

Manatee County, Florida

Enhancing the quality of life for all of
Manatee County's residents, visitors & businesses



Innovation Study Title:

P3- Public & Private Partnership for
Economic Sustainability

Category:

Sustainability

Jurisdiction Name:

Manatee County, Florida

City/County Manager:

Ed Hunzeker, County Administrator

Population:

322,833

**Submit Innovation Study for an
Alliance Innovation Award:**

Yes

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P3- Public & Private Partnership for Economic Sustainability Synopsis

1. Intent of the program and length of time it has been enacted?

In February of 2009, the Manatee County Board of County Commissioners established the new Economic Development Incentive Program. The vision of the program was created to foster economic growth during the downturn and retain the current business sector in Manatee County, Florida. The intent of the Public & Private Partnership for Economic Sustainability is to provide an “at your service” approach to cultivating and maintaining quality relationships with the business community.

The goals of the program, since its inception in February 2009, are to:

- Create and retain quality jobs for citizens
- Expand the County tax base
- Diversify and build the local economy
- Bolster the economic future of the community
- Increase wealth by attracting targeted industries that are not dependent on the local economy and that bring in money from outside the region

2. Anticipated and actual outcomes

The Board of County Commissioners adopted ten (10) objectives to promote the anticipated outcomes from this program with a focus on creating and retaining quality jobs in Manatee County, Florida. Actual outcomes were to be judged based on the growth of quality jobs created by the endeavors of the objectives post February 2009. The objectives are as follows:

10 Objectives

1. Business Expansion in Manatee County, Florida and the surrounding region
2. Business Relocation to Manatee County, Florida
3. Business Retention in Manatee County, Florida and the surrounding region
4. Project Scoping of new Business both within the United States and abroad
5. Incentives and Fee Mitigation practices to promote business
6. Skilled Workforce 2009-2020. Trained locally and within the region
7. Create a “Business Friendly Environment” within Manatee County, Florida

8. Redevelopment Community Redevelopment Areas (CRAs)
9. Sustainable Housing Initiative for local housing market
10. Encouragement Zone creation within Port Manatee and other select areas

3. Costs and/or savings, if any

The Board of County Commissioners established a budget of one million dollars annually for quality job creation beginning October 1, 2009. These efforts are to last for five (5) years and are reviewed annually for achievement and or extension. Incentive awards are based on quality job creation at or above 115% of the average area annual wage and begin when 5 or more quality jobs are created. Factors for consideration are as follows:

- Incentive Costs (per quality jobs created and based on average annual wage)
- Multiplier of Jobs (Economic formula base and additional economic area benefit of 1.5 indirect for every 1 job created)
- Savings over 5 year period (Creation of quality jobs savings comes when the tax base for the County increases and direct and indirect jobs are created, funds from this increase are then available for new job creation incentives)

4. Innovative characteristics

The program fostered relationships, partnerships, collaboration and a responsive government. It created a broad communication tool between public and private partners. The internet and county website created an expansive form of communicating incentives to companies far and wide.

The program encouraged citizen involvement and consisted of three Board of County Commissioner sponsored forums: We Are Listening I and II and the Planning Task Force, a monthly meeting of the development community designed to address challenges and create an ongoing dialogue. Over 100 different companies provided feedback and steps needed to help business expand and sustain in the area. Many of these suggestions were implemented in the program.

5. Obstacles and results achieved

The program began during the down turn in the financial market. Loans for business creation were not readily available and the housing market collapse added to obstacles for achievement in holding current jobs. The following three (3) areas have been the main focus of our attention to overcome these obstacles:

- Balancing County fiscal goals and available funds with desired economic goals
- Expanding Public/Private financing for business prospects
- Anticipated job creation v. actual job creation

6. Any new issues/problems, or unintended consequences (things you didn't expect) realized as a result of the identified effort

While incentives are awarded based on the proposed creation of quality jobs from new and/or expanded companies, it was not determined what percent of these proposed quality jobs would not be created by the company within the timeframes projected. Companies have met their minimum standards for creation but have not fully achieved their maximum number of quality jobs created. The quality job creation is running at 53% achieved of the plan goal as of the date of this application. This number is still well over 50% of the number created prior to the adoption of the program in February of 2009. Additionally, new and improved incentives for small business, restaurants and retail are needed and are being considered by staff. Finally, we continue to spend additional time working through government red tape and county land development codes, regulations and ordinances. These time frames have been considerably decreased and staff communication has improved greatly as a result of this attention.

