



Annual Report 2012-2013

Florida Department of Economic Opportunity
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1. Business Climate and Economic Development in Florida

The future for the Sunshine State is brighter than ever as the nation emerges from its most severe recession in post-World War II history. Florida is located in the fastest growing part of the United States and at the crossroads of north/south and east/west trade lanes in an increasingly global economy. The state has tremendous assets: a large and diverse consumer and labor market; a tradition of imagination and invention; extensive infrastructure and natural resources; and worldwide appeal to workers, retirees, and visitors. With a gross domestic product (GDP) of \$790 billion in 2012, Florida's economy is the 4th largest in the U.S., and it ranks 4th in population after California, Texas, and New York. Geographically, Florida ranks 21st in size after Washington state.

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.

Florida's mission in support of this vision is to pursue economic development goals that will lead the nation in three areas over the next five years and beyond:

- 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 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.

Factors Affecting Florida's Competitive Position

After years of retreat, Florida's economy gained momentum in 2011. This growth has continued through 2012 and into 2013. Employment is rising, unemployment is falling, and businesses are expanding again. The seeds of Florida's next wave of growth are evident. To date, the recovery has been driven by global trade, tourism, technology, professional services, and health services – all industries likely to grow in the coming years. As Florida's economic vision is realized, Florida will transition from being a state driven primarily by growth to a state driven by talent, innovation, quality of life, and global connectivity.

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

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

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

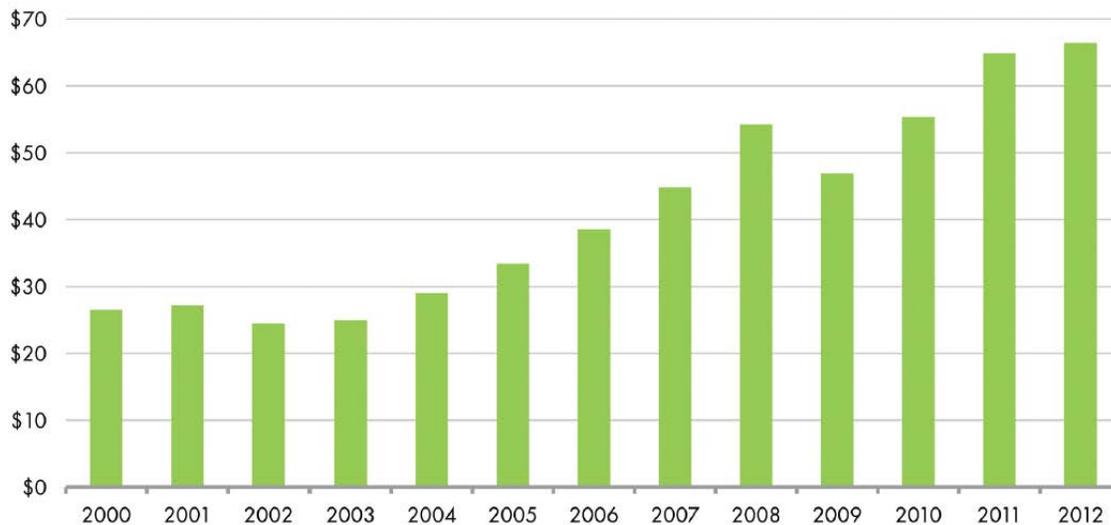
- Global competitiveness data show Florida's place within the larger context of the global economy.
- Economic growth and prosperity data describe the health of Florida's businesses and workers.
- Quality of life indicators show Florida's competitive position as viewed through the lens of inhabitants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

Global Competitiveness

With a gross domestic product (GDP) of \$790 billion in 2012, Florida's economy is the 4th largest in the U.S., and would rank 18th in the world if measured as its own country. Per capita GDP of nearly \$40,913 in 2012 lags the U.S. average by 19 percent, and is comparable to the GDP of Germany. Florida's activity and national ranking in the global market has expanded over the past decade, currently ranking Florida 2nd in the nation for international visitors, 6th for state-of-origin exports, 6th for employment in foreign-owned firms, and 10th for state-of-destination imports. The value of Florida-origin exports reached record levels in 2012 and has more than doubled since 2005. The value of Florida-origin exports equaled 8.5 percent of the state's GDP in 2012, compared with 9.9 percent for the U.S. as a whole.

Figure 1. Florida-Origin Exports, 2000 to 2012

(in Billions of Dollars)

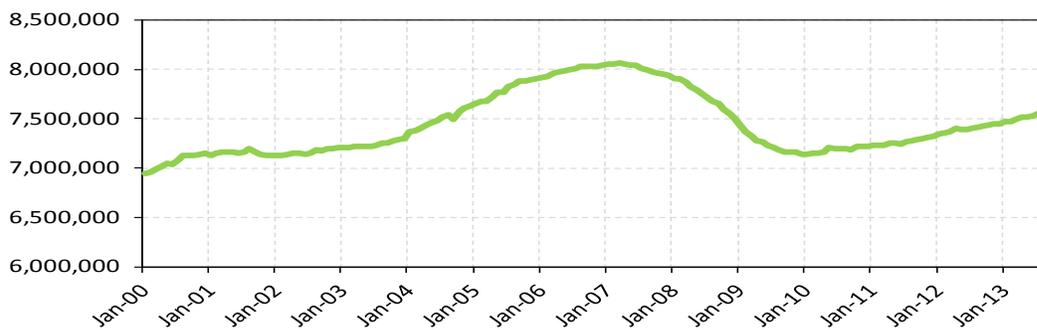


Source: U.S. Department of Commerce, in current year dollars.

Economic Growth and Prosperity

From the 1950s through 2006, Florida was one of the nation's top performing economies for growth in both population and jobs. Fueled by gains in housing and construction, Florida created more than one million new jobs between 2000 and 2007, growing by rates almost twice the national average between 2004 and 2006. Florida reached a peak employment level of 8,064,700 in March 2007. In December 2009, Florida reached a low point, down 922,600 jobs from the peak month. Since 2011, Florida has been experiencing slow but steady job growth, roughly tracking the national pace. As of August 2013, the state has recovered 401,600 jobs from the low point in December 2009.

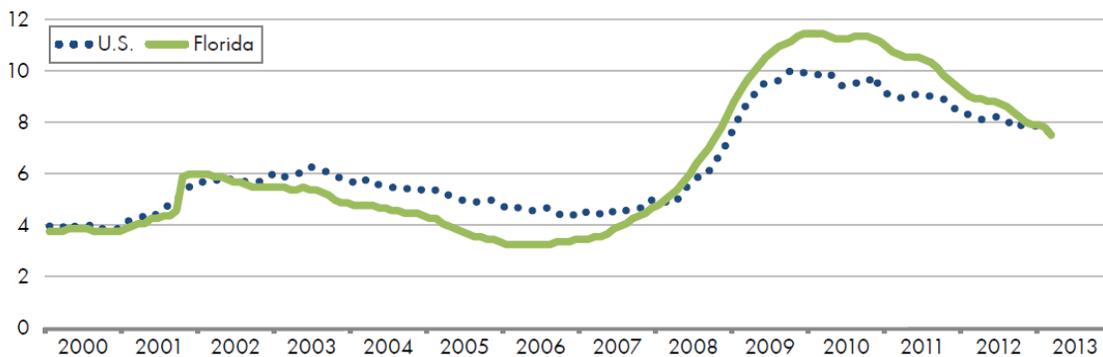
Figure 2. Total Nonagricultural Employment in Florida, Jan 2000 to Aug 2013
(in Thousands of Jobs)



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

As shown in Figure 3, between 2000 and 2007, Florida's unemployment rate tracked at or below the U.S. average. People looking for work in Florida generally were able to secure employment. The job losses brought by the recession changed this dynamic as the state's unemployment rate remained above 11 percent for 16 months in 2009 and 2010. Since 2011, Florida's unemployment rate has been declining, and as of August 2013 was 7.0 percent, the lowest rate in more than four years.

Figure 3. Unemployment Rates in Florida and the United States, Jan 2000 to Aug 2013
(Percent)

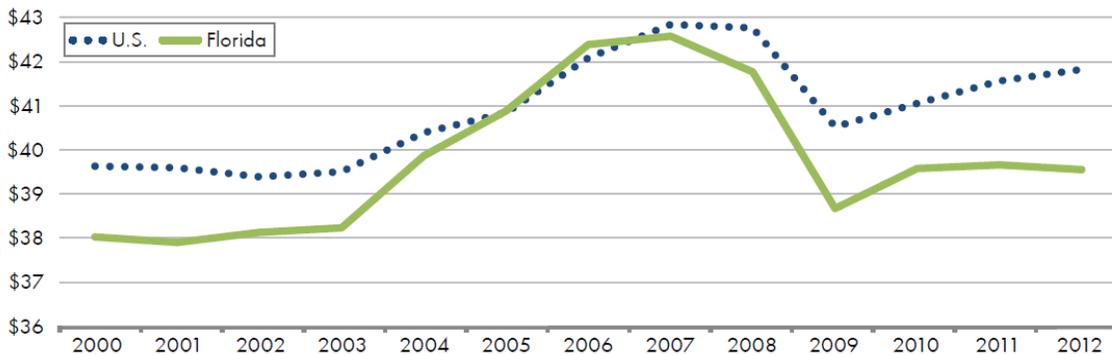


Source: U.S. Department of Labor, Bureau of Labor Statistics.

After adjusting for inflation, Florida's gross domestic product (GDP) expanded 30 percent between 2000 and 2007 and shrank nine percent between 2007 and 2009 before beginning a slow recovery. Florida's GDP remains about six percent smaller than its 2007 peak. Florida's per capita income follows a similar pattern of boom, contraction, and recovery. After many years below the U.S. average, Florida's per capita income exceeded the nation's per capita income in 2006, but fell behind again during the recession. Although 2010 and 2011 brought some growth in per capita income, the income gap between the U.S. and Florida has widened. As of 2012, Florida's per capita income lagged the U.S. average by six percent, primarily due to below national average wages.

