

Clay County

BUSINESS INCENTIVE POLICY

REVISIONS:

6/22/10	CHANGED reduced number of jobs to 10 and salary requirements to 101% for EDG
6/4/2014	ADDED large primary employer retention grant
6/12/2015	ADDED large primary employer grant (lease)
4/26/2019	ADDED tangible personal property grant option—reduce employment to 20 persons if pay at least 150% over Clay County average wage; ADDED 5% reduction in grant payments to fund administration of economic development in CC; UPDATE Regulatory Relief--eligibility for transportation impact fee mitigation;

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Introduction

Mission Statement

The Clay County Economic Development Corporation, Inc. (CCEDC), the unified voice of the business community: fosters a positive, friendly business climate; removes obstacles to business expansion and community growth, while enhancing our quality of life; participates in regional economic development; and leverages essential resources that create, enhance, and expand Clay County businesses. The CCEDC serves as the county's recognized economic development organization to interface with local, regional, and state organizations for companies seeking incentives. The principle purpose of the CCEDC is to improve the economic health of the community through the creation of quality jobs, increased capital investments and increased flow of new dollars into Clay County by developing, executing, and implementing programs to retain, attract, and grow value-added businesses in Clay County.

Strategic Plan

In 2005, the Clay County Chamber of Commerce contracted with William Fruth, Policom, Inc. to develop a countywide strategic plan for economic development to improve the long-term economic health of the county. The plan, called *Focus on the Future* is designed to be the foundation for creating 10,000 higher skilled, higher wage jobs within the county over the next twenty years.

According to William Fruth, Policom, Inc., “a business incentive is a financial benefit, which reduces the initial, short-term or long-term costs of a private company offered by a community as an inducement to remain in, expand in, or locate to an area.”

Policom, Inc. provided an overview of the nature of business incentives as part of the county wide strategic plan study and analysis of Clay County (Appendix 4). Mr. Fruth also states, “to be competitive in recruiting and retaining wealth generating, primary employers, most communities offer financial incentives to private enterprises which contribute to the local economy. Clay County, in order to improve the quality of its economy, needs to attract higher wage primary employers. These businesses are also being recruited by other communities in the United States. As a result, Clay County should develop a Business Incentives (Investment) Program which offers an array of financial inducements to qualified companies. The general criteria and the types of incentives to be offered should be pre-determined to enable the economic development organizations to negotiate with companies in good faith.”

The resulting business incentives program is intended to optimize the following four core objectives utilizing quantifiable measures and aggressive strategies to help Clay County achieve its goal of obtaining new primary job growth:

- I. Increase Clay County's average wage levels.
- II. Promote and encourage private capital investment.
- III. Create and expand employment opportunities within Clay County
- IV. Encourage job development that enhances or minimally impacts transportation

Public Incentive Policy

The Business Incentive Policy sets forth minimum standards and eligibility criteria based on the overall project score. It is intended to be a tool used by Clay County to make fact-based decisions regarding economic development projects.

Project Evaluation and Eligibility

A set criterion was established to evaluate all proposed business projects against each of the four core objectives. The project evaluation will be used to objectively determine and quantify a project impacts. The resulting score will help determine whether the project is eligible for public investment and the subsequent maximum level of any public participation.

Please note project criteria evaluation contains project scoring requirements and maximum grant eligibility. The Economic Development staff will evaluate each project based on its merits and has discretion to make recommendations for less than or up to the maximums stated.

The CCEDC seeks to encourage **primary jobs** – those that generate goods and services that are exported outside the community to bring new dollars into the community, thus expanding community wealth and prosperity. The creation of primary jobs can be through the addition of jobs from existing business or the recruitment of new business units to Clay County. Projects that create service-oriented jobs, those that recycle and exchange local dollars already in the community will not be eligible for incentives.

Amendment Rights

From time to time, it may be necessary to request a waiver of Clay County's Business Incentive Policy to accommodate certain exceptional projects that have a significant impact on the Clay County economy. Any request amendment will contain an accompanying statement as to the justification for the request.

