awarded for up to 30 percent of the total infrastructure project costs related to specific job-creating opportunities; and up to 40 percent of the total infrastructure project costs related to specific job-creating opportunities for projects located on a designated catalyst site.
- **Infrastructure Feasibility Grants** – Grants may be awarded for funding infrastructure feasibility. These activities may include studies, design, engineering, and/or other planning and preparation activities that will help facilitate the location or expansion of specific job-creating opportunities. Grant award amounts are dependent on the project location and the number of jobs a business commits to create. The maximum award levels are:
 - \$50,000 for projects creating at least 100 jobs.
 - \$150,000 for projects creating at least 300 jobs.
 - \$300,000 for projects in a Rural Area of Opportunity (RAO).
- **Preclearance Review Grants** - This type of grant award is used to help local governments access resources available pursuant to s. 403.973(18), Fla. Stat. Grants may be used for surveys, feasibility studies, and other activities related to the identification and preclearance review of land use modifications. Available funding and the required match is dependent on the location of the project. The maximum award levels are:
 - \$75,000 with a 50 percent local match.
 - \$300,000 with a 33 percent local match for activities in a RAO.

DEO IN ACTION

The Lake City Gateway Airport recently completed upgrades to their maintenance hangar, funded in part by a DEO Rural Infrastructure Fund Grant. This project included replacing approximately 52,000 square feet of concrete, repairing the fire suppression equipment, installing energy efficient lighting, and painting the interior of the hangar. Once complete these improvements will allow the tenant (Southwest Airlines) to perform maintenance work on two additional aircraft resulting in the creation of over 200 additional jobs in the North Central Rural Area of Opportunity. In addition to the airport improvements, expansion of classroom facilities at the airport will support the new aviation academy established at the airport in conjunction with Columbia County High School. Students will be able to attend the on-site academy as part of their high school program. Upon graduation from Columbia County High School and completion of academy courses, students are guaranteed an interview with Haeco Airframe Services, the primary tenant at the Lake City Gateway Airport. Haeco Airframe Services is one of the largest aircraft maintenance providers in the world.



Executive Director Jesse Panuccio, Airport Manager Nick Harwell, Bureau of Economic Development Bureau Chief Sherri Martin, and Bureau staff member Bob Gitzen.

More information about the Rural Infrastructure Fund Grant Program may be found at: <http://www.floridajobs.org/business-growth-and-partnerships/rural-and-economic-development-initiative/economic-development/rural-infrastructure-fund>.

State Small Business Credit Initiative

The State Small Business Credit Initiative (SSBCI) is managed by the Small Business Program section within the Bureau. This evergreen program is designed to help businesses develop their credit worthiness. Business borrowers are able to secure loans and loan guarantees that enable them to develop credit experience and demonstrate their credit management capacity.

The SSBCI is a component of the Federal Small Business Jobs Act signed into law September 2010. This federal initiative encourages states to establish or strengthen state programs that support lending to creditworthy small businesses that have difficulty obtaining loans needed to expand their operations and create jobs. Since the program's inception, \$82 million in state SSBCI funds have been leveraged to support almost \$436 million in outside loans and equity capital to Florida's small businesses.

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

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

Table 29 provides information about the SSBCI loan guarantee and capital access programs utilization levels supporting Florida's small businesses for FY 2014-2015. Table 30 provides information about these programs from their inception through FY 2014-2015. The loan guarantees and capital access programs do not lend directly to businesses, rather they provide a type of insurance to lenders in the case of a loan default by a business. Jobs newly created or retained are estimates proposed and reported at the time the SSBCI guarantees or funds were made available to the businesses.

