

# TOOLKIT FOR ECONOMIC DEVELOPMENT GRANT PROGRAM

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## Final Report

### I. BACKGROUND

Section 12 of Chapter 2000-290, Laws of Florida, established the Toolkit for Economic Development Grant Program to provide assistance to distressed communities in order to improve the conditions of needy families. It identified the communities to be served, the population to be targeted, the management team (Toolkit Coordinating Partners) charged with overseeing the program and the mechanism to be used for soliciting and awarding grant applications. To provide broad-based support and expertise to this initiative, Chapter 2000-290 established twenty entities to select individuals to serve as liaisons to the program. The 'Toolkit Coordinating Partners' were identified to be the liaisons from the Office of Urban Opportunity within the Executive Office of the Governor, the WAGES State Board of Directors, or its successor, the Department of Community Affairs, Enterprise Florida, Inc. and the Workforce Development Board of Enterprise Florida, Inc. Workforce Florida, Inc. became the successor to both the WAGES State Board of Directors and the Workforce Development Board of Enterprise Florida, Inc.

In subsection (8), (i) of Chapter 2000-290, the following intended goals were established to assist needy families through the Toolkit program –

- Train community leaders
- Upgrade individuals skills
- Promote safety
- Clean up communities
- Beautify neighborhoods
- Encourage small business
- Stimulate employment
- Increase educational opportunity
- Promote community partnering
- Advance community redevelopment
- Upgrade housing

Funding for the Toolkit program came from federal Temporary Assistance for Needy Families (TANF) dollars and Chapter 2000-290 required that the use of any federal funds be consistent with the requirements that accompany those funds. The law, however, enjoined the coordinating partners to aggressively pursue innovative ways of achieving the above objectives within the framework of complying with those federal requirements.

The evaluation of applications was an arduous task employing professional staff from Workforce Florida, Inc., Enterprise Florida, Inc., and the Department of Community Affairs as evaluators. Staff from the Department of Children and Families (DCF) performed an initial review of applications to determine if TANF funds could be used for the proposed projects. During the DCF review some applications were disqualified, some were approved as submitted and others approved with comments for negotiators to reconcile with the grantees during the development of performance-based deliverables.

There were two phases of the Toolkit for Economic Development Grant Program.

**Phase I** began with the evaluation of applications from 43 applicants resulting in the award of eleven grants, totaling \$4,220,666. Grants were awarded in the following areas of the state:

- Calhoun/Franklin/Gadsden/Gulf/Holmes/Jackson/Liberty/Washington 1 ea
- Collier County 1 ea
- Escambia County 2 ea
- Gadsden County 1 ea
- Hillsborough County 2 ea
- Leon County 1 ea
- Orange County 1 ea
- Palm Beach County 2 ea

**Phase II** began with the evaluation of applications from 101 applicants resulting in the award of twenty-one grants, totaling \$9,759,647. Grants were awarded in the following areas of the state:

- Alachua County 1 ea
- Broward County 2 ea
- Dade County 2 ea
- DeSoto, Glades, Hardee, Hendry, Highlands, Okeechobee Counties 1 ea
- Duval County 2 ea
- Hillsborough County 3 ea
- Palm Beach County 7 ea
- Pinellas County 2 ea
- Polk County 1 ea

Based in part on the recommendation made by the Office of Program Policy Analysis and Government Accountability (OPPAGA), the Toolkit Coordinating Partners agreed that Workforce Florida, Inc. would be the administrative entity that would manage the Toolkit grants. Staff from Workforce Florida, Inc. (WFI) were assigned to contact the 32 grantees selected for awards and negotiate *performance-based* deliverables for each grant. Performance-based

deliverables merely represent a set of ‘products’, such as training enrollments/completions or job placements, that grantees would have to provide in order to receive payment under the grant. Most of the grantees were more familiar with operating under reimbursement grants whereby they had been paid for approved expenses. The concept of a performance-based grant agreement was, in some cases, difficult for them to understand.

The process for finalizing performance-based deliverables included the initial negotiations with grantees after which the negotiated deliverables were presented by staff to the Toolkit Coordinating Partners (Partners) for review/approval. Approved sets of deliverables along with the actual grant agreements themselves were then executed by the grantees and Curtis C. Austin, President of WFI, on behalf of the Partners.

Toolkit grants contained a variety of deliverables coinciding with the goals of the program mentioned above. Most Toolkit grants contained some type of training component and some grants dealt exclusively with community cleanup/beautification (tearing down crack houses) or business stimulation (renovating business facades, micro-loans and economic development initiatives). Still others centered on strengthening families through parenting and drug abuse workshops.

The methodology used to develop the performance-based deliverables when jobs skills training was involved, was to use a set of deliverables with *graduated values* leading ultimately to placing participants into full-time employment. As an example, in the case of funding jobs skills training for participants, the following might have been included as payable deliverables –

Enrollments – actually recruiting participants and enrolling them in training; there is value in getting participants into training but only *minimal* value if they do not stay in the class;

Completions – getting participants to complete the training has *greater* value because the skills that are attained will benefit the participants for a lifetime;

Job Placements – assisting participants in finding full-time employment has the *greatest* value because gainful employment greatly enhances the chances of participants becoming economically self-sufficient.

The payment schedule for this set of deliverables would, therefore, have been constructed to pay a lower amount for enrollments, a higher amount for completions and a premium amount for job placements.

Some of the grants involved increased awareness or educational goals such as attaining GEDs. In those cases there were requirements for the grantee to establish baseline data and provide a post-program comparison to those baseline data.

Again, as suggested by OPPAGA, staff from WFI were assigned to manage the grants.