Project Evaluation Criteria

Set criterion was developed as a tool to impartially evaluate all projects. Each objective (wage level, capital investment, employment and transportation impact) has a defined range of evaluating measurements that are used to determine a project’s economic outcome, eligibility for public investment and the maximum level of any such investment. Projects that have a greater impact on achieving objectives will score higher and therefore will be eligible for more public investment. A five percent reduction of each grant payment for all grants shall be applied to fund the administration of economic development activities in the County.

The following is a summary of each core objective:

I. Increase Clay County’s average wage levels: This objective quantifies the project’s impact on the average wage of the county. By directing public assistance to projects that increase the average wage, Clay County’s average wage will, in turn, increase. All projects will be scored based on the average wage for all new jobs created by the project. The average “project wage” is measured against the county-wide average wage as listed in the Florida Agency for Workforce Innovation, Office of Workforce Information Services, Labor Market Statistics ES202 Program. Enterprise Florida, Inc. distributes the annual wage report annually in December. The current wage range will be updated annually to reflect any changes in the average wage.

Measure: Project Wages vs. Average County Wage

\$37,022 January 2019

Percent Increase over County Avg.	Wage Range		Project Score
< 1%	0	37,391	0
1% - 3%	37,392	38,502	1
4% - 6%	38,503	39,613	2
7% - 10%	39,614	41,093	3
11% - 14%	41,094	42,574	4
15% - 20%	42,575	44,796	5
21% - 30%	44,797	48,498	6
31% - 50%	48,499	55,902	7
51% - 70%	55,903	63,307	8
71% - 99%	63,308	74,043	9
100% and above	74,044		10

II. Promote and Encourage Private Capital Investment: This objective measures the amount of taxable private real property capital investment that a company will invest in a project. Taxable private capital investment has a direct impact and broadens the Clay County tax base without increasing ad valorem taxes. Therefore, the private capital investment that adds to the real property tax base is eligible for consideration. Projects with a higher level of private capital investment will receive a higher score.

Measure: Projected Private Capital Real Property Investment

Range of Private Capital Real Property Investment	Project Score
\$0 to \$100,000	0
\$100,001 to \$200,000	1
\$200,001 to \$350,000	2
\$350,001 to \$500,000	3
\$500,001 to \$750,000	4
\$750,001 to \$1,000,000	5
\$1,000,001 to \$1,500,000	6
\$1,500,001 to \$2,000,000	7
\$2,000,001 to \$3,000,000	8
\$3,000,001 to \$5,000,000	9
Above \$5,000,000	10

III. Create and expand employment opportunities within Clay County: This objective is based on the number of new full-time jobs resulting from a project. As the number of jobs increases in a community, there is a direct increase in the demand for small service oriented business. Thus increasing jobs, employment growth and positive impacts on the community as a whole. Projects will be evaluated and receive points based on the size of the project and the number of new jobs created.