Figure 4. Per Capita Income in Florida and the United States, 2000 to 2012

(in Thousands of 2011 Dollars)



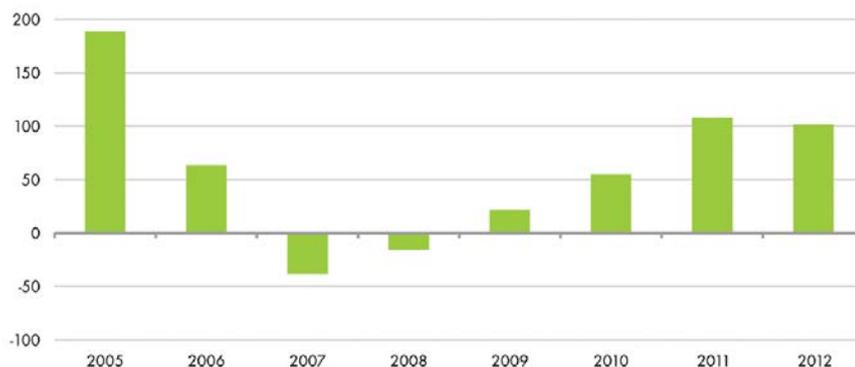
Source: U.S. Department of Commerce, Bureau of Economic Analysis. Annual figures are inflation-adjusted to constant 2011 dollars.

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, but Florida lost residents to other states with more job opportunities in 2007 and 2008. The good news is positive net migration (more people moving into the state than leaving) resumed in 2009, and gained strength in 2010 and 2011. The outlook is good for this trend to continue in the coming years.

Figure 5. Population Growth in Florida; Net Domestic Migration

(in Thousands)



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

In terms of quality of life, Florida has many natural assets and strong population growth. However, there are threats to Florida's quality of life, which include unemployment, underemployment, and the lingering effects of the housing crisis. An estimated 40 percent of all mortgages in Florida are currently more than the homes are worth; the 2nd highest share among the 50 states. Florida is rebounding. Median housing prices were up 18.6 percent over the year in August 2013. And home sales remain robust as the backlog of existing houses on the market is down by 23 percent from August 2012. Florida's quality of life faces additional pressures. One in six residents now earns an income below the national poverty level. Expanding job markets and focusing on skills-based training will allow low-income earners to achieve greater financial stability for themselves and their families. The violent crime rate has dropped over the last decade. 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 to keep Florida's future bright.

Summary of Data Findings

Accomplishing Florida's economic development vision requires a coordinated and enhanced approach to economic development. Through integrated workforce, economic, and community development efforts, Florida's economic development strategies can be realized. An integrated approach was used in developing the *Florida Strategic Plan for Economic Development*. To achieve Florida's economic development vision, the *Strategic Plan* identified four cross-cutting strategies and 25 area-specific strategies in six areas: talent supply and education, innovation and economic development, infrastructure and growth leadership, business climate and competitiveness, civic and governance systems, and quality of life and quality places.

DEO will continue to build on the state's strengths, while reflecting global best practices and positioning Florida to be a leader in the U.S. and internationally. DEO cannot do this alone. By strengthening collaboration and alignment – internally, with public-private partnerships, with regional economic development partners, and with local communities and governments – DEO will be able to accomplish its vision and mission. Working together, DEO and its partners will be able to further the state's efforts to build on the strengths, assets, and resources of Florida's economic regions.

Florida's five economic development objectives supporting economic development 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.

Data affecting these objectives are presented in Table 1 on the following page:

Table 1: Data Affecting Florida's Five Economic Development Objectives

| What Matters | Baseline | Most Recent | U.S. Rank | Desired Results | Actual Results* | How We Are Doing |
|---|-------------------|-------------------|-----------|-----------------|-----------------|--|
| Objective: Improve Employment in Florida | | | | | | |
| Total Employment (annual average) | 8.0M (2007) | 7.4M (2012) | 4 | | | 401,600 new jobs since early 2010. |
| Unemployment Rate (annual average) | 4.0% (2007) | 7.0% (Aug. 2013) | 22 | | | Dropping faster than U.S. |
| Initial Jobless Claims | 167,208 (Q4 2007) | 182,281 (Q4 2012) | 10 | | | Initial jobless claims are declining. |
| Objective: Foster Opportunities for Prosperity for all Floridians | | | | | | |
| Average Annual Wage, 2011\$ | \$43,119 (2007) | \$43,210 (2012) | 29 | | | 9% below national average and lower than 2007 levels when adjusted for inflation. |
| Per Capita Income, 2011\$ | \$42,588 (2007) | \$39,526 (2012) | 27 | | | 6% below national average and lower than 2007 levels when adjusted for inflation. |
| Objective: Grow Florida Businesses | | | | | | |
| Gross Domestic Product, 2011\$ | \$823B (2007) | \$774B (2012) | 4 | | | Recovering, but still 6% below the 2007 peak when adjusted for inflation. Only Nevada's economy had a sharper decline. |
| Net Business Creation | -3,187 (2007) | +4,588 (2011) | 2 | | | Florida ranks 2 nd among the states for both new business startups and failures or bankruptcies of existing businesses. The total number of businesses shrank during the recession. |
| Net Business Relocations | +332 (2008) | +1,152 (2011) | 4 | | | Gaining from Northeast and Midwest, losing to other states in the South. |
| Capital Investment | \$3.7B (2007) | \$2.9B (2011) | 18 | | | Capital expenditures are improving, economic rebound and on-shoring may stimulate investment. |
| Objective: Expand Florida's Global Commerce | | | | | | |
| Florida-Origin Exports, 2011\$ | \$49B (2007) | \$65B (2012) | 6 | | | Doubled since 2005. |
| Jobs at Foreign-Owned Firms | 248,200 (2007) | 223,600 (2010) | 6 | | | Manufacturing accounts for one-quarter of jobs at foreign-owned companies. |
| Objective: Increase Florida's Attractiveness to Workers, Residents, and Visitors | | | | | | |
| Net Domestic Migration | -38,300 (2007) | +101,400 (2012) | 2 | | | More people moving into Florida again, although still below the 2005 peak. |
| Total Visitors | 81M (2009) | 91M (2012) | NA | | | Up 10 million in 3 years, including both domestic and international visitors. |

*Since 2010

Problems, Challenges, Opportunities, and Recommendations

Problems, challenges, opportunities, and recommendations are organized using five of the Six Pillars of Florida’s Future Economy™ developed by the Florida Chamber Foundation. Recommendations are provided in the form of strategies.

Business Climate and Competitiveness

| Today’s Challenges | Tomorrow’s Opportunities |
|---|--|
| Complex, frequently changing state and local business regulations. | Modernize regulatory systems to reflect a global, innovation-oriented economy. |
| Multiple state, regional, and local agencies involved in business transactions. | Provide seamless, efficient customer service for businesses. |
| Reliance on small businesses for growth in many industries. | Reduce barriers to growth of all businesses. |
| Limited capital availability following recession and real estate collapse. | Expand access to capital for businesses at all stages. |
| Increasing property and health insurance costs. | Work with industry to slow rate of growth and bring in line with other large states. |
| Increasing overall tax and transaction fee burden for many businesses. | Develop and maintain a government revenue structure that encourages business growth. |

Florida’s business climate will have to adapt to support a global, innovation-oriented economy. The state should work with regional and local agencies and the private sector to implement the following strategies:

- Reform licensing, permitting, development review, and other regulatory and legal processes to make them simple, efficient, predictable, and, where appropriate, consistent across agencies and jurisdictions. These reforms should reinforce the purpose of regulations to protect public health and safety, strengthen communities, and preserve the environment – while enabling sound projects to move from concept to reality quickly. These reforms also should reduce the costs of regulation on businesses.
- Promote simplified, timely, customer-focused services to businesses at the state, regional, and local levels. Agencies should look for opportunities to share information, use common forms and web sites, and consolidate processes to respond quickly to business needs and opportunities.
- Provide targeted support to small and minority-owned businesses by encouraging incubators, entrepreneurial centers, and other business support systems; expanding effective programs for mentoring, networking, and access to capital; simplifying business support processes; and encouraging small business opportunities in state and local procurement processes.
- Improve business access to capital by adopting policies encouraging capital investment in businesses, particularly startups; marketing Florida to venture capitalists and other potential investors; and working with financial institutions to restore the real estate sector.
- Help ensure property insurance, health insurance, and other business costs rates are competitive with other large states and do not impede sound business decisions to locate or expand in Florida.
- Develop a competitive state and local government revenue structure that reduces the costs of taxes and fees on businesses. At the same time, the state and local governments should continue efforts to improve the efficiency of their operations.

Talent Supply and Education

| Today's Challenges | Tomorrow's Opportunities |
|---|---|
| Close the current workforce gap. | Increase the alignment of the workforce system with business needs. |
| Prepare workers for future jobs. | Build a world-class pre-K to career education system that prepares students for work. |
| Supply workers for innovation industries. | Equip students and workers with market-relevant science and technology skills. |
| Support potential for all regions. | Improve access to education and training in distressed markets. |

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 will help Florida's workers develop and continually refine their skills over the course of their careers to meet the current and fast-changing needs of businesses. Workforce Florida is leading a statewide initiative to develop Florida's talent supply system in collaboration with the Florida Chamber of Commerce, Florida Chamber Foundation, Florida Council of 100, Florida Department of Education, Florida College System, State University System, Independent Colleges and Universities of Florida, and the Commission for Independent Education. This partnership provides a foundation to:

- Strengthen the workforce system to provide a laser focus on the demand for skilled labor by Florida businesses. Workforce Florida has identified improving workforce system alignment with business needs as one of its three strategic priorities. A key step involves asking businesses to assess Florida's ability to produce skilled workers. Workforce Florida is piloting a first-in-the-nation customer satisfaction index measuring employer perceptions of Florida's workforce in targeted industries. Educational institutions, workforce organizations, and businesses can partner to identify current and future skill needs, design curricula, and create internship and apprenticeship opportunities. Another key step is providing workforce assistance to those workers seeking employment.
- Ensure the pre-K through 20 education system produces high-caliber graduates and provides multiple career pathways. Florida should increase the number of students who advance their education and finish ready to work; expand technical education and certification programs to increase the number of workers with industry credentials; and strengthen mentoring and training for future entrepreneurs. Effective programs encouraging Florida college graduates to remain in Florida to build their careers should also expand.
- Provide a strong focus on Science, Technology, Engineering, and Mathematics (STEM) education to lead the competition in preparing workers for future jobs. Florida should expand development of high-impact and market-relevant education, training, and internship programs starting in elementary school and continuing through postsecondary programs.
- Support regional solutions addressing unique assets and needs in each part of Florida, including currently distressed or underserved areas such as rural markets and urban core communities. Providing greater opportunities for education, training, and jobs will help these areas prosper and retain their younger residents.

Additionally, Workforce is implementing the following strategic initiatives to strengthen Florida's workforce for 21st century business and competitive needs.