Table 29: SSBCI Loan Guarantees and Capital Access Programs, State FY 2014-2015

SSBI Loan Guarantees and Capital Access Programs	SSBCI Funding	External Investments	Number of Jobs Proposed		
			New Jobs to be Created	Jobs to be Retained	Total Proposed Jobs
Small Business Loan Guarantees	\$3,713,500	\$25,939,500	436	131	567
Florida Export Support Program (Loan Guarantees)	\$1,470,000	\$4,807,000	14	32	46
Capital Access Program	\$4,009	\$312,610	3	7	10
Total	\$5,187,509	\$31,059,110	453	170	623

Table 30: SSBCI Loan Guarantees and Capital Access Programs from Inception through June 30, 2015

SSBI Loan Guarantees and Capital Access Programs	SSBCI Funding	External Investments	Number of Jobs Proposed		
			New Jobs to be Created	Jobs to be Retained	Total Proposed Jobs
Small Business Loan Guarantees	\$20,938,414	\$84,663,729	1,169	419	1,588
Florida Export Support Program (Loan Guarantees)	\$1,470,000	\$4,807,000	14	32	46
Capital Access Program	\$18,209	\$1,415,917	63	21	84
Total	\$22,426,623	\$90,886,646	1,246	472	1,718

Table 31 provides information about the SSBCI loan participation and venture capital utilization levels that supported Florida's small businesses for FY 2014-2015. Table 32 provides information about these programs from inception through FY 2014-2015. The loan participation and venture capital programs provide funds and lending directly to businesses. Jobs newly created or retained are estimates proposed and reported at the time the SSBI guarantees or funds were made available to the businesses.

Table 31: SSBCI Loans and Investments, State FY 2014-2015

SSBI Loan Guarantees and Capital Access Programs	SSBCI Funding	External Investments	Total Investments in Small Businesses	Number of Jobs Proposed		
				New Jobs to be Created	Jobs to be Retained	Total Proposed Jobs
Loan Participation	\$2,939,081	\$4,852,579	\$7,791,660	75	0	75
Venture Capital	\$2,100,000	\$8,550,000	\$10,650,000	95	67	162
Total	\$5,039,081	\$13,402,579	\$18,441,660	170	67	237

Table 32: SSBCI Loans and Investments from Program Inception through June 30, 2015

SSBI Loan Guarantees and Capital Access Programs	SSBCI Funding	External Investments	Total Investments in Small Businesses	Number of Jobs Proposed		
				New Jobs to be Created	Jobs to be Retained	Total Proposed Jobs
Loan Participation	\$36,779,111	\$84,468,670	\$121,247,781	636	76	712
Venture Capital	\$20,429,827	\$249,646,530	\$270,076,357	485	528	1,013
Total	\$57,208,938	\$334,115,200	\$391,324,138	1,121	604	1,725

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

Florida Housing Finance Corporation

Created in s. 420.504, Fla. Stat., the Florida Housing Finance Corporation (FHFC) promotes the public welfare by administering the governmental function of financing, or refinancing, housing and housing-related facilities in Florida. This is the first year for which FHFC is reporting the performance data shown in Table 33. The June 30, 2015 report is the most recent period for which data are available. FHFC's key indicators are shown in Table 34. Full fiscal year data will be reported in future DEO annual reports.

Table 33: Florida Housing Finance Corporation's Metrics and Performance as of June 30, 2015

Metric	Results	Quarterly Target
Amount of funding disbursed through the Hardest Hit Fund each quarter.	\$32,788,058 (January – March 2015)	\$30,000,000
Amount of state appropriated rental funding awarded over time to target populations.	99% of FY 2014-2015 Appropriated rental program funds awarded (\$67,599,299 as of June 30, 2015)	80% of FY 2014-2015 Appropriated rental program funds awarded (\$67,600,000 as of June 30, 2015)
Number of participating lenders trained and approved to offer first mortgage financing throughout the state.	145 Active, approved, participating lenders (as of June 30, 2015)	At least 50 active participating lenders
FHFC budgeted total operating expenses to actual total operating expenses.	Under budget by 33% Budgeted amount: \$11,624,523 Actual expenses: \$7,839,830 (January 1 – April 30, 2015)	Actual total operating expenses do not exceed budgeted total operating expenses by more than 10%
Board engagement: attendance and attainment of quorum.	8 of 9 Seated members present on 5/8/2015 and on 6/19/2015	≥ 5 Seated members present at each scheduled Board meeting

Table 34: Florida Housing Finance Corporation's Key Indicators and Performance as of June 30, 2015