Under Phase II, there were two projects for which grants were never finalized. Negotiations regarding deliverables reached an impasse for the YouthBuild Project, sponsored by the City of Jacksonville, because that project targeted incarcerated youth and it was determined that those

youth did not meet eligibility requirements for TANF. The grantee subsequently withdrew its application on January 2, 2002. The other grant that was never activated was the project sponsored by the Neighborhood Improvement Corporation of Bartow. Upon preliminary negotiations to establish performance-based deliverables, the NIC of Bartow intimated that it was not positioned to manage the grant. Significant efforts by the Toolkit Coordinating Partners to identify another entity to manage this project were unsuccessful. These two projects totaled \$322,066 in TANF funds that had been awarded but were not expended.

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## **II. OVERALL TOOLKIT PERFORMANCES**

As stated above, most grants contained performances involving the recruitment of TANF participants or TANF-eligible persons into some type of training (enrollments), attempting to have those persons finish the training (completions) and assisting those trained persons find full-time employment (placements). There were other performances that provided a more indirect benefit to the targeted population by promoting economic development in various ways or strengthening families or reducing crime.

Although there were significant performances that had to do with outreach to businesses and public awareness and providing support to the targeted population, some of the general quantifiable categories of performances and cumulative numbers are listed below (Attachments 1 through 30 reflect specific grantee goals and accomplishments):

1. **Training Enrollments**. As a direct result of the Toolkit program, **4,190** persons were enrolled in some type of training - from introductory computer courses to life skills classes to parenting classes to OJT for construction and other trades jobs.
2. **Training Completions**. As a direct result of the Toolkit program, **3,349** persons completed training in designated courses or workshops thereby enhancing their employability skills or interpersonal skills
3. **Job Placements**. As a direct result of the Toolkit program, **749** persons were placed into full-time employment
4. **Renovations**. As a direct result of the Toolkit program, **15** businesses in targeted neighborhoods received facelift renovations improving their ability to maintain their business viability and assist with economic growth in the area. Also, TANF participants or TANF-eligible persons were employed on each of these projects.
5. **Demolitions**. As a direct result of the Toolkit program, **29** dilapidated homes and other buildings that were identified as either active or potential crack houses in Orlando were demolished.

6. Business Startups. Toolkit provided funding that resulted in the startup of **50** small businesses.
  7. Business Contacts. Over **1,000** businesses were contacted in separate projects in the south central and northwest regions of the state. These contacts represented a long-term investment in providing employment opportunities to the targeted population through educating employers about the benefits of hiring TANF-eligible persons and how to utilize the regional workforce boards for recruiting them.
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### **III. MAKING A DIFFERENCE**

Oftentimes with public initiatives there is a tendency to record the outcomes of the program in terms of ‘numbers’ rather than in terms of the difference the program made in the lives of the persons who received services. This section of the report provides a ‘face’ to the Toolkit for Economic Development Grants program – who it affected and how.

1) There was the Florida Kinship Center project, administered in the Tampa Bay area through the University of South Florida, that served seniors, usually grandparents, who were the caregivers for dependent children. Many of these seniors for the first time were involved in computer training. The following reflects how much this program meant to the persons who were served -

One participant, a grandmother who was somewhat encumbered with a leg brace, was attempting to get on a city bus one Saturday during the period she was in training when the driver pulled off; she fell and received a broken arm. With her arm in a sling, she made it to class as scheduled on the following Monday, stating,

**“With my two ears, two eyes and a few good fingers on the other hand, I will not give up on going to school.”**

This grandmother, who is hearing impaired, is currently pursuing classes at USF in order that she might work with the hearing disabled.

2) The Urban League of Broward County administered a massive Toolkit project and completed 100% of its performances. The Urban League provided a number of personal anecdotes, including -

This from an 18-year old, single mother who had never had a job before and completed training, is currently employed and has hopes of going on to college.

**“Now I never doubt myself by saying, ‘I can’t’.”**

Or,

The 26-year old father of two young children, who received training in building maintenance & repair, now has a *choice* in what job he wants to accept. He stated, **“I can’t explain what this program has done for me.”**

3) A collaborative effort involving faith-based organizations, the school district and a major health-care provider, the Toolkit project administered by the New Hope Development Center in Miami provided after school computer training, life skills training dealing with teen pregnancy prevention, money management, domestic violence prevention, etc. New Hope also provided after school remedial academic training to youth.

The mother of one of the children who attended this program said, **“My son...has improved so much in his reading that his *tutor* at school wants to enroll her son in the program.”**

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#### **IV. ANALYSIS**

The Toolkit for Economic Development Grants Program was a success.

There were many immediate, quantifiable successes in terms of training completions and job placements. But the long-term success of the program will be measured in terms of a reduction in crime, greater economic opportunities through business growth and sustainable employment, more educational success through the mentoring and remedial programs that were offered, etc. In a word, Toolkit provided ‘HOPE’ to communities in desperate need of something positive. The long-term successes may be difficult to measure but they will surely follow the seeds that were planted during the Toolkit program.

To date, \$11,080,089 has been spent of the \$13,685,247<sup>1</sup> in TANF funds that were awarded to Toolkit grantees. That represents an expenditure or ‘earning’ rate of almost 81%. Several issues, however, hindered the success of Toolkit measured simply in terms of funds that were spent. Those issues are –

**Timing.** A number of the projects were ambitious and complex. The negotiation process to establish payable deliverables – specific performances, due dates, documentation required and payment amounts – was time consuming. In effect, most of the grantees under Phase II had less than six months to accomplish their goals and earn all of their allocated funds. It is safe to say that some of the grantees had difficulty recruiting participants, enrolling them in training and completing and placing them within the amount of time they had to accomplish all that. The more successful grantees had an infrastructure for getting the word out to the community.