- Target Industry Cluster Task Forces. The Task Forces are comprised of statewide business leaders that focus on the competitiveness of Florida's talent and talent development system in Florida's targeted industries. They also focus on other markets that intend to advance similar clusters as well as the context of differences in capabilities, resources, and cluster makeup in and among Florida's regions.
- Supply and Demand Analysis. The Supply and Demand Analysis is a first-of-its-kind study assessing the impact of growth of occupations in Florida's targeted industries.

Innovation and Economic Development

| Today's Challenges | Tomorrow's Opportunities |
|--|---|
| Focus on traditional industries such as agriculture, tourism, and real estate; lack of diversified industries. | Build portfolio of strong talent and innovation clusters. |
| Relatively small role in research, innovation, and entrepreneurial activity. | Create integrated innovation pipeline to speed ideas to market. |
| Untapped potential in global market. | Double Florida exports with emphasis on small to medium sized businesses. |
| Perception of Florida as place to visit or retire. | Brand Florida as nation's best place for business. |

A more diverse economy will position Florida for future growth and prosperity. The following strategies will help the state diversify its economy:

- Work with Florida's economic regions to develop a portfolio of talent and innovation clusters where Florida can be a national or global leader. Targeted strategies are needed to:
 - Continue to support Florida's greatest existing strengths, such as tourism.
 - Support growing talent and innovation industry clusters, such as life sciences or trade and logistics that are in many parts of the state today.
 - Nurture newer (sometimes unproven) clusters with long-range potential.
 - Help transition established clusters to serve new markets, such as shifting the focus of Florida's space industry from civil launches to commercial research and transport, and developing new markets for agricultural products.
- Give particular focus to expanding the state's pipeline of research, development, and entrepreneurial activity. Florida has many effective programs for research and development, technology transfer and commercialization, business incubators, and other startup activities. These programs should be expanded, accelerated, and integrated to provide a comprehensive entrepreneurial ecosystem to move ideas to successful businesses in a rapid, high-impact manner. A critical element of this strategy is expanding access to capital for startup and growing businesses, with emphasis on angel, seed, and early stage venture capital. An example of this type of effort can be found in the work of the Institute for the Commercialization of Public Research.
- Expand Florida's role serving global markets for goods, services, travel, and information, with particular emphasis on increasing the value of Florida exports. Florida's exports are driven by small businesses, particularly in manufacturing, technology, health services, and professional services. The state and its regions should create, expand, and advance effective programs for businesses that already export to further expand or diversify the markets they serve, while also helping other businesses establish their own ongoing export capacity. An example of this type of effort can be found in the work of the Florida Export Finance Corporation.
- Strengthen Florida's appeal to workers and businesses through branding and aggressive and consistent marketing. It is critical that Florida's brand highlight its strategic assets and its business friendly approach. The brand should broaden perceptions of Florida as a state in which to do business, in addition to being a place for tourists and retirees. Economic development and tourism marketing should be seamless so every visitor to Florida is viewed as a future worker, resident, business owner, or investor.

Infrastructure and Growth Leadership

| Today's Challenges | Tomorrow's Opportunities |
|--|---|
| Fragmented decision-making process. | Coordinate decision-making and investments with long-term focus on Florida's economy and quality of life. |
| Increasing highway congestion and need for greater capacity in rail, seaports, and airports. | Create interconnected, multimodal trade and transportation systems. |
| Limited connectivity to rural Florida. | Improve transportation and broadband connections and access. |
| Increasing pressure on water supply and quality. | Develop and implement integrated statewide water strategy. |
| Increasing energy demand and costs. | Develop diverse, reliable, and cost effective energy sources. |

Florida should develop future infrastructure to create new talent and innovation clusters. For example, a next generation vehicle or energy source developed in Florida could meet local needs while also providing expertise and products Florida can sell to other states. Additional strategies include:

- Investing in an interconnected, multimodal trade transportation system linking Florida's regions and enabling Florida's businesses to serve global markets, including seaports, airports, spaceports, railways, major truck corridors, and integrated logistics and distribution centers. The state should evaluate alternative approaches to provide capacity for future growth, including use of technology, express highway lanes, expanded rail and transit options, and development of parallel or new corridors in some parts of the state.
- Facilitating statewide access to state-of-the-art telecommunications, Internet, and mobile systems so advanced communications systems reach all parts of Florida.
- Ensuring an adequate clean water supply to sustain development and quality of life. A statewide water strategy will enable Florida to balance residential, agricultural, and industrial uses. This strategy should address the needs of all regions using strategies such as alternative sources and storage, waste management, reclaimed water, and enhanced conservation.
- Developing and maintaining diverse, reliable, and cost effective energy sources and systems. A statewide energy strategy will enable Florida to facilitate alternative energy sources, reduce dependence on foreign oil, and provide for future economic growth.

Civic and Governance Systems

| Today's Challenges | Tomorrow's Opportunities |
|--|--|
| Multiple state, regional, and local agencies involved in economic development decisions with different boundaries. | Develop strong statewide and regional economic development partnerships. |
| Constrained public sector revenues and increasing demand for services. | Improve the efficiency and effectiveness of government agencies. |
| Limited levels of reliable funding for economic development. | Invest in strategic economic development priorities. |

Strategic partnerships and investments are critical to Florida's future. Key recommendations include the following:

- Develop strategic partnerships at both the statewide and regional levels to implement the *Strategic Plan for Economic Development* and move Florida to a more prosperous future.
- At the statewide level, Florida's state agencies will have to function in a highly efficient, integrated manner to work toward both short- and long-term economic development goals, as well as to respond quickly to specific economic development opportunities. The state should continue to work with private and civic organizations to achieve the shared economic vision, building on areas of collaboration.
- At the regional level, Florida has the opportunity to build on and sustain effective partnerships of local governments, economic development and workforce organizations, businesses, and other stakeholders to define and implement regional economic development strategies. The state should encourage and support regional visioning and collaboration activities; viewing Florida's regions as incubators for Florida's future. Regional targeted industry initiatives, the Comprehensive Economic Development Strategies, Workforce Florida's "Florida Eight" regional collaboration initiative, and long-term regional visioning processes around Florida illustrate how partners can work together to address regional economic goals.
- Improve the efficiency and effectiveness of government agencies at all levels. State, regional, and local governments should continue to increase the efficiency of their operations to maximize use of taxpayer dollars, focus available resources in the most strategic areas, and respond to customer needs.
- Give priority to strategic investments to attain the state's economic vision and support regional visions. Florida's future prosperity requires targeted funding for economic development and marketing as well as focused investments in workforce, education, research and development, infrastructure, community development, and related areas. The state and most regional and local economic development organizations rely primarily on annual budget appropriations and business contributions to fund economic development activities and related investments.

Quality of Life and Quality Places

| Today's Challenges | Tomorrow's Opportunities |
|--|---|
| Increasing competition for skilled workers, students, retirees, and visitors from other regions. | Encourage quality growth and development in Florida's communities that provide attractive choices for all ages. |
| Impacts of growth and development on Florida's communities and natural systems. | Ensure economic development decisions protect and enhance Florida's communities and environment. |
| Maximizing the value of Florida's unique cultural and natural resources. | Promote and protect distinctive places centered on Florida's unique assets. |

Florida's quality of life and quality places are critical drivers of its future economy, not merely a potential product of strong economic growth. Florida's communities and natural resources can help the state stand out in the global competition for talent, visitors, and investment. To bolster Florida's ability to attract businesses and potential residents, it needs to make thoughtful development decisions and should pursue the following activities:

- Encourage quality growth and development to provide healthy, safe, welcoming places for residents, workers, students, and visitors. Florida's diverse population requires a range of safe and stable communities with affordable housing and easy access to quality schools, shopping, health services, cultural amenities, parks, social services, and other resources. Well-defined cities, towns, and villages provide fertile ground for economic development because of good transportation networks, dense infrastructure, close proximity of employees to workplaces, high density of customers and support businesses, and proximity to cultural, recreational, and educational opportunities.
- Make economic development decisions that also enhance or preserve Florida's communities and environment. This will require closer integration of economic development planning and decisions with community development and environmental stewardship, so public investments support multiple goals while still respecting the principle of home rule.
- Encourage people to live in or visit Florida by both protecting and marketing the environment and cultural assets.

Recommendations for Legislative and Agency Actions

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. Released in 2013, the *Florida Strategic Plan for Economic Development* identifies 29 strategies for achieving the aspirational vision, goals, and objectives for economic development in Florida over the next five years. Its four overarching strategies are critical elements of the state’s economic development effort and will help Florida accomplish the vision and goals defined by the *Strategic Plan*. These strategies will require many years to accomplish – beginning with conceptualization and design to full realization of implementation.

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

Cross-Cutting Strategies: The *Strategic Plan* identifies 29 strategies for strengthening economic development in Florida, including four overarching strategies:

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. More than 27 executive and cabinet level agencies have designated Economic Development Liaisons to coordinate policies and investments. The *Strategic Plan* also provides guidance to, and supports the work, of regional and local partners. 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. To further the alignment process, state-level agencies and organizations have designated Economic Development Liaisons (see s. 288.021, Fla. Stat.) to work together to respond quickly to economic opportunities and to coordinate policies and investments to position the state for long-term growth and competitiveness.
- Align state, regional, and local partners around a common vision and goals. State agencies must work in concert with regional and local partners such as economic development organizations, regional planning councils, regional workforce boards, and chambers of commerce. To achieve and guide this alignment, the *Strategic Plan* uses the Six Pillars of Florida’s Future Economy™, a framework developed by the Florida Chamber Foundation that identifies the key drivers of Florida’s future economy using common language and indicators to facilitate partner collaboration. The Six Pillars were also adopted by the Florida Association of Counties, the 11 regional planning councils (Florida’s federal economic development districts), regional partnerships, and individual counties across the state.

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

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

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 by working with each region to identify key clusters and by aligning education, training, research, infrastructure, regulations, and other public policies and investments, to address each cluster's opportunities and needs.

Florida, through enabling legislation (see s. 20.60(5)(a)4.b, Fla. Stat.) and the support of the Governor's office has made cluster development the centerpiece of the state's economic development strategy, with two important emphases:

- 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 "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 can play 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 connect Florida's regions together into a megaregion to provide the scale of resources needed to compete globally with other U.S. regions such as the Boston-New York-Washington corridor or Southern California. The state should work to build this megaregion by focusing on key industry clusters present in multiple regions, helping create and support interregional partnerships, and improving transportation and communications connectivity across regions. The state also should take the lead in coordinating with neighboring states on economic development opportunities that cross state boundaries. Examples include the single brand of the Aerospace Alliance, (which includes Alabama, Florida, Louisiana, and Mississippi); another is Destination Gulf Coast USA, which focuses on beach-centered tourism for these same four states along Interstate 10.