P3- Public & Private Partnership for Economic Sustainability Components

Innovation/Creativity

How did the idea/program/project/service improve the organization?

The program created the need and desire for local collaboration among the public and private partners. Manatee County, Florida has a population of 320,000+ and spans for over 734 miles, getting input from all walks of life and business was an intricate part of the process. We have pristine beaches, a deepwater port, manufacturing and rural farm lands all rolled into one County. Meeting the needs of this unique industry combination took some thought. The following areas were improved through this process:

1. Fostered collaboration between public and private entities.

Discussion of incentives led to the development of the Economic Development Incentive (EDI) program from Manatee County Government and collaboration with the Economic Development Council.

2. Integrated technologies between agencies to make the economic incentive process more efficient and streamlined.

- Advanced Project Scoping Teams assisted business early in the process
- Development Review Committee (DRC), created an enhanced team review process
- Reviewing Agencies Meeting (RAM), created an enhanced team review
- The Economic Development Council expanded their website capabilities to better serve the customer

3. Encouraged more communication and sharing of information between agencies and within organizations.

- Community Redevelopment Areas held meetings for residents and business input
- Planning Task Force used economic development as a priority to plan for the future
- The Enterprise Zone designation was continued through the State of Florida
- Encouragement Zones were developed
- Essential Service Function (ESF) 18- Business Recovery for disaster preparedness was enhanced
- We Are Listening I and II, attracted residents and business owners to comment on

needed improvements to government processes

- Jobs Now! Team- Manatee County's Jobs Now! team consists of leaders from each County department dedicated to focus on economic development and to ensure a consistent, predictable and friendly approach to doing business in Manatee County

Were new technologies used? If yes, what methods and/or applications were implemented?

Yes, several programs were used to facilitate the success and efficiency of the program.

Applications

- Buzzsaw, a system designed through a County wide study (Matrix) to allow internal and external use of project status information, applying on line for permits and plans review and monitoring progress.
- Geographic Information System (GIS), the Public tool used to assist business on mapping, land use and other valuable information.

Methods

- Reviewing Agencies Meeting (RAM)- Use of Starboard to present to group
- One report form- Inclusion of all agency comments for company in one report

Web Tools

- Land & Site Search- Economic Development Council maintained and updated for use of all business scoping in the community.
- Google Street View
- Expanded Economic Development Website- placed all documents and communication tools on a user friendly website

Was a consultant used? If yes, describe their involvement; and Identify the consultant and/or firm, including contact information.

The Public & Private Partnership program was designed by staff with economic development expertise and input from the community. Staff used research tools to examine economic development needs throughout the County and design features that work in our area. All other public and private partners programs were reviewed to streamline and

coordinate with their process. The program was then approved by the Manatee Board of County Commissioners. No consultants were used.

Outcomes Achieved

What customer/community needs and expectations were identified and fulfilled?

We listened to our customers. We made process step changes within the planning and zoning application area, utilities and public works review and land planning. These changes were seen as business friendly and promoted economic development within the County and region. The Manatee County Land Development Code is currently being modified with a focus on a economic growth which encourages companies to stay or move to Manatee County. Results of the program have surpassed the initial expectations and are detailed below:

- Quality Jobs Created- 4,063 (as of August 15, 2011)
- Customer Service Reports- Feedback from companies indicate more confidence in Government and that the prompt response from the Economic Development team is allowing time to plan in a more cost effective way
- Consistency/Predictability has become associated with the government process
- Economic Sustainability- Taxes, Wages, Multiplier - \$50,264 (50% higher than the Manatee County Average Wage of \$33,448)
- Economic Growth & Expansion- \$1,021,113,160 wages created over five years by quality jobs created in the community
- Rapid Response Permits Approved- 54, since inception of the program
- Targeted Jobs v. Actual Jobs- 53% (2010) quality jobs created and reported by companies
- Value of Building Jobs- Multiplier effect, etc. 1.5 indirect for every 1 job created

Has service delivery been enhanced?