Measure: Projected Number of Jobs Created by Project

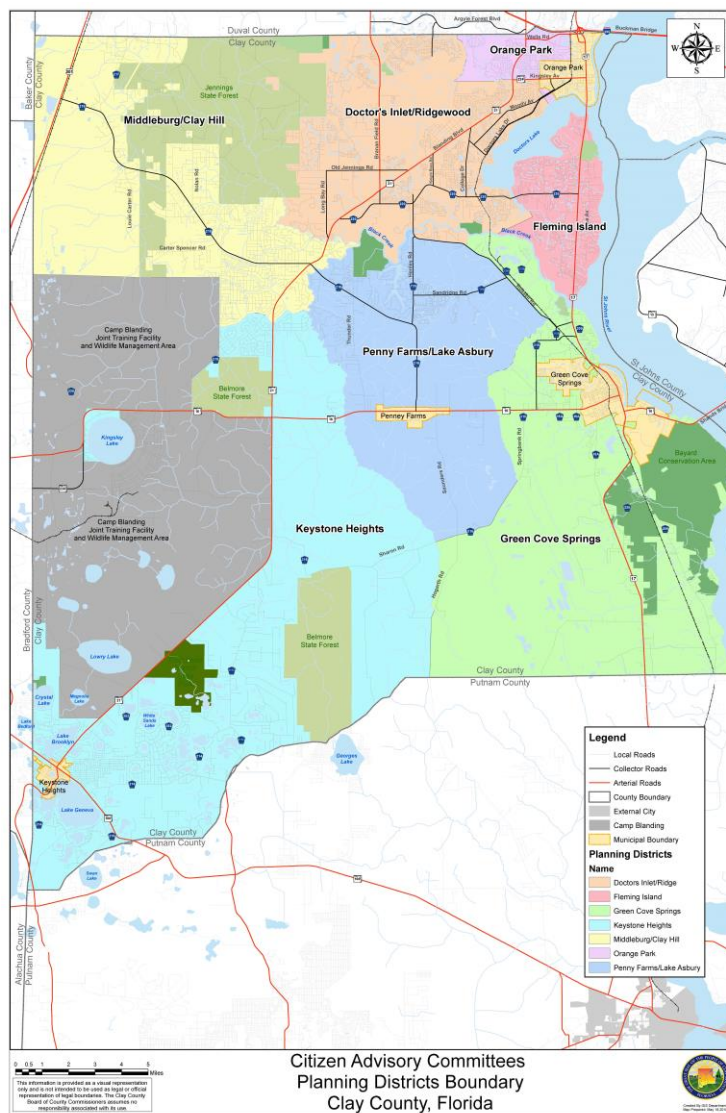
Range of Jobs Created by Project	Project Score
0 to 9	0
10 to 11	1
12 to 13	2
14 to 15	3
16 to 20	4
21 to 25	5
26 to 30	6
31 to 35	7
36 to 40	8
41 to 50	9
Above 50	10

IV. Encourage job development that enhances or minimally impacts transportation:

This objective evaluates a project based on the area in which the project is located. The score is based on an analysis of the impacts to the existing transportation system. Projects located in the interior of Clay County that encourage a “reverse commute” will receive greater points.

Measure: Physical Location of Project

Project Location Planning District	Project Score
3	1
4	4
2, 6	7
1, 5, 7	10



Economic Development Grant (EDG)

Summary Description:

The Economic Development (Tax Increment) Grant or EDG program targets commercial projects that add to the tax base, project new employment in excess of 10 direct, full-time equivalent persons and makes a significant economic impact (PCI greater than \$1,000,000). Utilizing a “base year” assessed taxable property value (from the Property Appraiser’s database) for the project, a certain percentage of the county’s incremental increase in ad valorem taxes on real property paid by the project above the base year amount is available as an EDG to the developer. Upfront performance measures must be met and maintained by the company to be eligible to receive the full amount of the grants. The County may adjust actual awards accordingly if the agreed upon performance measures are not achieved.

Minimum Eligibility:

The EDG is available for projects that are within the geographical boundaries of Clay County. The Project must achieve the following minimum scores to be eligible for this program:

1. Private Capital Investment (PCI) score of 6 or higher and,
2. A minimum of 10 full time equivalent jobs created by the Project which all pay at least one percent in excess of the County's average annual wage, and
3. A minimum of 10 full time equivalent jobs must be in existence for the entire tax year for which a grant is sought.

Total Score for remaining objectives: (Wages, Jobs and Transportation)

If Private Capital Investment exceeds \$10,000,000, the project will qualify for at least the minimum EDG.

Score	Maximum Grant Eligibility
11-15	Up to 50% for 10 years
16-20	Up to 75% first 5 years; 50% next 5 years
21 - 30	Up to 75% first 10 years; 50% next 5 years

Approval Process:

1. Economic Development Staff determines project qualification
2. Clay County Board of County Commissioners via agreement

Large Primary Employer Retention Grant (LPER)

Summary Description:

The Large Primary Employer Retention Grant (LPER) is available as an incentive for large employers to remain in Clay County if they are contemplating a move out of the county. In order to be eligible, a business does not need to meet the criteria of capital investment, creation of jobs or minimum salary requirements. The Employer must pay real property ad valorem taxes to the County either directly or as a pass-through charge under a lease agreement.