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 opportunity 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.

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

2. The Florida Department of Economic Opportunity

DEO is a diverse department that touches many facets of life in Florida including economic development, workforce support and training, and community development. In collaboration with its public-private partners, DEO assists the Governor in advancing Florida's economy; championing the state's economic development vision; and administering state and federal programs and initiatives to help visitors, citizens, businesses, and communities.

Agency Vision, Mission, Goals, and Objectives

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 visitors, citizens, businesses, and communities.

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 helps businesses and communities improve their local economies and quality of life.

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

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

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

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

DEO's Statutory Charge

Formed in 2011, DEO combines the state's economic, workforce, and community development efforts to help expedite economic development projects to fuel job creation and to 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 DEO's executive goals and objectives. Together the program divisions, with the assistance of DEO's key supporting divisions and offices, achieve DEO's five statutorily mandated agency responsibilities. They are:

- s. 20.60(4)(b), Fla. Stat. Recruit new businesses to this state and promote the expansion of existing businesses by expediting permitting and location decisions, worker placement and training, and incentive awards.
- s. 20.60(4)(c), Fla. Stat. Promote viable, sustainable communities by providing technical assistance and guidance on growth and development issues, grants, and other assistance to local communities.
- s. 20.60(4)(d), Fla. Stat. Ensure that the state's goals and policies relating to economic development, workforce development, community planning and development, and affordable housing are fully integrated with appropriate implementation strategies.
- s. 20.60(4)(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.
- 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.

DEO Divisions, Efforts, and Performance Measures

The three program divisions that directly address DEO priorities and core mission are the Divisions of Community Development, Strategic Business Development, and Workforce Services. Performance measures for these divisions include measures that were approved during consultation for the Long Range Program Plan for 2012-2018 and those that were approved during consultation for the Long Range Program Plan for 2013-2019, with the exclusion of measures for which data were not available.

Division of Community Development

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

- Award grants, loans, and credits for infrastructure, housing rehabilitation, and community revitalization.
- Provide assistance for rural community development and facilitate the work of the Rural Economic Development Initiative (REDI).
- 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.

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

Pursuant to its role as the State Land Planning Agency, DEO created a task force comprised of representatives from the Division of Emergency Management, the South Florida Regional Planning Council, and six local governments to review hurricane evacuation clearance times in Monroe County. The effort resulted in a determination that 3,550 additional residential units can be built in the Florida Keys while maintaining the 24-hour clearance time.

The Rural Economic Development Initiative (REDI), facilitated by the Bureau of Economic Development, involves more than 17 state and regional agencies and organizations. Together, REDI representatives assist rural communities with solving problems affecting 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. REDI, through the Division, was contacted by Franklin County requesting assistance on the severe oyster decline affecting numerous seafood workers and their families. DEO and REDI worked closely with Franklin County to provide short-term recovery efforts through Resource Fairs and food drives. They continue to work on a long-term economic diversification strategy to diversify the local economy and enhance the resiliency of the community towards future economic crises.

Within the Division of Community Development, the Neighborhood Stabilization Program and Community Development Block Grant (CDBG) Disaster Recovery Initiative (DRI) Program are helping Florida counties and cities improve their housing and infrastructure. The Neighborhood Stabilization Program helped Osceola County, Okaloosa County, Hernando County, Daytona Beach, Miami Beach, and the City of Tallahassee build and rehabilitate housing units for Florida's elderly and low-income inhabitants. The CDBG DRI Program helped 18 areas in Florida with projects to help prevent flooding and dangerous conditions as a result of Florida's severe weather. Several of the projects were in areas with a predominantly low to moderate income populace.

In a cross-agency effort, the Bureau of Economic Development is 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. Additionally, bureau staff supports EFI's Minority & Small Business, Entrepreneurship and Capital division and its partnership with six outside organizations to provide small, minority, and entrepreneurial companies with training and development options to help them meet goals while creating more jobs for Florida. Staff also assists 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.

Table 2 shows the performance of the Division of Community Development over a wide variety of measures. The measures comprehensively cover the services offered by the Division of Community Development across its program areas. For example, results show Community Development awarding almost 92 percent of its community development grant funding to rural communities or rural economic development agencies and more than half a million households benefitting from services provided by the Community Services Block Grant Program, Low-Income Home Energy Assistance Program, and Weatherization Assistance Program.

Table 2: Division of Community Development Performance Measures

| Measures | 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. | 1,514 activities Community Planning: 17.3% rural Housing and Community Development: 54.9% rural |
| The number of grants provided to expand to expand local community economies. | 39 |
| The number of technical assistance activities undertaken to expand small business and rural community local economies. | 53 |
| The percent of community development grant funding awarded to rural communities or rural economic development organizations. | 91.6% |
| The number of households benefitting from services provided by the Community Services Block Grant program, Low-Income Home Energy Assistance Program, and Weatherization Assistance Program. | 524,861 |
| The percent of total Community Services Block Grant funding supporting self- | 26.0% |
| The percent of low to moderate income individuals assisted based on the total number of beneficiaries. | 94.4% |
| The number and percent of Area of Critical State Concern development orders, environmental resource permit applications, and land development regulations reviewed where the final order was found to be consistent with the principles for guiding | 400 reviews 97.8% consistent |
| The percent of findings of "material weaknesses" or the equivalent level of severity in DEO programs and practices reviewed or audited by Federal Auditors, OPPAGA, the Auditor General, the Inspector General, and other independent auditors. | 53.5% |

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, 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 Bureau of Business and Economic Incentives, the Bureau of Compliance and Accountability, the Bureau of Planning and Partnerships, and 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 audit economic development incentives and grant performance.
- Work closely with Enterprise Florida, Inc., VISIT FLORIDA, Space Florida, the Institute for the Commercialization of Public Research, and the Florida Ports Council.
- Market, promote, and provide services to Florida's film and entertainment industry.

Pursuant to s. 288.021, Fla. Stat., the Division of Strategic Business Development convened and worked with appointed Economic Development Liaisons, high level representatives from 14 state-wide agencies and organizations, throughout 2012 and 2013. The group's statutory mandate is to "expedite project review, to ensure a prompt, effective response to problems arising with regard to permitting and regulatory functions, and to work closely with the other economic development liaisons to resolve interagency conflicts." Liaison activities during the year focused primarily on development of the *Florida Strategic Plan for Economic Development*; implementation of the *Strategic Plan* with reporting performance data for each organization; and most recently, engagement with the Division of Emergency Management to develop strategies for a long term economic recovery from disasters.

In 2012-2013, the Division of Strategic Business Development completed the *Strategic Plan* to guide the future of Florida's economy. It was developed by DEO in partnership with Enterprise Florida, Inc., Workforce Florida, Inc., and the Florida Department of Transportation, along with more than 3,000 state-wide and local planning entities and stakeholders. Leadership for the *Strategic Plan* development was provided by: the Governor and his executive staff, the Secretary of Commerce, the President of Workforce Florida, the Executive Directors of DEO, and staff members of the Division of Strategic Business Development.

Table 3 shows the performance of the Division of Strategic Business Development over a wide variety of measures. The measures comprehensively cover the services offered by the Division of Strategic Business Development across its program areas. For example, results show 100 percent of public-private contract management deadlines being completed in less time than required by contract limits, no findings of material weakness in any of the independent audits conducted on their programs, and 81 percent of customers being satisfied with the incentive program application approval process.

Table 3: Division of Strategic Business Development Performance Measures

| Measures | 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 contract management deadlines completed in less time than required by contract time limits. | 100.0% |
| The number and percent of productions assisted by the Office of Film and Entertainment resulting in business and employment in Florida. | 944 productions 69.0% resulting in FL business |
| The percent of incentives applications approved in less time than required by statutes. | 78.0% |
| The percent of customers satisfied with the incentive program application approval process. | 81.0% |
| The percent of findings of "material weakness" or the equivalent level of severity in DEO programs and practices reviewed or audited by Federal Auditors, OPPAGA, the Auditor General, the Inspector General, and other independent auditors. | 0.0% |

Division of Workforce Services

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

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

In the last year approximately 150 studies were completed related to labor market conditions. The largest ongoing effort is the development of the Occupational Supply/Demand System, which is in its third year of development.

The Division convened an Unemployment Compensation (Reemployment Assistance) Work Group. The purpose of the work group was to study Florida's reemployment assistance contribution calculation and provide recommendations to the Legislature for changes to the calculation designed to ensure the long-term solvency of the reemployment assistance program while promoting equitable, minimal tax burdens on Florida employers. The study results and recommendations were provided to the Legislature in December 2012.

Other Division task forces, councils, committees, and boards include:

- Florida Board of Governor's Commission on Access and Degree Attainment, Senior Policy Group (state).
- Florida Board of Governor's Task Force on Postsecondary Online Education (state).
- Labor Market Information Institute Board (federal/state).
- Local Employment Dynamics Steering Committee (federal/state).
- National Association of State Workforce Agencies (with six standing committees)
 - Employment and Training Committee (federal/state).
 - Veterans Affairs Committee (federal/state).
 - Labor Market Information Committee (federal/state).
 - Unemployment Insurance Committee (federal/state).
 - Unemployment Insurance Subcommittee on Interstate Benefits (federal/state).
- National Labor Exchange Operations Committee (federal/state).
- Projections Managing Partnership Board (federal/state).
- Quarterly Census of Employment and Wages Policy Council (federal/state).
- The Council on the Social Status of Black Men and Boys (state).
- U.S. Department of Labor, Bureau of Labor Statistics, Data Users' Advisory Committee (federal/state).
- Workforce Information Council (federal/state).

Table 4 shows the performance of the Division of Workforce Services over a wide variety of measures. The measures comprehensively cover the services offered by the Division of Workforce Services across its program areas from workforce development and the work of the Regional Workforce Boards, Reemployment Assistance Program, and the Reemployment Assistance Appeals Commission. For example, the results show almost 95 percent of Reemployment Assistance appeals completed timely, 98 percent of Reemployment Assistance appeals cases disposed within 75-days, and almost 85 percent of individuals receiving WIA training services entering the workforce.