- Yes, through time savings. By implementing

this program we reduced the number of days from which a customer applied for review to when they received the first meeting from approximately 90 days down to 30 days. This has positively impacted the time for approval or denial of the project which has allowed for a customer cost savings.

- Upfront service delivery, has improved business or developer delivering their paperwork for review will receive their project schedule that day instead of waiting weeks for it. The process ensures consistency and predictability.

Did the initiative improve access to your government? If yes, how?

Yes. Manatee County offered “We Are Listening I & II”, an open forum for businesses and citizens to present concerns on the processes used by the County. We used both in person listening sessions as well as online e-mail response offerings to accept comments.

Has the health of the community improved as a result? If yes, how?

Economic development activities that include quality job creation has created a positive impact in the overall community. Opportunities for good paying jobs with health insurance provided will afford significant increases for access to health care for citizens. In addition, job creation serves to mitigate the unemployment rate and increase wealth in community, resulting in lower poverty rates, decreased crime, reduction in alcohol and drug use and other community health issues.

Applicable Results & Real World Practicality

What practical applications will be shared?

- Online application for economic development incentives
- All companies that were set to go before the Manatee Board of County Commissioners were kept confidential until the company announced the information on their own to the public.

- Buzzsaw submittals for development projects began in February of 2011.
- Collaboration with reviewing partners

How applicable is the idea/program/project/service to other local governments?

Job creation and diversifying the economy is an area of focus for local governments. The Economic Development program is applicable as a strategy for enhancing teamwork, promoting intra-department communication and facilitating solutions for job growth and growing business. It allows for a vibrant community growth to both directly and indirectly be achieved for your community and the region.

What results/outcomes will you share?

How Manatee County partnered with a Public/Private Partnership to grow quality jobs in the County. Additionally, the program collaborated to enhance the skills of current and potential workers in employment sectors that created more self wealth for the employee. Quality jobs created exceeded the average annual income of the local area by 53%. Through these techniques the following results/outcomes will be shared:

- A diversified workforce has been created within the County's targeted sectors
 - High Technology Manufacturing
 - Aerospace & Defense
 - Agriculture Technologies
 - Maritime & Distribution
 - Sports Performance
 - Corporate Headquarters
 - Clean Energy
- Streamlined processes help to foster trust between customers and county
- Maximize Resources were put to improve economic viability
- Minimized Review Times helped customers save money and time
- All quality jobs created have health insurance
- All quality jobs pay at least 115% higher than the average annual Manatee County Wage
- Economic focus on Urban Core Redevelopment
- Economic & Literal Health of Neighbor-

hoods enhanced- Map of companies creating quality jobs shows a diverse set of new and expanded locations for growth

Include any applicable performance measures, if any.

- Number of Jobs - 4,063, as of August 15, 2011
- Number of Incentives Awarded - 46
- New Companies - 21
- Expanded Companies - 25
- Goal Wage (create jobs at 115% of the average wage) v. Actual Wage - \$38,465/\$50,264
- Total Incentives Awarded- \$6,626,576
 - \$829,400 QTI Match to Companies for Quality Job Creation
 - \$4,661,944 Economic Development Incentive Grants to companies for Quality Job Creation
 - \$835,232 Transportation Impact Fee Refunds to Companies for Quality Job Creation

Innovation Study Presentation

Describe your innovation study presentation.

- PowerPoint, video
- Interactive group activity
- Handout materials
- Live demonstration(s)