Eligibility: The Employer must employ a minimum of 100 persons in Primary jobs and maintain the minimum number of jobs agreed upon in order to continue to remain eligible each applicable tax year. Primary jobs are those that generate goods and services that are exported outside the community to bring new dollars into the community, thus expanding community wealth and prosperity. The creation of primary jobs can be through the addition of jobs from existing business or the recruitment of new business to Clay County. Projects that create service-oriented jobs, those that recycle and exchange local dollars already in the community will not be eligible for incentives. A LPER grant will not have a duration in excess of five years and shall be limited only to a portion of the county millage (as opposed to the school district, SJWMD, etc.) collected on the tax bills.

The LPER grant shall be one half of 50 percent of ad valorem taxes which were paid on the improved value of the real property only. The grant will be computed as follows: Divide the county millage on the improved real property value by two. From the resulting figure, deduct 25% will be deducted for the lack of new value added to the tax rolls and/or 25% will be deducted for failure to create at least 10 jobs paying at least 1% over the Clay County Average wage.

The LPER grant will be memorialized in an agreement between the Employer and The Board of County Commissioners.

Approval Process:

1. Economic Development Staff determines project qualification
2. Clay County Board of County Commissioners via agreement

Tangible Personal Property Capital Investment Grant

Summary Description:

The Tangible Personal Property Capital Investment Grant (TPPCI Grant) is available as an incentive for an Employer who is contemplating moving its business to Clay County, Florida and who intends to invest a minimum of \$1,000,000 for machinery and equipment in its Clay County, Florida location.

Eligibility/Requirements:

1. The Employer must relocate its business (or a branch, subsidiary, etc.) to Clay County, Florida and add at least \$1,000,000.00 of new taxable value consisting of machinery and manufacturing equipment to the Clay County tangible personal property ad valorem tax roll. The value of the property shall be that which is determined by the Clay County Property Appraiser for the tax rolls.
2. The Employer must create and maintain a minimum of fifty new jobs in Clay County in conjunction with the new capital investment (the Capital Investment.) The jobs must be Qualified Target Industry jobs as defined under Section 288.106(2)(q), Florida Statutes. The jobs may be existing jobs of the Employer but which are new to Clay County, Florida. Each of the fifty new jobs must pay at least 101 percent of the current Clay County average wage as determined annually or semi-annually by Enterprise Florida. Alternatively, the Employer may create twenty new jobs meeting the requirements above but paying at least 150% of the current Clay County average wage.
3. The Grant amount will be fifty percent of the County ad valorem tangible personal property tax on the Capital Investment. The grant shall be limited only to a portion of the County millage (as opposed to that of the school district, SJWMD, etc.) which is collected on the tax bills.
4. The Employer must maintain the minimum employment and Capital Investment value each year in order to be eligible for a grant in that year.
5. Assuming eligibility each year, grant payments will be made each year only after the applicable tangible personal property tax bill for the new capital investment has been paid and either: (1) the 50 new jobs, or the 20 new jobs, as applicable, have been in existence or maintained in Clay County, Florida for a year (January 1 to December 31.)
6. Assuming eligibility each year, the TPPCI Grant will be awarded for three years. The grant expires after three years, is not renewable, and is not transferable.
7. The TPPCI Grant will be memorialized in an agreement between the Employer and The Board of County Commissioners of Clay County, Florida.

Approval Process:

1. Economic Development Staff determines project qualification
2. Clay County Board of County Commissioners via agreement

Large Primary Employer Grant (Lease)

Summary Description

The Large Primary Employer Grant (Lease) is available as an incentive for large employers to locate in Clay County even if they do not construct new facilities but rather lease facilities. In order to be eligible, a business does not need to meet the criteria of capital investment. The Employer must pay its prorata share of real property ad valorem taxes to the County either directly or as a pass-through charge under a lease agreement.