Table 4: Division of Workforce Services Performance Measures

| Measures | 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> . (Workforce Florida, Inc.) | 1 partner 100.0% implementation |
| The percent of businesses using the workforce system. | 4.5% |
| The percent increase in the number of businesses registered in the workforce system. | 3.4% |
| The percent of individuals who have achieved the Tier 1 Workforce Professional Certification. | 79.4% |
| The percent of Reemployment Assistance appeals completed timely. | 94.9% |
| The percent of new Reemployment Assistance employer liability determinations made timely | 88.2% |
| The percent of Reemployment Assistance first payments paid timely. | 80.0% |
| The percent of individuals who enter the workforce after receiving training services (WIA funded training services only). | 84.9% |
| The percent of District Court of Appeal decisions affirming or dismissing an appeal of an Order issued by the Reemployment Assistance Appeals Commission. | 98.3% |
| The percent of Reemployment Assistance appeals cases disposed within 75-days. (Reemployment Assistance Appeals Commission measure) | 98.1% |
| 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. | 18.8% |

DEO 2012-2013 Accomplishments

Within the Division of Community Development, efforts are underway to provide targeted support to small businesses and rural communities. 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 Workforce Services, efforts are underway to further the availability of a skilled workforce to meet the current and future needs of Florida's employers.

Working collaboratively, DEO's three core program divisions (i.e., Community Development, Strategic Business Development, and Workforce Services) and six public-private partners (i.e., Enterprise Florida, Inc., the Florida Housing Finance Corporation, the Florida Institute for Commercialization of Public Research, Space Florida, VISIT FLORIDA, and Workforce Florida, Inc.) have the best opportunity for positioning Florida for future growth and prosperity. DEO and its partners have served in leadership roles to coordinate decision-making related to economic development. For example, they collaboratively worked to convene and support a cadre of Economic Development Liaisons. These high-ranking representatives of 14 statewide agencies and organizations bring to the table leadership who can work together to further revise licensing, permitting, development reviews, and other regulatory processes necessary for promoting both a strong business climate and competitiveness. All of the agencies and organizations with appointed liaisons are implementing one or more strategies contained in the *Strategic Plan*, and are reporting progress to DEO on a regular basis. Additionally, the agencies and organizations are working with DEO's Emergency Coordinating Officer to identify economic and business stabilization resources that may be beneficial to communities recovering from disasters, and they are participating in interagency planning and coordination forums in order to develop recommendations and strategies for disaster-related economic recovery concerns.

DEO's Divisions of Community Development and Strategic Business Development work closely with 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. The Division of Community Development is also working to assist communities to increase job creation and economic development competitiveness, especially small and rural communities and counties. DEO supports a comprehensive approach to job creation that goes beyond recruitment of new businesses and industries. To support this approach, the Competitive Florida Partnership is a partnership program 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. Complementary to this program is the Next Level initiative which is designed by EFI and its statewide network of economic development partners. This initiative emphasizes foundational steps that help communities focus on their strengths, address areas of concern, and better prepare their areas for economic growth.

Florida's ability to produce skilled and ready workers depends on furthering the collaborative planning and efforts of Workforce Florida, DEO's Divisions of Workforce Services and Strategic Business Development, educational institutions, workforce development organizations, and businesses. Workforce Florida has identified improving workforce system alignment with business needs as one of its three strategic priorities. DEO's Division of Workforce Services, through its contracts and partnerships with the 24 Regional Workforce Boards, lends support to workforce development efforts to regularly assess the skills needed to support key talent and industry clusters; and to identify, expand, and sustain effective programs that develop or retain workers in the state.

Using federal funding, the Bureau of Labor Market Statistics has developed a new Web-based Florida Occupational Supply/Demand System that will launch in 2013. The system is designed to improve education and training alignment to better meet the hiring needs of business. It is designed for business, workforce, education, economic development, job seekers, and students. System data are available statewide and by

region; demonstrating supply gaps by occupation, identifying where additional investments in education and training are needed, and showing where there are good opportunities for job placements. It is already recognized as the most comprehensive and timely system of its kind available in the nation.

Project Connect went live October 1, 2013. It is a Reemployment Assistance modernization project intended to improve the claims, benefits, and appeals processes. Project Connect replaces DEO's collection of reemployment assistance systems, some which are more than 35 years old. In developing the new system, DEO focused not just on new technology but also on re-engineering existing processes for faster production, on creating higher quality work products resulting in reduced costs, and on delivering improved service to claimants and employers.

Through the Employ Florida Marketplace and Project Connect, Workforce Florida, 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.

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

DEO's Division of Strategic Business Development and Enterprise Florida, Inc. (EFI) have collaborated to strengthen the procedures and fiscal accountability efforts for awarding incentives to businesses being recruited, retained, and expanded in Florida. Additionally, to improve contract monitoring, new software architecture has been built, and will be used to link electronic records through a Salesforce™ platform. This software enables relevant job creation information from those companies to be linked with relevant contract monitoring information captured by DEO.

DEO continues its commitment to efficiency, accountability, and transparency with the development and support of the Economic Development Incentives Portal in collaboration with EFI. This first-in-the-nation portal provides unprecedented access to the performance measurements required in economic development incentive contracts and each company's progress toward reaching their required job creation goals. This site, expanded in 2013, contains details on every non-confidential Florida economic development incentive project with an executed contract. A core principle of the state's economic development incentive programs is that the state only awards incentives to businesses for demonstrated job creation and capital investment. The most commonly used incentive tools are tax refunds and credits. These are awarded to a business only after the job creation and capital investments (if applicable) are independently verified by DEO. In grant incentive programs, businesses are only paid after DEO verifies that they have substantially satisfied the applicable job creation and capital investment requirements. In addition, in such programs, contractual sanctions and claw backs protect the state's investment when businesses do not fully satisfy their obligations. While performance requirements are typically phased and met over multiple years, performance is measured and audited annually. With the 2013 redesign, projects eligible for inclusion in the portal will be updated in real time after their performance data have been received and confirmed.

In addition to those programs and assets highlighted in this section, DEO has many other resources upon which to build, integrate, and support its programs and services, furthering Florida's economic development vision. While DEO's goals, objectives, and metrics have been revised to better reflect DEO's commitment to its statutory charge, the programs and resources viewed as necessary in order to achieve DEO's priority of integrating disparate or overlapping services remain the same.

Florida Strategic Plan for Economic Development Implementation

During the 2011 Legislation Session, DEO was tasked with developing a five-year strategic plan to guide the future of Florida's economy. The *Florida Strategic Plan for Economic Development* builds on a strong partnership of public, private, and civic organizations. It defines goals, objectives, and strategies to move Florida toward its economic vision. The *Strategic Plan* was developed by DEO in partnership with Enterprise Florida, Inc., Workforce Florida, Inc., and the Executive Office of the Governor, and with input from more than 3,000 Floridians. Below are the vision, goals, and objectives of the *Strategic Plan*.

Florida's Economic Development Vision:

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

Florida's Economic Development Goals:

- Lead the nation in global competitiveness as a location for business, investment, talent, innovation, and visitors.
- Lead the nation in economic growth and prosperity.
- Lead the nation in quality of life.

Florida's Economic Development Objectives:

- Improve and sustain 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

The *Strategic Plan* includes an Appendix developed through the collaborative efforts of 14 state level agencies and organizations and their appointed Economic Development Liaisons. 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 will report on regularly. Table 5 provides an overview of the number of agencies implementing each goal, objective, and strategy, and for each, the total number of tactics being implemented.

Table 5: Agency Participation by Strategic Goals, Objectives, and Strategies

| Goals, Objectives, and Strategies | Number of Implementing Agencies | Number of Tactics Implemented |
|---|---------------------------------|-------------------------------|
| Goal 1 — Global Competitiveness | 13 | 55 |
| Goal 2 — Economic Growth and Prosperity | 11 | 47 |
| Goal 3 — Quality of Life | 13 | 41 |
| Objective 1 — Employment | 14 | 46 |
| Objective 2 — Prosperity | 11 | 41 |
| Objective 3 — Business Growth | 11 | 50 |
| Objective 4 — Global Commerce | 5 | 20 |
| Objective 5 — Florida's Attractiveness | 14 | 51 |
| Strategy 1 — Collaboration and Alignment | 5 | 26 |
| Strategy 2 — Talent and Innovation Clusters | 4 | 14 |
| Strategy 3 — Globally Competitive Megaregions | 8 | 24 |
| Strategy 4 — Global Hub | 8 | 32 |
| Strategies 5 through 8 — Talent Supply and Education* | 22 | 57 |
| Strategies 9 through 12 — Innovation and Economic Development * | 20 | 54 |
| Strategies 13 through 17 — Infrastructure and Growth Leadership * | 10 | 34 |
| Strategies 18 through 23 — Business Climate and Competitiveness * | 36 | 89 |
| Strategies 24 through 26 — Civic and Governance Systems * | 25 | 87 |
| Strategies 27 through 29 — Quality of Life and Quality Places * | 26 | 59 |

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

As shown in Table 5, all 14 state agencies and organizations have tactics that implement the strategic goals, objectives, and many strategies of the *Strategic Plan*. Examples of these tactics and their relationships to the *Strategic Plan* include:

- The Department of Business and Professional Regulation reducing the time for approval of licenses to join a profession or open a business (Goals 1 & 2; Objectives 1 & 3; and Business Climate & Competitiveness and Civic & Governance System Strategies)
- The Department of Revenue implementing a one-stop business registration portal (Goal 2; Objectives 1 & 2; Cross-cutting Strategy 1; and Business Climate & Competitiveness and Civic & Governance System Strategies)
- The Department of Transportation supporting the development of Florida as a major international trade hub with targeted investments in areas such as airports, seaports, rail terminals, and highways (Goals 1 & 2; Objectives 1, 2, 3, 4, & 5; Cross-cutting Strategies 2 & 4; and Innovation & Economic Development, Infrastructure & Growth Leadership, and Civic & Governance Systems Strategies)
- The Department of Economic Opportunity providing assistance and promoting opportunities to rural economic development organizations, small businesses, and communities in Florida (Goals 1, 2 & 3; Objectives 1, 2, 3, 4 & 5; Cross-cutting Strategies 1 & 3; Innovation & Economic Development, Infrastructure & Growth Leadership, Business Climate & Competitiveness, Civic & Governance System, and Quality of Life & Quality Places Strategies)
- The Department of Environmental Protection balancing the preservation of Florida’s natural and cultural resources while providing recreational opportunities for Florida’s residents and visitors (Goal 3; Objective 5; Quality of Life & Quality Places Strategies)

Not only do the agencies’ tactics fulfill multiple goals, objectives, and strategies outlined in the *Strategic Plan*, but they also align with the Governor’s three key priorities of jobs, education, and cost of living.