Key Indicator	Results
Number of homebuyers assisted through FHFC first mortgages and purchase assistance (Total number of first mortgages closed by FHFC during the quarter).	1,014 All homebuyers 15 Veterans only (April – June 2015)
Average acquisition price during the quarter of single family homes financed through FHFC first mortgages.	\$136,256 (April – June 2015)
FHFC rental portfolio occupancy rate statewide (Average percent of units in FHFC's multifamily rental portfolio that reported being occupied during the quarter).	96.57% (February-April 2015)
Number of searches for affordable rentals conducted on Florida's Web-based housing locator (FloridaHousingSearch.org, provided by FHFC).	265,095 (April – June 2015)
Risk to Capital Ratio for the Guarantee Fund (Total Guarantee commitments divided by Corpus assets net of the loan loss and HUD dedicated reserves).	1.00:1 (as of June 30, 2015)
Current Ratings (Insurer Finance Strength of the Guarantee Fund).	Standard and Poor's: A+/Stable (as of 8/14/2014) Fitch: A+/Stable (as of 5/22/2014)
Number of local governments participating in the State Housing Initiatives Partnership with approved Local Housing Assistance Plans.	100% (All 119 local governments have approved plans)

DEO'S PUBLIC PRIVATE PARTNERS IN ACTION

Florida Housing Finance Corporation has provided funding through several programs to Duval Park, a rental property located in St. Petersburg. The new property is an 88-unit housing development primarily serving veterans with special needs who are transitioning from facilities within a VA hospital or medical center. Duval Park helps veterans and their families by offering them affordable rentals with coordinated access to employment training and opportunities, supportive services, and healthcare providers in their community. This property was developed through a public-private partnership. The total cost to build Duval Park was \$17.2 million, financed with Low Income Housing Tax Credits, State Apartment Incentive Loan funds, and an Extremely-Low Income Supplemental Loan.

More information about FHFC may be found at: http://apps.floridahousing.org/StandAlone/FHFC_ECM/AppPage_HomePage.aspx.

DEO Executive Director Jesse Panuccio touring
D3 Glass in Ft. Myers, Florida.

Photo Credit - DEO Staff



3. GLOSSARY



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

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

Black Business Investment Act – The 2007 Florida Black Business Investment Act (s. 288.7102, Fla. Stat.) recreated the Florida Black Business Investment Board as a not-for-profit public-private partnership to aid in the development of black business enterprises and also established the Black Business Loan Program.

Black Business Investment Corporations (BBICs) – These entities submit annual application packages to DEO to be certified as program administrators for the Black Business Loan Program. BBICs make loans, loan guarantees, and investments to black business enterprises.

Black Business Loan Program – This program is established in s. 288.7102, Fla. Stat. and managed from the Division of Community Development. Its purpose is to facilitate development of black business enterprises.

Career Centers – Established in s. 445.009 Fla. Stat., and managed through the Local Workforce Development Boards, these centers provide every Floridian with access, through service sites or telephone or computer networks, to workforce development services.

Catalyst Site – Established in s. 288.0656 Fla. Stat., this refers to land within a Rural Area of Opportunity that has been reviewed by REDI and approved by DEO to be prioritized as a geographic site for economic development through partnerships with state, regional, and local organizations.

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

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

Community Planning Act – Established in s. 163.3161, Fla. Stat., the 2001 Florida Community Planning Act promotes planning and solutions to the challenges and planning issues faced by the local governments.

Community Revitalization – This term describes efforts undertaken to give new life to a community through economic development or redevelopment.

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

Competitive Florida Partnership – This is an asset-based community and competitiveness planning and technical assistance partnership.

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

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

Economic Gardening Business Loan Pilot Program – This program is established in s. 288.1081, Fla. Stat. to stimulate investment in Florida's economy by providing loans to expanding businesses in the state.

Economic Gardening Technical Assistance Pilot Program – This program is established in s. 288.1082, Fla. Stat. to stimulate investment in Florida's economy by providing technical assistance for expanding businesses in the state.

Evergreen Program – An evergreen program is one that is intended to be self-funded from year-to-year through the collection of fees, payment of interest, repayment of loan funds, from users of the program.