Eligibility: The Employer must employ and continuously maintain throughout the term of the grant a minimum of 150 persons in Primary jobs as well as at least 10 additional jobs which pay in excess of 101% of the Clay County Average Wage. Primary jobs are those that generate goods and services that are exported outside the community to bring new dollars into the community, thus expanding community wealth and prosperity. The creation of primary jobs can be through the addition of jobs from existing business or the recruitment of new business to Clay County. Projects that create service-oriented jobs, those that recycle and exchange local dollars already in the community will not be eligible for incentives. A Large Primary Employer Grant (Lease) will not have a duration in excess of seven years and shall be limited only to a portion of the Clay County millage (as opposed to the school district, SJWMD, etc.) collected on the tax bills.

The Large Primary Employer Grant (Lease) shall be seventy five percent of ad valorem taxes which were paid on the improved value of the real property only for seven years and then fifty percent of ad valorem taxes which were paid on the improved value of the real property only for three more years. In addition, the County will pay on a one time basis \$100 per new job created up to a maximum of 150 jobs.

Requirement. The Employer and/or Owner of the real property upon which the business is located shall not seek voluntary annexation of its real property into any of the Clay County municipalities.

The Large Primary Employer Grant (Lease) will be memorialized in an agreement between the Employer and The Board of County Commissioners.

Approval Process:

1. Economic Development Staff determines project qualification
2. Clay County Board of County Commissioners via agreement

Industrial Development Revenue Bonds

Summary Description:

The Clay County Development Authority (CCDA) is the sole industrial development authority for Clay County. In this capacity, CCDA is authorized to issue tax-exempt bonds to finance the expansion or relocation of industrial development.

Minimum Eligibility:

Applicants must retain either Bond Counsel or a Tax Attorney to review project scope and determine its eligibility to receive tax-exempt bond financing pursuant to federal, state and local regulations.

Maximum Public Investment Eligibility:

Project assistance is determined by the needs and parameters of the project.

Program Guidelines:

Project must submit written application for this program, including an application fee as specified by local ordinance.

Costs:

The requesting entity will be required to retain bond counsel to prepare the required documents. The CCDA has established the following schedules of fees:

Application Fee	\$1,000
<i>Due when formal application is filed with the CCDA. (Non-refundable)</i>	
Financing Fee	0.5 % of the face amount of the bonds**
<i>Due and payable from bond proceeds upon closing of the bond issue</i>	

The foregoing costs may be paid or reimbursed to the applicant out of the proceeds of the bonds, subject to any applicable limitations of the Internal Revenue Code and Regulations or under state law.

Approval Process:

1. Brief assessment of soundness of the proposed project and company's financial condition
2. Finance Committee or IDRB Committee review and recommendation
3. CCDA approval
4. BCC approval - TEFRA Hearing (Tax Equity and Fiscal Responsibility Act)

Regulatory Relief

The intended purpose behind regulatory relief is to promote positive forms of new development and redevelopment, to reward the creation and retention of high skilled, high wage jobs, to attract primary businesses, to increase the non-residential tax base and to foster a more diverse employment base within Clay County.

Subsequently, Clay County has regulatory relief programs for Target Industry employers in the form of Impact Fee Mitigation .

Impact Fee – Economic Development Mitigation Program

The Clay County Board of County Commissioners adopted the Transportation Impact Fee Ordinance on February 26, 2008 to be effective beginning January 1, 2009. The Ordinance was amended in its entirety on September 26, 2017, and amended March 27, 2018. Article 3, Section 3.03 (page 33) specifically addresses the creation of Economic Development Impact Fee Mitigation Program for certain Qualified Businesses to mitigate any real or perceived disadvantage occurring from the imposition of the Road Impact Fees.

Eligibility

To be eligible for 100% Economic Development Impact Fee Mitigation, the Road Impact Construction must meet the following requirements:

Qualify as a Qualified Target Industry (QTI) Business and create a minimum of ten (10) new jobs or a 10% increase in existing employment (whichever is greater) with an average private sector wage (excluding benefits) of at least 115% of Clay County's average private sector wage (100% of Clay County's average private sector wage for manufacturing companies).

Any person seeking an Economic Development Impact Fee Mitigation shall file an application for mitigation with the Impact Fee Coordinator prior to the request for Electrical Power Clearance for the subject Road Impact Construction, or in the case of occupied spec construction, the application shall be submitted prior to the request for a Certificate of Occupancy for the spec space.