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<sup>1</sup> Two grants – the Neighborhood Improvement Corp. of Bartow and the YouthBuild Project sponsored by the City of Jacksonville – were never implemented. These two grants totaled \$322,066 and are not included in this figure.

Organization. It was clear that a number of the grantees had insufficient or ineffective resources to handle the complexities of a large, state-funded ‘performance-based’ contract (grant). The inability to develop and implement a procedure for tracking participant assessments, intake and progress during training as well as recording completions and job placements frequently led to a lack of proper documentation for payables. In those cases grantees were not able to earn all of the funds that had been allocated to them.

Performance-Based vs. Reimbursable Grants. Almost all of the grantees were unfamiliar with the concept of performance-based contracts or grants. Those who had had previous local, state or federal grants were more familiar with reimbursable agreements that paid them for actual expenditures rather than linking payments to performance. It became obvious early on that a number of the grantees had included performance numbers – such as enrollments and completions and placements – in their applications that may have been ‘estimates’ of the people to be served rather than projected numbers based on hard data regarding the targeted population. A lot of the actual performance numbers were inflated and there was little chance of achieving those numbers and quite a few grantees did not earn all the dollars obligated under their grants.

Economic Conditions. The nation experienced a significant economic downturn as a result of the tragedies of 9/11/01. That situation was magnified in Florida due to the state’s heavy reliance on the tourism industry. When there arises a catastrophe that significantly and suddenly increases unemployment there is a ripple effect as a lot of high-skilled workers are seeking jobs and those job seekers at the lower end of the skills and training spectrum can find it even more difficult to also find jobs. Basically, there arose a supply and demand issue – too many job seekers, not enough jobs – so the folks at the bottom get squeezed out. Without question, the economic downturn in Florida from September 11 through the end of the grant period in June 2002 had a negative effect on the grantees’ ability to place TANF-eligible persons under Toolkit.

SOLUTIONS. There was considerable effort made to provide technical assistance to prospective applicants and to grantees once the grants were awarded. With the experience gained through the Toolkit program, the process could be modified to effect better utilization of funding for future initiatives that employ community-based and faith-based organizations. In implementing a program that relies on community-based and faith-based organizations and is performance based, the Toolkit Coordinating Partners feel that the following measures may increase success:

- 1) Include substantial language in the solicitation defining what performance-based grants are and include examples. The solicitation should state clearly and frequently that revenue (payments to grantees) will be based on performance not effort. Some facsimile of the Exhibit D (Performance Deliverables) used in this program could be used to illustrate that payments will be based on the grantee achieving measurable, documented performances, within certain timelines.
- 2) Require applicants to submit a statement of understanding that calls for them to recite their understanding and acceptance of – performance-based grants; awareness of the targeted population and its barriers to employment; any funding limitations that might apply. This should be an evaluation consideration when making award decisions.

- 3) Require applicants to identify the staff they will devote to managing the grant. This should include the backgrounds of each staff person and should relate the knowledge, skills and abilities of the grant manager to the size and scope of the project being considered. This aspect of the application should also be evaluated. Applicants with little or no experience managing large, complex grants should receive detailed technical assistance in reshaping expectations and deliverables. Funding may need to be divided between those organizations that understand the process and have the infrastructure to succeed and those organizations with good projects but little if any infrastructure for handling a complex program with detailed deliverables.
  - 4) Require applicants to document how they derived the number of persons in the targeted population they intend to serve. Such documentation could include a certification from the regional workforce board(s) in the area. This requirement could avoid the situations where grantees overstated the number of people they could serve and therefore underachieved their performance indicators. The validity of this documentation should be an evaluation criterion.
  - 5) Institute a procedure for recalling funds from grantees that are not making satisfactory progress and re-directing those funds to grantees that are productive.
  - 6) Require applicants to include some form of memo of understanding or other agreement that establishes a partnership with the regional workforce board(s) in the area to be served. Regional workforce boards can provide assistance with assessing the eligibility of possible participants and referring participants to the project. Also, regional workforce boards may want to devote some of their local, formula funds to continuation of successful projects.
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## **V. SIGNATURES**

This Final Report of the Toolkit for Economic Development Grants program is submitted by the undersigned individuals representing the Toolkit Coordinating Partners –

### **For the Office of Urban Opportunity:**

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Alison Hewitt Date

### **For the Department of Community Affairs:**

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Shirley Collins Date

### **For Enterprise Florida, Incorporated:**

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Bridget Merrill Date

### **For Workforce Florida, Incorporated:**

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Curtis C. Austin Date

# Attachments

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## Toolkit for Economic Development Grant Program Final Report

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**NOTE: Attachments 1 – 30 are included in this Report to show the general scope and success of the projects funded under the Toolkit for Economic Development Grant Program. They show some of the ‘quantifiable’ performances achieved by each of the thirty Toolkit grantees. These documents are not intended to reflect all of the activities of the grantees. Likewise, the grant descriptions that are included are intended to give a broad overview of the project. These grant descriptions also do not reflect all of the activities of the grantees.**

**Final Grantee Report**  
**Phase I - Toolkit for Economic Development Grant Program**

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**Grantee:** Redlands Christian Migrant Association  
**Grant Title:** Closing the Digital Divide  
**Grant Number:** 2000-03-06  
**Grant Amount:** \$403,550.00  
**Amount Expended:** \$403,550.00  
**Grant Description:** The goal of this project was to offer computer literacy training and entrepreneurial training to TANF or TANF eligible people. It provided in-home training to families that could not attend classroom training.