Table 6: Agency Participation by Governor’s Priorities

| Priorities, Goals, Objectives, and Strategies | Number of Implementing Agencies | Participating Tactics to be Implemented |
|---|---------------------------------|---|
| Priority 1: Jobs | 14 | 57 |
| Priority 2: Education | 5 | 18 |
| Priority 3: Cost of Living | 9 | 27 |

As shown in Table 6, the 14 state level agencies and organizations are implementing 57 tactics that support the Governor’s number one priority: Promoting Economic Development and Jobs Creation. Examples of these tactics include:

- The Department of Business and Professional Regulation reducing the time for approval of licenses to join a profession or open a business.
- The Department of Environmental Protection supporting the economic vision through streamlined, more effective, and less burdensome regulatory processes.
- The Department of State facilitating business through rapid turnaround time for business filing.
- Water Management Districts fast tracking permits for economic development.
- The Department of Management Services fostering an environment of greater competition among vendors via increased utilization of the eQuote component of MyFloridaMarketPlace.
- The Department of Revenue implementing a one-stop business registration portal.
- The Department of Health streamlining the licensing of health care practitioners.
- Workforce Florida, Inc., enhancing the effectiveness of Florida’s workforce system.

- The Department of Economic Opportunity enhancing the interaction between Florida's businesses and the workforce system.
- The Department of Education strengthening the emphasis on basic literacy, communication and employability skills in education and training programs.
- Enterprise Florida, Inc., advancing international trade opportunities.
- The Department of Transportation transforming Florida's major statewide and interregional transportation corridors through addition of multiple modes and managed lanes to existing facilities.
- The Regional Planning Councils building partnerships with local and regional economic development organizations and workforce boards, and engaging in regional collaborative activities.
- The Florida Fish and Wildlife Conservation Commission promoting effective private sector/public sector partnerships.

Five state level agencies and organizations are implementing 18 tactics that support the Governor's number two priority: Improving Education. Examples of these tactics include:

- The Department of Education ensuring education and training programs can respond rapidly to changing industry needs.
- The Department of State providing access to the Florida Electronic Library to all residents of Florida including public, academic, and K-12 school libraries.
- The Department of Economic Opportunity and Workforce Florida, Inc., training job seekers to support the needs of businesses.

Nine state level agencies and organizations are implementing 27 tactics that support the Governor's number three priority: Reducing the Cost of Living. Examples of these tactics include:

- The Department of Business and Professional Regulation continuously improving and streamlining business processes by leveraging technology solutions.
- The Department of Economic Opportunity providing quality customer services to people, businesses, and communities applying for and receiving support from the Department of Economic Opportunity.
- The Department of Management Services using the combined purchasing power of the state to deliver the best value in goods and services to reduce the cost of state government.
- The Department of Revenue improving the timeliness of processing a tax return.
- The Department of State funding program grants and services for cultural organizations and Florida artists to enhance quality of life in communities and support cultural tourism.
- Regional Planning Councils providing technical assistance to local governments.

The tactics listed above are by no means an exhaustive list of the efforts undertaken by the state level agencies and organizations involved with the *Strategic Plan*. To view the *Strategic Plan*, its Appendix, and other related materials, please visit <http://www.floridajobs.org/FL5yrPlan>.

3. Annual Performance of DEO Public-Private Partnerships

DEO engages with an innovative collaboration of public-private partnerships united in the effort to accelerate Florida's economic recovery. Through 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. DEO's partners include:

- 🌐 Managed through the Division of Strategic Business Development
 - Enterprise Florida, Inc.
 - Florida Institute for Commercialization of Public Research
 - Space Florida
 - VISIT FLORIDA

- 🌐 Managed through the Division of Workforce Services
 - Workforce Florida, Inc.

Division of Strategic Business Development

Enterprise Florida, Inc.

Established in 1992 by s. 288.901, Fla. Stat., and empowered by its ability to capitalize on private and public sector expertise, EFI serves as the principal economic development organization for the state. Its role is to provide leadership for business development in Florida by aggressively marketing the state as the world's prime location for business creation, expansion, and retention. In addition to working with VISIT FLORIDA, Space Florida, Workforce Florida, and the Florida Institute for the Commercialization of Public Research to further their missions, EFI collaborates with DEO to increase private investment to advance economic opportunities in: international and domestic trade; minority-owned businesses; professional and amateur sports teams and events; and rural and urban communities.

More information about EFI can be found at <http://www.eflorida.com/>. A copy of the EFI Annual Report for 2013 can be found at <http://www.floridajobs.org/news-center/reports-and-legislative-presentations>.

Table 7 shows the Enterprise Florida, Inc. performance measures for FY 2012-2013 across five major areas: business development, international trade, marketing Florida, minority and/or small business capital, and Florida sports. Due to new performance measures, FY 2012-2013 data will be used as a baseline for future performance standards.

Table 7: Enterprise Florida, Inc. Performance Measures

| EFI Measures FY 2012-2013 | Quarter One | Quarter Two | Quarter Three | Quarter Four | Total |
|---|---------------|---------------|---------------|---------------|---------------|
| 1. Business Development: Proposed Job Creation | | | | | |
| Total number of proposed jobs to be created by businesses assisted by Enterprise Florida | 9,276 | 4,691 | 6,613 | 4,803 | 25,383 |
| Number of proposed jobs to be created by businesses assisted by Enterprise Florida in rural communities | 112 | 19 | 450 | 80 | 661 |
| Number of proposed jobs to be created by businesses assisted by Enterprise Florida in distressed urban communities | 491 | 782 | 95 | 140 | 1,508 |
| Number of proposed jobs to be created by businesses assisted by Enterprise Florida by international businesses | 532 | 102 | 1,028 | 277 | 1,939 |
| Number of proposed jobs to be created by businesses assisted by Enterprise Florida by small and/or minority businesses | 4,199 | 3,217 | 2,888 | 2,603 | 12,907 |
| Number of proposed jobs to be created by businesses assisted by Enterprise Florida with incentives | 7,194 | 2,993 | 3,804 | 2,373 | 16,364 |
| 2. International Trade: International Trade Assistance | | | | | |
| Number of Florida based businesses assisted by Enterprise Florida for international trade | 793 | 724 | 647 | 780 | 2,160 |
| Number of companies with export sales attributable to activities conducted by Enterprise Florida | 66 | 92 | 46 | 50 | 193 |
| Amount (US dollar value) of projected export sales attributable to the activities conducted by Enterprise Florida | \$159,443,927 | \$251,856,021 | \$192,197,700 | \$122,380,632 | \$725,878,280 |
| 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 | 96 | 91 | 85 | 97 | 369 |
| 4. Minority and/or Small Business, Entrepreneurship, Capital | | | | | |
| Number of businesses that received financial assistance | 11 | 16 | 19 | 21 | 67 |
| Amount (US dollar value) of funds invested | \$14,570,997 | \$7,427,244 | \$9,632,711 | \$11,641,305 | \$43,272,256 |
| 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) | \$76,882 | \$1,743,658 | \$642,900 | \$5,701,566 | \$8,165,006 |
| Number of participants (athletes and families) at the FL Senior Games and FL Sunshine State Games (in-state) | 663 | 11,784 | 8,572 | 29,670 | 50,689 |
| Economic impact to communities as a result of Florida Sports Foundation's funding of Regional and Major Grant Events (out-of-state) | \$52,266,724 | \$69,620,662 | \$104,086,315 | \$20,806,387 | \$246,780,088 |
| Number of attendees at Regional and Major Grant Events (out-of-state) | 79,440 | 117,161 | 126,104 | 32,707 | 355,412 |

Institute for the Commercialization of Public Research

The Institute for the Commercialization of Public Research was established in 2007 by s. 288.9625, Fla. Stat., to stimulate growth in the science and technology industry. The purpose of the Institute is to assist in the commercialization of products developed in this state by the research and development activities of publicly supported colleges, universities, research institutes or organizations, as well as those of innovation businesses, as defined in s. 288.1089, Fla. Stat. The Institute assists its research partners with new company formation and development, and showcases Florida's innovation inventory to pair commercially-viable discoveries with management and capital, resulting in new companies and products that improve and save lives. The Institute delivers both company support services and seed funding programs. Companies funded through the Seed Capital Accelerator Program have leveraged state funding to raise as much as three to four times that amount in private investment capital.

More information about the Institute can be found at <http://www.florida-institute.com/>. A copy of the Institute's Annual Report can be found at:

<http://www.floridajobs.org/news-center/reports-and-legislative-presentations>. Table 8 shows the performance on measures for the Institute for the Commercialization of Public Research. Due to new performance measures, FY 2012-2013 data will be used as a baseline for future performance standards.

Table 8: Institute for Commercialization of Public Research Performance Measures

| Performance Measure | Notes |
|---|---|
| Number of research entities assisted by the Institute for the Commercialization of Public Research. | Through the outreach efforts of the regional Entrepreneurs-in-Residence, the Institute - engaged with the following 18 research partners statewide: <ul style="list-style-type: none"> • Doolittle Institute • Florida Atlantic University • Florida Institute of Technology • Florida International University • Florida A&M University • Florida State University • Institute for Human and Machine Cognition • Mayo Clinic • Moffitt Cancer & Research Institute • Nova Southeastern University • Sanford Burnham Medical Research Institute • 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. |
| Number of businesses created and their respective industries covered. | The Institute continues to support new company formation and development. Nearly 100 applications for support were submitted, and 21 new companies have formed: <ul style="list-style-type: none"> • Torrey Pines Institute for Molecular Studies: MMPBio (Life Sciences); Assuage Pharmaceuticals (Life Sciences) • University of Florida: Bioplastics/Gatoresin (Advanced Materials); Coefficient (Information Technology); EthosU (Information Technology); GoldCo (Life Sciences); Paracosm (Information Technology); Structured Monitoring Products (Healthcare Technology); Constellation Research, now Oqulus (Life Sciences); OB Medical (Healthcare Technology) • Florida Atlantic University: Eco Neurologics (Life Sciences) • Moffitt Cancer Center: Nilogen Oncosystems (Life Sciences); 2DP (Life Sciences) • Florida State University: AnchorGen (Life Sciences); Autism Navigator (Life Sciences); Lipid Nanotechnologies (Life Sciences) • Florida A&M University: MPP Technologies (Life Sciences); Tallahassee Nutrition/Inside Outside Skincare (Life Sciences) • University of Miami: Biscayne Pharmaceuticals (Life Sciences) • University of North Florida: Pathfinders (Information Technology); Virtual Badge (Information Technology) |
| Total amount of capital investment. | Approximately \$6M; additional grants and contracts received in excess of \$14M. |
| Number of strategies in the <i>Florida Statewide Strategic Plan for Economic Development</i> being implemented. | 20 |

Space Florida

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

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

Table 9 shows performance measures for Space Florida for FY 2012-2013.