Qualified Targeted Industries/Qualified Defense Contractors (QTI/QDC)

Summary Description:

State-sponsored tax refund program based on the creation of high-wage jobs. New jobs must pay at least 15 percent above the state or county average wage (whichever is less).

Minimum Eligibility:

In order for a project to be eligible for the QTI or QDC program it must be a State of Florida targeted industry, pay at least 15 percent above the state or county average wage, provide a resolution of support by the city or county commission recommending the applicant for the incentive and committing the community to provide a local match equaling 20 percent of the tax refund, and meet all other requirements as determined by the state.

Maximum Public Investment Eligibility:

The amount of investment available under the QTI/QDC program is dependent on several variables as illustrated in the following table:

Project Average Wage	Award per job	
	QTI	QDC
115%*	\$3,000	Up to \$5,000
150%	\$4,000	Up to \$5,000
200%	\$5,000	Up to \$5,000

(100% of Clay County's average private sector wage for manufacturing companies).

The maximum amount of assistance available under the QTI/ QDC program is \$5,000,000 per applicant.

Program Guidelines:

This program is administered by the State of Florida's Department of Economic Opportunity (DEO).

Approval Process:

1. Economic Development Staff determines project qualification
2. County Staff review and approval
3. Clay County Board of County Commissioners approval and execution of resolution of support to be submitted with formal QTI/QDC application to Enterprise Florida, Inc. (EFI)
4. State approval – EFI review and recommendation to DEO

Economic Development Transportation Fund (EDTF)

Summary Description:

State grant for transportation infrastructure that is used to help eradicate location specific transportation issues related to a company's decision to expand or relocate.

Minimum Eligibility:

In order for a project to be eligible for the EDTF program it must be a State of Florida targeted industry, serve markets outside the State of Florida (primary jobs) and meet all other requirements as determined by the state. The County may support application to the State for EDTF if the score on the Jobs Objective is 3 or greater and the combined score of the Jobs, Wages, PCI, and Transportation scores is 15 or greater.

Maximum Public Investment Eligibility:

The maximum amount of investment available under the EDTF program is \$2,000,000. Funding is determined by the number of jobs created and/or retained and proposed private capital investment.

Program Guidelines:

This program is administered by the State of Florida Department of Economic Opportunity (DEO).

Approval Process:

1. Economic Development Staff determines project qualification
2. County Staff review and approval
3. Clay County Board of County Commissioners approval and execution of resolution of support to be submitted with formal EDTF application to Enterprise Florida, Inc. (EFI)
4. State approval – EFI review and recommendation to DEO.

Quick Response Training (QRT)

Summary Description:

State-sponsored program for the development of customized training programs.

Minimum Eligibility:

In order for a project to be eligible for the QRT program it must create new full-time jobs and/or employ Florida workers who require customized entry-level skills training, serve markets outside the State of Florida (primary jobs) and meet all other requirements as determined by the state. The County may support application to the State for a QRT grant if the score on the Jobs Objective is 3 or greater and the combined score of the Jobs and Wages is 8 or greater.

Maximum Public Investment Eligibility:

Amounts are awarded based upon the company's training needs as determined by the State of Florida Department of Economic Opportunity (DEO) working with a "local training provider".

Program Guidelines:

Training programs are administered through St. Johns River State College (SJRSC) and uses different programs and funding to develop a training package for a business. Reimbursable training expenses include instructors' and trainers' salaries, curriculum development, textbooks/manuals, materials/supplies and training equipment. Training is limited to 18 months or less.

Approval Process:

1. Economic Development Staff determines project qualification
2. Project application submitted to Workforce Florida, Inc.
3. State approval (Workforce Florida, Inc.)

High Impact Performance Grant (HIPI)

Summary Description:

State grant used to attract and grow high impact businesses in Florida.

Minimum Eligibility:

Eligibility for this program is determined by the State of Florida.

Maximum Public Investment Eligibility:

Project assistance is determined by the number of jobs created and amount of private capital investment.