**Performance Outcomes**

<b>Expected Performance</b>	<b>Actual Performance</b>	<b>% Attainment</b>
10 Complete Training-Small Business	10	100%
160 Enrolled in Training- Computer Literacy	160	100%
160 Complete Training- Computer Literacy	160	100%

## Final Grantee Report

### Phase I - Toolkit for Economic Development Grant Program

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**Grantee:** City of Quincy  
**Grant Title:** City of Quincy Main Street Program  
**Grant Number:** 2000-01-02  
**Grant Amount:** \$125,000.00  
**Amount Expended:** \$81,600.00  
**Grant Description:** This program was intended to develop a community partnership to reinstate the Main Street program in Quincy and thereby stimulate small business and in turn increase employment opportunities for the targeted population.

### Performance Outcomes

Expected Performance	Actual Performance	% Attainment
30 Enrolled in Training- Entrepreneurial/Job	6	20%
30 Complete Training- Entrepreneurial/Job	6	20%
10 Micro Loans/Micro Grants Administered	10	100%
30 Job Placements	1	3%

## Final Grantee Report

### Phase I - Toolkit for Economic Development Grant Program

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**Grantee:** Mt. Olive Housing and Community Development  
**Grant Title:** Mt. Olive Housing and Community Development Corporation  
**Grant Number:** 2000-05-10  
**Grant Amount:** \$300,000.00  
**Amount Expended:** \$300,000.00  
**Grant Description:** This project provided micro-enterprises within a designated Front Porch Community in Tallahassee. The goal was to assist in the startup of twelve small businesses leading to economic growth and employment opportunities.

### Performance Outcomes

Expected Performance	Actual Performance	% Attainment
12 Micro Business Loans	12	100%
24 Jobs Created	24	100%

## Final Grantee Report

### Phase I - Toolkit for Economic Development Grant Program

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**Grantee:** Orange Blossom Trail Development Board & Safe Neighborhood Council

**Grant Title:** Safe Neighborhood Expansion Project

**Grant Number:** 2000-13-39

**Grant Amount:** \$295,000.00

**Amount Expended:** \$295,000.00

**Grant Description:** This project involved the demolishing unsafe structures, some used as crack houses, within the designated community and thereby reducing crime. Contractors were required to employ TANF eligible persons during these demolition projects.

### Performance Outcomes

Expected Performance	Actual Performance	% Attainment
29 Buildings Demolished	29	100%

**Final Grantee Report**  
**Phase I - Toolkit for Economic Development Grant Program**

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**Grantee:** West Palm Beach Housing Authority  
**Grant Title:** Opportunity.com  
**Grant Number:** 2000-08-17  
**Grant Amount:** \$99,860.00  
**Amount Expended:** \$25,800.00  
**Grant Description:** This program provided TANF or TANF eligible people with computer training and job placement.

**Performance Outcomes**

<b>Expected Performance</b>	<b>Actual Performance</b>	<b>% Attainment</b>
150 Enrolled in Training-Computer	69	46%
150 Complete Training-Computer	10	7%
50 Job Placements	0	0%

## Final Grantee Report

### Phase I - Toolkit for Economic Development Grant Program

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**Grantee:** Corporation to Develop Communities of Tampa, Inc.

**Grant Title:** Tampa Bay Enterprise Zone Business and Career Development

**Grant Number:** 2000-15-42

**Grant Amount:** \$983,775.00

**Amount Expended:** \$909,350.00

**Grant Description:** This project is a part of an ongoing project and is designed to create over 2,000 jobs over a 5-year period, by administering job training, career development, and business start up.

### Performance Outcomes

Expected Performance	Actual Performance	% Attainment
11 Enrolled in Training-International Trade	11	100%
11 Complete Training- International Trade	11	100%
11 Enrolled in Training- E-Commerce	11	100%
11 Complete Training- E-Commerce	11	100%
50 Enrolled in Training-Self-Employment	50	100%
50 Complete Training- Self-Employment	50	100%
200 Enrolled in Training-Employability/Work Skills	200	100%
200 Complete Training-Employability/Work Skills	200	100%
100 Enrolled in Training- Occupational Skills	88	88%
80 Complete Training- Occupational Skills	74	93%
100 Job Placements	93	93%
\$100,000 in Micro Loans	\$55,800	56%
30 Enrolled in Training-Fiscal Literacy	30	100%
30 Complete Training-Fiscal Literacy	20	67%

## Final Grantee Report

### Phase I - Toolkit for Economic Development Grant Program

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**Grantee:** Communities in Schools Pensacola  
**Grant Title:** Read to Succeed  
**Grant Number:** 2000-10-38  
**Grant Amount:** \$58,887.00  
**Amount Expended:** \$58,887.00  
**Grant Description:** Communities in Schools partnered with an elementary school to provide academic tutoring for at-risk students.

### Performance Outcomes

Expected Performance	Actual Performance	% Attainment
50% of Youth Increase Reading Level By One Grade	53%	+100%
50 % of Youth Raise Grade Point Average	86%	+100%
50 % Parental Involvement	100%	+100%

**Final Grantee Report**  
**Phase I - Toolkit for Economic Development Grant Program**

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**Grantee:** Black Youth Enrichment Association, Inc.  
**Grant Title:** Helping Ourselves to Excellence Program (HOTEP)  
**Grant Number:** 2000-08-23  
**Grant Amount:** \$55,017.00  
**Amount Expended:** \$55,017.00  
**Grant Description:** The HOTEP project allowed participating youth to maintain/enhance their academic abilities during their summer vacation. This project is a summer youth computer-training program that included classroom training and OJT.