Federal Poverty Guidelines – The guidelines identify poverty thresholds for use for administrative purposes such as determining financial eligibility for certain federal programs.

Federal Small Business Jobs Act – This 2010 federal law authorizes the creation of the Small Business Lending Fund Program.

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

Florida Microfinance Loan Programs – These programs were created to make short-term, fixed-rate microloans to entrepreneurs and small businesses.

FloridaRealtors® – FloridaRealtors® is Florida's largest trade association with more than 127,000 members.

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

Florida Strategic Plan for Economic Development (Strategic Plan) – Established in s. 20.60.4(5)(a), Fla. Stat., this is a five-year statewide economic development strategic plan that can be downloaded from www.floridajobs.org/FL5yrPlan.

Florida Tourism Industry Marketing Corporation DBA VISIT FLORIDA – Established in s. 288.1226, Fla. Stat., VISIT FLORIDA is a not-for-profit Direct Support Organization of EFI and staffs EFI's Division of Tourism Marketing. It serves as Florida's official source for travel planning to visitors across the globe.

Florida Workforce Integrated Performance Reporting System – This is a Web-based performance monitoring system used by the Local Workforce Development Boards and DEO.

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

Incumbent Worker Training Program – Administered by CareerSource Florida, the Incumbent Worker Training Program provides grant funding for customized training for existing for-profit businesses.

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

Labor Market Statistics (LMS) – These comprise labor market, economic, and demographic statistics related to employment and wages data, labor force size data, economic indicators, and population background information.

Land Development Regulations – These regulations address zoning classifications and land-use permissions.

Local Workforce Development Boards – These are 24 regional business-led boards that develop local workforce services strategy and policy, and oversee service delivery of nearly 100 career centers by providing services directly or through competitively procured service providers. Effective July 1, 2015, Florida's Regional Workforce Boards were renamed as Local Workforce Development Boards.

Low to Moderate Income Household (LMI) – This refers to family income level in relation to family size which is at or below a program-specific level, determined by a funding source according to criteria established by the federal Office of Management and Budget.

Low-Income Home Energy Assistance Program (LIHEAP) – This program is administered through the U.S. Department of Health and Human Services, and helps keep families safe and healthy through initiatives that assist families with energy costs.

Matching Funds – These are external funds or resources set to be paid in some proportional amount to either state or federal funds.

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

Microfinance Loan Program and Microfinance Loan Guarantee Program – These programs improve access to capital for start-up entrepreneurs and expanding small businesses.

New Markets Development Program – This program allows investors to earn credits against specified taxes by investing in qualified low-income community businesses.

Official Welcome Centers – In operation since 1949 and operated by VISIT FLORIDA, these five centers provide travel and tourism information (and a cup of Florida orange juice) to motorists visiting the Sunshine State.

Office of Film and Entertainment – This is the state's economic development program for the development and expansion of Florida's film and entertainment industry sectors.

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

One-Stop and Program Support (OSPS) – This bureau manages the contract between DEO and CareerSource Florida, Inc., and provides workforce program information, policy and guidance, programmatic monitoring, training, and technical assistance to the Local Workforce Development Boards.

Preclearance Review – Established in s. 403.973, Fla. Stat., DEO may provide technical assistance for certain project permitting applications and local comprehensive plan amendments before the formal DEO approval process begins.

Public-Private Partnership – This is a hybrid organization formed and supported by both public and private sector funding.

Qualified Target Industry Program – Established in s. 288.106, Fla. Stat., this program provides incentives, narrowly focused in application and scope to targeted industry sectors.

Quick Response Training Program – This program reimburses new or expanding businesses for customized training.

RealtyTrac® – RealtyTrac® is a provider of comprehensive housing data and analytics for the real estate and financial services industries; federal, state and local governments; academic institutions; and the media.

Reemployment Assistance (RA) – This program provides unemployment benefits to people who became unemployed through no fault of their own and meet certain eligibility criteria.

Reemployment Assistance Appeals Commission (RAAC) – This is the federally funded, independent, quasi-judicial administrative appellate body responsible for reviewing contested decisions of reemployment assistance appeals referees.