Table 9: Space Florida Performance Measures

| Performance Measures | FY 12-13 Standards | Quarter One | Quarter Two | Quarter Three | Quarter Four | Total |
|--|--------------------|-------------|-------------|-------------------------------|---------------------------------|---------------------------------|
| Number of financial deals facilitated by Space Florida | 3 | 1 | 1 | 0 | 1 | 3 |
| Number of research projects, partnerships and grants supported | 30 | 11 | 9 | 6 | 13 | 39 |
| Number of businesses provided technical or financial assistance as related to conducting business in Florida | 150 | 39 | 25 | 31 | 58 | 153 |
| Number of non-disclosure agreements entered into by Space Florida | 17 | 11 | 12 | 10 | 11 | 44 |
| Number of qualified investment opportunities | 5 | 1 | 1 | 5 | 0 | 7 |
| Number of leads generate through business development outreach | 200 | 27 | 60 | 64 | 50 | 201 |
| Annual number of jobs created, recruited and retained by Space Florida* | N/A | N/A | N/A | 595 | 89 | 684 |
| Annual number of companies recruited, retained and expanded by Space Florida* | N/A | N/A | N/A | 1 | 4 | 5 |
| Annual number and amount of funding for research projects, partnerships and grants supported by Space Florida* | N/A | N/A | N/A | 6 supported \$6,628,077.38 | 13 supported \$15,570,359.69 | 19 supported \$22,198,437.07 |

* These new measures were instituted during the last two quarters of the 2011-2012 fiscal year.

VISIT FLORIDA

VISIT FLORIDA, ss. 288.1226 and 288.923 Fla. Stat. was created in 1996. The organization serves as the state's official tourism marketing corporation and Florida's official source for travel planning to visitors across the globe. VISIT FLORIDA, along with its 12,000 partners, facilitates tourism industry participation through various domestic and international marketing opportunities to top global visitor markets. The organization also staffs Florida's five Official Welcome Centers and works closely with tour operators, travel agents, and event planners as part of its marketing activities. In 2012, Florida welcomed a record of more than 91 million out-of-state visitors.

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

Table 10 shows performance measures for VISIT FLORIDA for FY 2012-2013. Due to new performance measures, FY 2012-2013 data will be used as a baseline for future performance standards.

Table 10: VISIT FLORIDA Performance Measures

| Measures | FY 2012-2013 Results |
|---|--------------------------------|
| Annual percentage of domestic visitors to Florida influenced by VISIT FLORIDA's primary marketing programs. | 38.8% |
| Annual share of domestic vacation trips. | 16.4% |
| Annual share of international visitor spending. | 20.6% |
| Maintain annual market share in traditional feeder markets | 21.7% |
| Growth in annual market share in emerging markets. | 17.2% |
| VISIT FLORIDA Marketing Activities | |
| Total number of individual businesses actively participating in VISIT FLORIDA marketing activities. | 11,661 |
| 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. | 599 businesses 94% coverage |
| Annual return on investment from VISIT FLORIDA's domestic advertising campaigns. | \$15 to \$1 |
| Total industry investment in VISIT FLORIDA programs. | \$108,643,632 |
| Number of strategies in the <i>Florida Strategic Plan for Economic Development</i> being implemented by VISIT FLORIDA. | 4 |

Division of Workforce Services

Workforce Florida, Inc.

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

More information about Workforce Florida, Inc. can be found at <http://www.workforceflorida.com/>. A copy of Workforce Florida's Annual Report can be found at: <http://www.floridajobs.org/news-center/reports-and-legislative-presentations>.

Table 11 gives the performance measures and results for Workforce Florida, Inc.'s Incumbent Worker Training (IWT) Program and 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 to new or expanding businesses. Due to new performance measures, FY 2012-2013 data will be used as a baseline for future performance standards.

Table 11: Workforce Florida Training Program Measures

| Performance Measure | Result |
|---|--------|
| Incumbent Worker Training Program | |
| Number of incumbent workers receiving training as a result of IWT Program Training | 10,081 |
| Number of IWT Grant Awards to Businesses | 238 |
| Quick Response Training Program | |
| Number of individuals receiving customized training for new high-skill/high-wage jobs as a result of QRT Program Training | 6,522 |
| Number of QRT Grant Awards to Businesses | 38 |

4. Annual Performance of State Efforts

The information presented below reflects summary information for six statutorily mandated programs with links to their annual reports and a summary table created from the reports. DEO oversees these programs to further the state's economic vision and to create better conditions for economic growth within Florida. Each program is required to create an annual report. Additionally, links have been provided for each program office. The programs include:

-  Managed by the Division of Community Development
 - Black Business Loan Program
 - Economic Gardening Loan Pilot Program
 - Economic Gardening Technical Assistance Pilot Program
 - Florida Enterprise Zone Program
 - Rural Economic Development Initiative

-  Managed by the Division of Workforce Services
 - Displaced Homemaker Program

Division of Community Development

Black Business Loan Program

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

For FY 2012-2013, seven corporations were certified to administer program funds: BAC Funding Consortium, Inc. (Miami), Black Business Investment Fund of Central Florida, Inc. (Orlando), Florida Black Business Support Corporation (Tallahassee), Metro Broward Economic Development Corporation (Lauderhill), Northwest Florida Black Business Investment Corporation (Tallahassee), Palm Beach County Black Business Investment Corporation (Riviera Beach), and Tampa Bay Black Business Investment Corporation (Tampa Bay). Businesses receiving loans from BBIC corporations used the funds for such items as: accounting/financial services, construction/contracting, educational technology, management training, distribution or legal services. More information about the Black Business Loan Program can be found at <http://www.flgov.com/black-business-loan-program/>.

The Black Business Loan Program Annual Report for FY 2012-2013 can be found at <http://www.floridajobs.org/news-center/reports-and-legislative-presentations>. Based upon the annual report, Table 12 provides information for five fiscal years of operation.

Table 12: Black Business Loan Program Statistics

| Fiscal Year | Number Of Certifications | Contract Amounts | Number Of Loans/Loan Guarantees | Amount Of Loans/Loan Guarantees | Projected Number Of Jobs Created |
|-------------|--------------------------|------------------|---------------------------------|---------------------------------|----------------------------------|
| 2012/2013 | 7 | \$278,125.00 | 64 | \$2,134,111.16 | 78 |
| 2011/2012 | 7 | \$325,000.00 | 16 | \$884,964.25 | 33 |
| 2010/2011 | 9 | \$250,000.00 | 67 | \$2,824,791.00 | 59 |
| 2009/2010 | 9 | \$261,333.32 | 91 | \$2,732,743.00 | 132 |
| 2008/2009 | 9 | \$591,133.34 | 92 | \$2,893,667.00 | 171 |

Economic Gardening Loan Pilot Program

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

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

At the closing of the loans, the businesses estimated that 161 jobs would be created and 910 jobs would be retained. As of March 2013, \$312,420 in interest has been earned on the loans made. The Economic Gardening Business Loan Pilot Program update for 2012 can be found at:

<http://www.floridajobs.org/news-center/reports-and-legislative-presentations>.

Economic Gardening Technical Assistance Pilot Program

The Economic Gardening Technical Assistance Pilot Program falls under s. 288.1082, Fla. Stat. Similar to the Economic Gardening Business Loan Pilot Program, the purpose of the Technical Assistance Pilot Program is to stimulate investment in Florida's economy by providing technical assistance for expanding businesses in the state. The Florida Economic Gardening Institute at the University of Central Florida, also known as GrowFL, serves as the program administrator. GrowFL provides technical assistance resources (e.g., informational services and consulting services) to businesses including access to information on markets, consumers and competitors, geographic information systems, and search engine optimization.

More information about the Economic Gardening Technical Assistance Pilot Program can be found at <http://www.growfl.com/>. The Economic Gardening Technical Assistance Pilot Program Mid-Year Program Report from December 31, 2012 and a copy of the Annual Report from June 30, 2013 can be found at <http://www.floridajobs.org/news-center/reports-and-legislative-presentations>. Based on the Annual Report, Table 13 provides information concerning the reach and economic benefits realized from the program.

Table 13: Economic Gardening Technical Assistance Pilot Program Statistics

| Number Of Businesses Receiving Assistance | Number Of Jobs Created | Wages Paid To Newly Created Jobs | Locations Of Businesses By County | Types Of Economic Activity |
|---|------------------------|--------------------------------------|-----------------------------------|----------------------------|
| 124 | 449 | \$2,086,766 \$73,578 per employee | 23 Counties | 10 Industries |

Enterprise Zone Incentives

Enterprise zones are addressed in s. 290.007, Fla. Stat. They are one of the determining factors in the creation of Enterprise Zone Development Agencies (EZDA), covered under s. 290.0056, Fla. Stat. Additional information on enterprise zones is provided by the Florida Department of Revenue. An enterprise zone is a specific geographic area targeted for economic revitalization based on factors such as population, poverty rate, and economic distress. The Florida Enterprise Zone Program offers businesses located in enterprise zones, corporate and sales tax credits for hiring residents of the zones, and sales tax refunds for building and business materials purchased for use in the zone. New and expanding businesses located in an enterprise zone are eligible for corporate tax credits.

More information about enterprise zones can be found on the Enterprise Florida Website at http://www.eflorida.com/Enterprise_Zones.aspx?id=286. The Annual Report for the Florida Enterprise Zone Program which includes EZDA activities and funding approved within Florida's 44 enterprise zones can be found at <http://www.floridajobs.org/news-center/reports-and-legislative-presentations>.