**Performance Outcomes**

<b>Expected Performance</b>	<b>Actual Performance</b>	<b>% Attainment</b>
30 Enrolled in Training-Classroom and Employment	30	100%
22 Maintain Satisfactory Progress in Training	22	100%
15 Improve Test Scores	15	100%
15 Complete 136 Hours of Work Experience Training	15	100%

**Final Grantee Report**  
**Phase I - Toolkit for Economic Development Grant Program**

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**Grantee:** Mary Beth Morton  
**Grant Title:** Parents are Powerful  
**Grant Number:** 2000-10-35  
**Grant Amount:** \$79,743.00  
**Amount Expended:** \$79,743.00  
**Grant Description:** This program used a multi-media campaign to stimulate family, school and community harmony thereby reducing crime and promoting healthier families.

**Performance Outcomes**

<b>Expected Performance</b>	<b>Actual Performance</b>	<b>% Attainment</b>
25 TV/Radio Broadcasts on Parenting	25	100%
5 Newsletters on The Healthy Family	5	100%
6 Parenting Workshops	6	100%

## Final Grantee Report

### Phase I - Toolkit for Economic Development Grant Program

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**Grantee:** The Tampa-Hillsborough Urban League, Inc.  
**Grant Title:** West Tampa Revitalization Consortium Project  
**Grant Number:** 2000-15-43  
**Grant Amount:** \$1,492,300.00  
**Amount Expended:** \$806,150.00  
**Grant Description:** This project was designed to renew and develop a specified area. Also, it helped to stimulate small business development by providing skills upgrade training in various disciplines needed in the area. The goal of the project was to increase the employability of the targeted population and thereby reduce dependency on public assistance, reduce crime and improve public safety.

### Performance Outcomes

Expected Performance	Actual Performance	% Attainment
15 Scholarships	14	93%
30 Enrolled in Training- Landscape Maintenance	10	33%
30 Complete Training- Landscape Maintenance	10	33%
40 Enrolled Training- Paint Repair	25	63%
40 Complete Training- Paint Repair	25	63%
60 Enrolled in Training- Computer Repair	12	20%
60 Complete Training- Computer Repair	12	20%
10 Enrolled in Training- Home Daycare	0	0%
10 Complete Training- Home Daycare	0	0%
20 Enrolled in Training- Construction Skills	0	0%
20 Complete Training- Construction Skills	0	0%
10 Enrolled in Training Businesses in Business	0	0%
5 Community Crime/Safety Workshops	5	100%
10 Youth Crime/Safety Workshops	10	100%
300 Homes Repaired and Painted	300	100%
100 Vacant Lots Landscaped	82	82%
30 Enrolled in Training- Business Start-Up	11	34%
160 Job Placements	3	2%

## Final Grantee Report

### Phase I - Toolkit for Economic Development Grant Program

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**Grant:** NW Florida Business Development Council

**Grant Title:** Opportunity Florida

**Grant Number:** 2000-01-03

**Grant Amount:** \$327,534.00

**Amount Expended:** \$310,099.00

**Grant Description:** This project was a multi-faceted economic development program that concentrated on the expansion and retention of jobs in an eight county rural area of NW Florida. Besides the long-range goal of creating more jobs for TANF eligible persons, a component of the program provided area businesses with the benefits of hiring TANF eligible persons and the process for accessing that population.

### Performance Outcomes

Expected Performance	Actual Performance	% Attainment
2 Job creation/economic development courses	2	100%
60 Job development calls to area businesses	60	100%
Develop and implement a video about One-Stop services	1	100%
Develop and implement a web site to provide real time updates regarding economic development strategies and utilizing One-Stop services	1	100%
Develop and implement a learning exchange for area businesses, workforce professionals and former TANF recipients for identifying/resolving employment barriers	1	100%

## Final Grantee Report

### Phase II – Toolkit for Economic Development Grant Program

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**Grantee:** InternetCoast Economic Development Advisory Council, Inc. Digital Divide Committee

**Grant Title:** InternetCoast Business Education & Training Center

**Grant Number:** 2001-41-06

**Grant Amount:** \$518,732.00

**Amount Expended:** \$428,032.00

**Grant Description:** This program supplied residents of the Toolkit area in Broward County with technology training, business education and training, small business development, leadership development, and training for Career Development Facilitators who will provide the community with ongoing support.

### Performance Outcomes

Expected Performance	Actual Performance	% Attainment
100 Enrolled in Training-Workforce Readiness	87	87%
100 Complete Training-Workforce Readiness	80	80%
50 Placements of Completers-Workforce Readiness	8	16%
100 Enrolled in Training-Life Skills & Leadership	100	100%
100 Complete Training-Life Skills & Leadership	100	100%
200 Enrolled in Training-Computer	200	100%
200 Complete Training-Computer	200	100%
100 Placements of Completers-Computer Training	13	13%
60 Enrolled in Training-Entrepreneurship	60	100%
60 Complete Training-Entrepreneurship	60	100%
15 Enrolled in Training- Career Development Facilitator	15	100%
15 Complete Training-Certified Career Development Facilitator	15	100%

**Final Grantee Report**  
**Phase II - Toolkit for Economic Development Grant Program**

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**Grantee:** Florida Heartland Rural Economic Initiative  
**Grant Title:** Florida's Heartland Rural Economic Development Initiative-Keys to Economic Recovery.  
**Grant Number:** 2001-19-03  
**Grant Amount:** \$500,000.00  
**Amount Expended:** \$500,000.00  
**Grant Description:** This project took a three-pronged approach to stimulating the businesses and local economy by providing technical assistance to the rural businesses in the region regarding methodologies for employment and retention of the TANF worker.