Reemployment Assistance Claims and Benefits Information System – The Reemployment Assistance Claims and Benefits Information System went live October 15, 2013. It replaces DEO's collection of reemployment assistance systems, some which were more than 35 years old.

Regional Planning Councils (RPC) – Designated by the U.S. Economic Development Agency as Florida's eleven Economic Development Districts; RPCs are quasi-governmental organizations designated by Ch. 186, Fla. Stat., to address problems and plan solutions that are of greater-than-local concern or scope.

Regional Rural Development Grant Program – This program helps rural communities develop successful public/private economic partnerships to promote job creation, improve the economy, and diversify the tax base of the region.

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

Rural County or Community – A rural county has a population of 75,000 or less, has a population of 125,000 or less which is contiguous to a county with a population of 75,000 or less, or is a municipality within a county as described above. A rural community is an unincorporated federal enterprise community, or is an incorporated rural city with a population of 25,000 or less and an employment base focused on traditional agricultural or resource-based industries.

Rural Community Development Revolving Loan Fund Program – This program provides loans for critical infrastructure needs, such as rehabilitation of buildings, to bring in new businesses in rural communities.

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

Rural Economic Development Organizations – These are defined as local governments, community-based organizations, and private entities that support rural economic development initiatives.

Rural Infrastructure Fund Grant Program – This program allows for increased business attraction through funding critical infrastructure needs.

Sanction Provision – This is a means to provide incentives for following rules, regulations, and grant requirements.

Seed Capital Accelerator Program – This program, administered by the Institute for the Commercialization of Public Research, provides between \$50,000 and \$300,000 in seed funding to qualified companies.

Six Pillars of Florida's Future Economy™ – Created by the Florida Chamber Foundation, these describe six critical factors determining Florida's economic future.

Small Cities Community Development Block Grant (CDBG) – This federally funded program provides grants to smaller local governments to improve local housing, streets, utilities, public facilities, downtown redevelopment for the purpose of expanding economic opportunities, job creation, and providing more suitable living environments.

Southeast Tourism Society – This 30+ year-old partnership between states and tourism industry groups promotes tourism throughout the Southeast in a coordinated manner.

Special Districts – Established in s. 189, Fla. Stat., these units of local government have jurisdiction to operate within a limited geographic boundary are created for a special purpose by general law, special act, local ordinance, or rule of the Governor and Cabinet.

State Housing Initiatives Partnership (SHIP) – The State Housing Initiatives Partnership Program is administered by the Florida Housing Finance Corporation and provides funds to local governments as an incentive to create partnerships that produce and preserve affordable homeownership and multifamily housing.

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

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

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

Unemployment Insurance Separation Information Data Exchange System (UI SIDES) – UI SIDES is a Web-based system that supports electronic transmission of claims-related information requests from unemployment insurance agencies to employers and/or third party administrators.

U.S. Census Bureau – The U.S. Census Bureau is a principal agency of the U.S. Federal Statistical System responsible for producing demographic data about the American people and economy.

U.S. Department of Commerce – The U.S. Department of Commerce promotes job creation, economic growth, sustainable development, and improved standards of living for all Americans by working in partnership with businesses, universities, communities and our nation's workers.

U.S. Department of Energy – The U.S. Department of Energy addresses the nation's energy issues and implements the nation's energy policy. The Department provides funding for DEO programs related to weatherization and improving household energy efficiency.

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

Weatherization Assistance Program – This program provides grant funds to community action agencies, local governments, Indian tribes, and non-profit agencies to help low-income families improve the energy efficiency of their homes by tightening the envelope of a home and replacing inefficient heating and cooling units.

Workforce Investment Act (WIA) – Established in s. 445, Fla. Stat., the WIA authorizes and provides funding for workforce training and other employment services to be provided in the Career Centers. WIA was amended and replaced by WIOA in 2014.

Workforce Innovation and Opportunity Act (WIOA) – This is a federal law created in 2014. Its purpose is to strengthen workforce development through innovation in, and alignment and improvement of, employment, training, and education programs in the United States. WIOA amends the 1998 federal Workforce Investment Act.

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