Table 14 provides the total amount of state incentives approved by the Department of Revenue for three fiscal years. These incentives include:

- Building Materials Sales Tax Refund (Sales Tax)
- Business Equipment Sales Tax Refund (Sales Tax)
- Jobs Tax Credit (Corporate Income Tax)
- Jobs Tax Credit (Sales Tax)
- Property Tax Credit (Corporate Income Tax)
- Sales Tax Exemption for Electrical Energy (Sales Tax)

Table 14: Enterprise Zone Incentives Provided by the Department of Revenue

| Enterprise Zone Incentives | Tax Incentive Type | FY 12-13 Approved Amount | FY 11-12 Approved Amount | FY 10-11 Approved Amount |
|-------------------------------------|--------------------|--------------------------------|--------------------------------|--------------------------------|
| Building Materials Sales Tax Refund | Sales Tax | \$632,604.00 | \$2,462,136.00 | \$13,590,376.00 |
| Business Equipment Sales Tax Refund | Sales Tax | \$850,027.00 | \$1,228,479.00 | \$679,440.00 |
| Jobs Tax Credit | Corporate Income | \$4,663,263.00 | \$4,455,624.00 | \$4,956,598.00 |
| Jobs Tax Credit | Sales Tax | \$7,035,555.00 | \$7,887,040.00 | \$7,384,634.00 |
| Property Tax Credit | Corporate Income | \$2,275,522.00 | \$1,022,199.00 | \$1,994,562.00 |
| Sales Tax Exemption for Electrical | Sales Tax | \$842,710.00 | \$900,476.00 | \$972,185.00 |
| | Totals | \$16,299,681.00 | \$17,955,954.00 | \$29,577,795.00 |

Table 15 provides information about the impact of enterprise zone incentives for a five-year period. These include the number of new businesses and jobs created within the enterprise zones along with a count of the number of business receiving technical assistance during the year.

Table 15: Enterprise Zone Initiatives

| Fiscal Year | New Businesses | New Jobs Created | Businesses Receiving Technical Assistance | State EZ Incentives Approved | Local EZ Incentives Approved |
|-------------------------|-------------------|---------------------|--|---------------------------------|---------------------------------|
| 2012/13 | 5,306 | 16,621 | 6,989 | \$16,299,681 | \$53,140,856 |
| 2011/12 | 4,500 | 11,602 | 9,014 | \$10,934,474 | \$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 |
| 2008/09 | 3,104 | 9,073 | 11,708 | \$45,351,441 | \$11,577,451 |
| Five-Year Totals | 24,572 | 55,639 | 42,385 | \$176,787,353 | \$174,371,659 |

Rural Economic Development Initiative

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

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

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

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

Based on this report, Table 16 provides information for Florida's Rural Areas of Critical Economic Concern (RACEC) for July 1, 2012 through June 30, 2013. There are three Florida designated RACECs:

- ***Northwest RACEC***, which includes Calhoun, Franklin, Gadsden, Gulf, Holmes, Jackson, Liberty, Wakulla, and Washington counties, and the City of Freeport in Walton County.
- ***South Central RACEC***, which includes DeSoto, Glades, Hardee, Hendry, Highlands, and Okeechobee counties, and the cities of Pahokee, Belle Glade, and South Bay (Palm Beach County), and Immokalee (Collier County).
- ***North Central RACEC***, which includes Baker, Bradford, Columbia, Dixie, Gilchrist, Hamilton, Jefferson, Lafayette, Levy, Madison, Putnam, Suwannee, Taylor, and Union counties.

Table 16 provides information about the awards and waivers provided to the RACEC and rural counties. The awards and waivers are used when a state REDI agency gives preferential treatment for rural areas. For example, if the Department of Transportation requires a fee for development, then a RACEC area can have the fee waived. Across Florida, 261 awards valued at \$57 million and 162 waivers were provided by REDI.

Table 16: Rural Economic Development Initiative RACEC Statistics

| Community | Number of Awards | Amount of Awards | Number of Waivers |
|---------------------|------------------|------------------------|-------------------|
| North West RACEC | | | |
| Calhoun | 7 | \$49,860.00 | 10 |
| Franklin | 7 | \$136,360.00 | 5 |
| Gadsden | 3 | \$82,000.00 | 11 |
| Gulf | 7 | \$1,412,817.00 | 4 |
| Holmes | 7 | \$27,359.00 | 9 |
| Jackson | 13 | \$7,555,727.00 | 16 |
| Liberty | 4 | \$9,467.00 | 3 |
| Wakulla | 3 | \$1,599,801.00 | 0 |
| Washington | 10 | \$1,345,660.00 | 4 |
| City of Freeport | 0 | \$0.00 | 0 |
| Total | 61 | \$10,807,647.00 | 62 |
| North Central RACEC | | | |
| Baker | 2 | \$47,000.00 | 3 |
| Bradford | 4 | \$60,443.00 | 3 |
| Columbia | 8 | \$10,160.00 | 2 |
| Dixie | 4 | \$1,302,160.00 | 2 |
| Gilchrist | 9 | \$160.00 | 3 |
| Hamilton | 8 | \$1,339,680.00 | 5 |
| Jefferson | 2 | \$2,750.00 | 4 |
| Lafayette | 1 | \$36,875.00 | 2 |
| Levy | 9 | \$7,280,636.00 | 6 |
| Madison | 13 | \$120,084.00 | 2 |
| Putnam | 8 | \$1,315,601.00 | 4 |
| Suwannee | 16 | \$7,280,636.00 | 18 |
| Taylor | 6 | \$593,067.00 | 1 |
| Union | 10 | \$1,429,900.00 | 5 |
| Total | 100 | \$20,819,152.00 | 60 |
| South Central RACEC | | | |
| DeSoto | 9 | \$6,480,145.00 | 14 |
| Glades | 10 | \$76,350.00 | 3 |
| Hardee | 10 | \$5,099,024.00 | 4 |
| Hendry | 19 | \$1,006,970.00 | 0 |
| Highlands | 18 | \$10,668,456.00 | 11 |
| Okeechobee | 9 | \$896,834.00 | 3 |
| Pahokee | 6 | \$365,637.00 | 1 |
| Belle Glade | 5 | \$180,128.00 | 1 |
| South Bay | 5 | \$180,128.00 | 0 |
| Immokalee | 3 | \$408,000.00 | 0 |
| Total | 94 | \$25,361,672.00 | 16 |
| Rural Only | | | |
| Flagler | 1 | \$2,000.00 | 5 |
| Nassau | 2 | \$10,417.00 | 4 |
| Walton | 3 | \$26,269.00 | 15 |
| Total | 6 | \$38,686.00 | 24 |
| Grand Total | 261 | \$57,027,157.00 | 162 |

Division of Workforce Services

Displaced Homemaker Program

The displaced homemaker program is established in s. 446.50, Fla. Stat., which requires DEO to enter into contracts and provide grants to public and nonprofit private entities to establish multipurpose service programs. The service programs provided necessary training, counseling, and services for displaced homemakers so they may become independent and obtain economic security. Qualified displaced homemakers:

- Are 35 years of age or older.
- Worked at home providing unpaid household services.
- Are not adequately employed.
- Had difficulty in securing adequate employment.
- Are dependent on the income of another family member or federal assistance.

The program services include job counseling, job training, employment assistance, financial management development, educational services, and outreach and information services. Displaced homemaker programs focus on upgrading skills using job training and education to ensure employment opportunities.

More information about the Displaced Homemaker Program can be found at <http://www.floridajobs.org/workforce-board-resources>.

The Displaced Homemaker Program Annual Report for Program Year 2012-2013 can be found at: <http://www.floridajobs.org/news-center/reports-and-legislative-presentations>. Based upon the annual report, Table 17 provides the performance of the 19 providers who reported outcomes during Fiscal Year 2012-2013. Across Florida, 90 percent of the 1,808 displaced homemakers exited the program with jobs.

Table 17: Displaced Homemaker Service Provider Statistics

| Service Providers | Total Served | Program Exiters July 2012-June 2013 | Job Placements at Exit July 2012-June 2013 | Performance Rate July 2012-June 2013 |
|---|--------------|--|--|---|
| Broward State College | 237 | 130 | 130 | 100.00% |
| Chipola College | 62 | 37 | 37 | 100.00% |
| Daytona State College | 382 | 117 | 102 | 87.18% |
| Emerald Coast TEAM Services | 164 | 167 | 154 | 92.22% |
| Florida State College at Jacksonville | 465 | 132 | 109 | 82.58% |
| Gulf Coast State College | 136 | 26 | 26 | 100.00% |
| Indian River State College | 117 | 59 | 59 | 100.00% |
| Lake-Sumter Community College | 92 | 2 | 2 | 100.00% |
| Manatee Technical Institute | 240 | 234 | 221 | 94.44% |
| Miami-Dade College | 582 | 196 | 174 | 88.78% |
| North Florida Community College | 7 | 1 | 1 | 100.00% |
| Options! Program, Inc. | 131 | 129 | 116 | 89.92% |
| Palm Beach State College | 141 | 21 | 18 | 85.71% |
| Polk County Workforce Development Board | 62 | 55 | 49 | 89.09% |
| Santa Fe College | 257 | 103 | 72 | 69.90% |
| Seminole State College | 179 | 88 | 88 | 100.00% |
| South Brevard Women's Center, Inc. | 67 | 65 | 55 | 84.62% |
| The Centre for Women | 128 | 55 | 55 | 100.00% |
| Women's Resource Center of Sarasota County, Inc. | 193 | 191 | 164 | 85.86% |
| Program Totals | 3,642 | 1,808 | 1,632 | 90.27% |

5. Glossary

Aerospace Alliance – An organization that promotes the aerospace and aviation industries of Alabama, Mississippi, Louisiana and Florida since 2009

Angel Investor – An affluent individual who provides capital for a business start-up, usually in exchange for ownership equity

Claw Back Provision – A special contractual clause to secure an option to limit bonuses/payouts in cause of a catastrophic shift in business

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

Florida Chamber of Commerce – An organization that engages in research, advocacy, and leadership for free enterprise

Florida Council of 100 – A private, nonprofit, nonpartisan advisory organization for issues from a business perspective

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

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

Rural Areas of Critical Economic Concern (RACEC) – Rural communities or regions composed of rural communities that have been adversely affected by extraordinary economic events or natural disasters.

Sanction Provision – A penalty or other means of enforcement used to provide incentives following for rules and regulations

Seed Funding – The set-up stage where a person or venture approaches an investor for funding for an idea/product

Venture Capital – A source of funding that allows innovators to create and grow start-up and early-stage businesses to continue research, create business plans, perfect products, and bring them to market.