**Performance Outcomes**

<b>Expected Performance</b>	<b>Actual Performance</b>	<b>% Attainment</b>
1000 Business Contacts thru Job Developers	1000	100%
5 New Enterprise Zones	5	100%
100 Jobs Created (placements)	100	100%

**Final Grantee Report**  
**Phase II - Toolkit for Economic Development Grant Program**

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**Grantee:** Urban League of Broward County  
**Grant Title:** Broward W.O.R.K.S. (Work Opportunities and Responsibilities Kindle Success)  
**Grant Number:** 2001-17-06  
**Grant Amount:** \$1,921,707.00  
**Amount Expended:** \$1,921,707.00  
**Grant Description:** This project assisted TANF eligible recipients in retaining employment, promoting economic growth in the target area, and averting the utilization of public assistance by residents in the target area.

**Performance Outcomes**

Expected Performance	Actual Performance	% Attainment
125 Enrolled in Training- Soft Skills	125	100%
125 Complete Training- Soft Skills	125	100%
125 Enrolled in Training- Vocational Skills	125	100%
125 Complete Training- Vocational Skills	125	100%
155 Enrolled in Training- Technology	155	100%
139 Complete Training- Technology	139	100%
220 Job Placements	224	102%

## Final Grantee Report

### Phase II - Toolkit for Economic Development Grant Program

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**Grantee:** City of Riviera Beach Community Redevelopment Agency  
**Grant Title:** CRA District Economic Improvement Project  
**Grant Number:** 2001-15-08  
**Grant Amount:** \$664,440.00  
**Amount Expended:** \$392,940.00  
**Grant Description:** This project enhanced the employability of persons to be displaced in a major redevelopment effort in Riviera Beach. A major component of this project included training for staffing and operating daycare centers that provided jobs for participants as well as business opportunities through the licensing of new daycare centers.

### Performance Outcomes

Expected Performance	Actual Performance	% Attainment
80 Enrolled in Training- Home Daycare Licensing	80	100%
80 Complete Training- Home Daycare Licensing	56	70%
60 Completers Daycare Training Become Licensed	6	10%
20 Placements- Daycare Jobs	6	30%
40 Placements- Miscellaneous Jobs	7	18%
50 Enrolled in Training- Business	25	50%
50 Complete Training- Business	16	32%

**Final Grantee Report**  
**Phase II - Toolkit for Economic Development Grant Program**

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**Grantee:** St. Paul Community Empowerment Center, Inc.  
**Grant Title:** The Lofts at Commodore Point Redevelopment and Opportunity Enhancement Project.  
**Grant Number:** 2001-60-07  
**Grant Amount:** \$1,900,000.00 (extended to 12/15/02)  
**Amount Expended:** \$1,531,537.00  
**Grant Description:** This project involved the creation of a construction industry apprenticeship/mentorship program and it facilitated the creation of entrepreneurial opportunities for needy families with the redevelopment of Ford Motor Company Assembly Building in East Jacksonville area.

**Performance Outcomes<sup>1</sup>**

Expected Performance	Actual Performance	% Attainment
910 Enrolled in Training (OJT)	680	74%
680 Complete Training	475	70%
55 Placements	55	100%

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<sup>1</sup> This grant was extended through December 15, 2002.

## Final Grantee Report

### Phase II - Toolkit for Economic Development Grant Program

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**Grantee:** Zigfield Foundation for the Performing Arts, Inc.  
**Grant Title:** St. Benedict De Moore Educational Center  
**Grant Number:** 2001-58-15  
**Grant Amount:** \$530,000.00  
**Amount Expended:** \$88,150.00  
**Grant Description:** TANF eligible people received training in culinary arts, computer skills and adult education. With the skills they acquired, these people were to be placed into jobs.

### Performance Outcomes

Expected Performance	Actual Performance	% Attainment
60 Enrolled in Training-Culinary Arts	25	42%
50 Complete Training-Culinary Arts	14	28%
30 Placements of Completers-Culinary Arts	0	0%
200 Enrolled in Training-Computer	34	17%
140 Complete Training-Computer	17	12%
80 Placements of Completers-Computer	0	0%
50 Enrolled in Training-Adult Education	7	14%

**Final Grantee Report**  
**Phase II - Toolkit for Economic Development Grant Program**

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**Grantee:** Local Initiative Support Corporation

**Grant Title:** Project Uplift

**Grant Number:** 2001-23-08

**Grant Amount:** \$524,750.00

**Amount Expended:** \$471,775.00

**Grant Description:** This program taught employment survival skills and developed small business/entrepreneurial classes for residents in Lake Park, West Palm Beach, and Riviera Beach.

**Performance Outcomes**

<b>Expected Performances</b>	<b>Actual Performances</b>	<b>% Attainment</b>
200 Enrolled in Training-Employment Survival	200	100%
110 Complete Training-Employment Survival	110	100%
80 Enrolled in Training-Small Business	80	100%
70 Complete Training-Small Business	70	100%
10 Enrolled in Job Shadowing	0	0%
50 Placements	21	42%
8 Small Business Start-ups	8	100%
5 Job Creations/Placements	3	60%

**Final Grantee Report**  
**Phase II - Toolkit for Economic Development Grant Program**

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**Grantee:** Operation Hope, Inc.  
**Grant Title:** A Hand Up!  
**Grant Number:** 2001-25-08  
**Grant Amount:** \$200,000.00  
**Amount Expended:** \$200,000.00  
**Grant Description:** This program provided computer training for the homeless, TANF and/or TANF eligible women and children that will allow them to enter the job market at a good starting salary.

**Performance Outcomes**

Expected Performances	Actual Performances	% Attainment
80 Enrolled in Training-Computer/Soft Skills	80	100%
80 Complete Training-Computer/Soft Skills	80	100%
56 Placements in Information Tech. Jobs	56	100%

**Final Grantee Report**  
**Phase II - Toolkit for Economic Development Grant Program**

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**Grantee:** Coni Williams, Front Porch Community Liaison  
**Grant Title:** “West Palm Beach Front Porch, Inc.”  
**Grant Number:** 2001-65-08  
**Grant Amount:** \$298,450.00  
**Amount Expended:** \$213,750.00  
**Grant Description:** This program provided substance abuse prevention training, early identification and treatment service for the high risk, economically disadvantaged, children and adults residing in the Front Porch/Toolkit area.

**Performance Outcomes**

<b>Expected Performance</b>	<b>Actual Performance</b>	<b>% Attainment</b>
125 Enrolled in Training- Drug Awareness	86	69%
64 Youth Enrolled in Drug Awareness Increased Knowledge	64	100%
40 Enrolled in Training- Parenting	40	100%
40 Complete Training- Parenting	40	100%
50 Enrolled in Training- Youth Enrichment	50	100%
45 Attaining 60 Hours of After School Training	45	100%
45 Attaining Passing Score In Substance Abuse Program	45	100%

## Final Grantee Report

### Phase II - Toolkit for Economic Development Grant Program

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**Grantee:** The Florida Institute of Cultural and Entertainment/Arts and Children

**Grant Title:** “Technical Arts Learning Entrepreneurial Network Training (T.A.L.E.N.T.)”

**Grant Number:** 2001-73-08

**Grant Amount:** \$154,838.00

**Amount Expended:** \$147,938.00

**Grant Description:** This program offered a blend of cultural and entertainment arts training along with a business development component that is set in a realistic learning environment in which youth ages 12-21 could develop leadership skills and job training in the music industry.

### Performance Outcomes

Expected Performances	Actual Performance	% Attainment
100 Enrolled in Training-Youth	100	100%
400 Complete Training-Individual Workshops <sup>2</sup>	354	89%
25 Complete Training- Entire 11-Workshop Program	25	100%

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<sup>2</sup> This program involved 11 different training workshops/courses. The goal was to involve up to 100 youth in the program with payments made for the completion of individual workshops/courses. That is why there could be 100 youth enrolled yielding 400 individual workshop completions. There was a premium payment made for youth that completed the entire 11-workshop program

**Final Grantee Report**  
**Phase II - Toolkit for Economic Development Grant Program**

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**Grantee:** New Beginnings Community Development Center  
**Grant Title:** Youth Adult Academic Mentoring and Employment Training (YAAMET)  
**Grant Number:** 2001-87-08  
**Grant Amount:** \$191,039.00  
**Amount Expended:** \$164,289.00  
**Grant Description:** This was a comprehensive program that provided academic assistance, training, mentoring, and employment opportunities for TANF eligible/recipients within economically distressed neighborhoods of Riviera Beach.

**Performance Outcomes**

<b>Expected Performances</b>	<b>Actual Performances</b>	<b>% Attainment</b>
60 Enrolled in Training-GED	0	0%
40 Complete Training-GED Certificate	0	0%
60 Enrolled in Training-FCAT Tutorial	60	100%
80% Increase FCAT Baseline Score	45	75%
80 Enrolled in Training-Pregnancy Prevention	65	81%
64 Enrolled in Training-Substance Abuse Ed.	64	100%
48 Complete Training-Substance Abuse Ed.	48	100%
80 Enrolled in Training- Micro business	63	79%
57 Complete Training-Micro business	57	100%
20 Business Start-ups	20	100%

**Final Grantee Report**  
**Phase II - Toolkit for Economic Development Grant Program**

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**Grantee:** Teachers on Reach  
**Grant Title:** Teachers On Reach CDA Equivalency Training Program  
**Grant Number:** 2001-89-08  
**Grant Amount:** \$98,529.00  
**Amount Expended:** \$92,129.00  
**Grant Description:** The Child Development Associate Equivalency Training Program enabled TANF eligible clients enrolled in this program, to learn about the development of young children and to demonstrate the skills associated with providing quality childcare.

**Performance Outcomes**

<b>Expected Performance</b>	<b>Actual Performance</b>	<b>% Attainment</b>
180 Enrolled in Training-CDA	156	87%
45 Complete Training-CDA	41	91%
30 Placements	30	100%

## Final Grantee Report

### Phase II - Toolkit for Economic Development Grant Program

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**Grantee:** Asian Family and Community Empowerment Center, Inc.  
**Grant Title:** Self-Sufficiency Through Education For Refugee Families (SERF)  
**Grant Number:** 2001-11-09  
**Grant Amount:** \$286,619.00  
**Amount Expended:** \$246,769.00  
**Grant Description:** This program assisted individuals and families of Southeast Asian origin in finding employment, improving their employment skills, upgrading their English skills, getting a GED and becoming more involved in the community by reducing crime and accidents by utilizing safe behavior practices.

### Performance Outcomes

Expected Performance	Actual Performance	% Attainment
50 Enrolled in Training-English Language	50	100%
50 Complete Training- English Language	50	100%
30 Enrolled in Training- GED	30	100%
25 Complete Training-GED	14	56%
55 Enrolled in Training- Job	55	100%
55 Complete Training- Job	55	100%
105 Job Placements	96	91%

## Final Grantee Report

### Phase II - Toolkit for Economic Development Grant Program

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**Grantee:** St. Petersburg Employment and Economic Development Corporation

**Grant Title:** Contract Electronics Manufacturing Training Program

**Grant Number:** 2001-12-09

**Grant Amount:** \$237,345.00

**Amount Expended:** \$200,345.00

**Grant Description:** This project, centered in an electronics manufacturing and training facility within the light industrial area near downtown St. Petersburg, had as its goal to hire persons from the surrounding community to work within the facility, train persons to work for SEEDCO and other electronic manufacturers in the manufacture of electronic components.

### Performance Outcomes

Expected Performance	Actual Performance	% Attainment
39 Enrolled in Training-Electronics	39	100%
39 Enrolled in Training-Financial Literacy	39	100%
39 Complete Training-Electronics & Financial Literacy	34	87%
39 Placements	23	59%

## Final Grantee Report

### Phase II - Toolkit for Economic Development Grant Program

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**Grantee:** East Gainesville Development Corporation  
**Grant Title:** Northeast Gainesville/Duval Area Neighborhood Project  
**Grant Number:** 2001-45-11  
**Grant Amount:** \$146,782.00 (extended to 12/15/02)  
**Amount Expended:** \$82,582.00  
**Grant Description:** This project is intended to provide assistance to Gainesville residents, neighborhood leaders and neighborhood associations/organizations located in the NE Gainesville/Duval through training in leadership development, organizational and board development, empowerment skills and community visioning.

### Performance Outcomes<sup>3</sup>

Expected Performance	Actual Performance	% Attainment
4 Workshop Series-4 Workshops Per Series	2	50%
100 Enrolled in Job Training Program	42	42%
100 Complete Job Training Program	58	58%
30 Referrals/Interviews	0	0%

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<sup>3</sup> This grant was extended to 12/15/02.

**Final Grantee Report**  
**Phase II - Toolkit for Economic Development Grant Program**

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**Grantee:** New Hope Development Center, Inc.

**Grant Title:** Project 33147

**Grant Number:** 2001-62-14

**Grant Amount:** \$239,350.00

**Amount Expended:** \$220,550.00

**Grant Description:** This project provided exposure-based social services, educational and work-force readiness programming for youth to promote the reduction in juvenile crime; to help create a more stable living environment to encourage and support academic progress; and to strengthen family life.

**Performance Outcomes**

<b>Expected Performance</b>	<b>Actual Performance</b>	<b>% Attainment</b>
100 Enrolled in Program-After School Care	86	86%
50 Complete Training-Job Skills	50	100%
50 Complete Training-Computer	50	100%
50 Complete Training-Pregnancy Prevention	50	100%
50 Complete Training-Parenting	12	24%
50 Complete Training-STD Prevention	50	100%
30 Enroll in Training-Money Management	30	100%
30 Complete Training-Anger Management	30	100%

**Final Grantee Report**  
**Phase II - Toolkit for Economic Development Grant Program**

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**Grantee:** Catholic Charities of the Archdiocese of Miami  
**Grant Title:** Catholic Charities Pierre Toussaint Commercial Façade Renovation Program  
**Grant Number:** 2001-92-14  
**Grant Amount:** \$200,000.00  
**Amount Expended:** \$140,000.00  
**Grant Description:** This project provided small businesses within the Opa-Locka & North Dade/Overtown areas with guidance and funding to renovate their building facades and thereby assist in economic development in the area. Contractors performing the renovations were required to hire at least one TANF eligible person during the duration of the project and likewise the businesses were required to employ at least one TANF eligible person.

**Performance Outcomes**

Expected Performance	Actual Performance	% Attainment
25 Businesses Refurbished	15	60%

**Final Grantee Report**  
**Phase II - Toolkit for Economic Development Grant Program**

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**Grantee:** Kinship Support Center of the University of South Florida  
**Grant Title:** Developing a Network of Support for Relative Caregivers  
**Grant Number:** 2001-04-15  
**Grant Amount:** \$150,000.00  
**Amount Expended:** \$144,900.00  
**Grant Description:** This project gave support to grandparents and other relatives raising children in counties and rural communities identified in the targeted area through the establishment of kinship support groups, computer skills training and job referrals.

**Performance Outcomes**

<b>Expected Performance</b>	<b>Actual Performance</b>	<b>% Attainment</b>
6 Kinship Support Groups Developed	6	100%
100 Enrolled in Training- Computer	100	100%
75 Complete Training-Computer	41	55%
38 Job Referrals	38	100%

## Final Grantee Report

### Phase II - Toolkit for Economic Development Grant Program

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**Grantee:** The Tampa Housing Authority

**Grant Title:** Tampa Housing Authority in Partnership with the Community Toolkit for Economic Development

**Grant Number:** 2001-35-15

**Grant Amount:** \$675,000.00

**Amount Expended:** \$567,500.00

**Grant Description:** This project provided educational services, hands on training, support services, job placement services and aftercare to reduce the risk factors that lead to unemployment, continued public assistance, dropping out of high school and crime.

### Performance Outcomes

Expected Performance	Actual Performance	% Attainment
135 Enrolled in Training- Construction	130	96%
50 Complete Training- Construction	45	90%
20 Placements	10	50%
60 Enrolled in Training- Home Ownership	35	58%
3 Job Fairs	3	100%
15 Enrolled in Training- Small Business	15	100%
15 Complete Training- Small Business	15	100%
8 Sessions- Street Crime & Personal Safety	8	100%