Program Guidelines:

This program is administered by the State of Florida Department of Economic Opportunity (DEO).

Approval Process:

1. Economic Development Staff determines project qualification
2. DEO approval

Capital Investment Tax Credit (CITC)

Summary Description:

State-sponsored credit against corporate income tax for high impact business relocations or expansions.

Minimum Eligibility:

Eligibility for this program is determined by the State of Florida.

Maximum Public Investment Eligibility:

Project assistance is determined by the number of jobs created and amount of private capital investment.

Program Guidelines:

This program is administered by the State of Florida Department of Economic Opportunity (DEO).

Approval Process:

1. Economic Development Staff determines project qualification
2. DEO approval

Sales and Use Tax Exemptions on Machinery and Equipment

Summary Description:

Exemption for sales and use taxes paid on the purchase of new machinery and equipment used (directly related) to produce a product for sale.

Minimum Eligibility:

Program is for manufacturing and printing businesses or businesses which use a portion of a manufacturing process that are relocating to the area, opening a new facility, or expanding.

New Manufacturers

In order to qualify for the new business exemption, the machinery and equipment must have been purchased, or a purchase agreement made, prior to the date the business first begins to produce for inventory or immediate sale. If a purchase agreement was made prior to the beginning of production, such machinery and equipment must be received within twelve months of the date that production began.

Expanding Manufacturers

Industrial machinery and equipment is exempt from tax when purchased by an expanding business for the purpose of increasing “productive output” by not less than ten percent. Sales or use tax of \$50,000 for each calendar year of the expansion project must be paid before the exemption or refund is available.

Maximum Public Investment Eligibility:

The amount of assistance depends upon amount of equipment purchased.

Program Guidelines:

This program is administered through the Florida Department of Revenue.

Approval Process:

1. Apply for a tax exemption number through the Florida Department of Revenue

Sales Tax Exemption on Electricity Used in Manufacturing Process

Summary Description:

An exemption on the sales tax for electricity used in the manufacturing process.

Minimum Eligibility:

In order to be eligible for this exemption, a minimum of 75 percent of electricity used must be for the manufacturing process.

Maximum Public Investment Eligibility:

The amount of assistance depends upon electric usage.

Program Guidelines:

This program is administered through the Florida Department of Revenue and coordinated with either JEA, Green Cove Springs Electric or Clay Electric Cooperative, Inc..

Approval Process:

1. Application forms are available from the utilities.

Incumbent Worker Training Program (IWT)

Summary Description:

State-sponsored program for providing training to currently employed workers to keep workforce competitive in a global economy and to retain existing businesses.

Minimum Eligibility:

Open to all businesses in operation for a minimum of one year prior to the application date.

Maximum Public Investment Eligibility:

Reimbursement amount will vary. The amount awarded is performance-based and requires documentation on specific measurable training project outcomes.

Program Guidelines:

This program is administered through Workforce Florida, Inc. The training services can be provided through Florida's community colleges, school districts, area vocational-technical centers, state universities, licensed and certified post secondary private institutions and from subject matter experts, consultants, or trainers from the business. Direct training costs eligible for reimbursement include, tuition, instructors'/trainers' salaries, curriculum development, textbooks, resource material and training supplies.

Approval Process:

1. Economic Development Staff determines project qualification
2. Project application submitted to Workforce Florida, Inc.
3. State approval (Workforce Florida, Inc.)

Brownfields Redevelopment Bonus

Summary Description:

State-sponsored tax refund program to encourage redevelopment and job creation within designated brownfields areas.

Minimum Eligibility:

In order for a project to be eligible for Brownfields Redevelopment Bonus it must locate within a brownfields area and be certified as QTI business, **or**

- Be a business that can demonstrate a fixed capital investment of at least \$2 million in mixed-use business activities in a brownfields area, including multiunit housing, commercial, retail, and industrial;
- Create at least 10 new permanent Florida full-time jobs with benefits (including health insurance at a minimum), excluding construction and site remediation jobs;
- Show that the project will diversify and strengthen the economy of the area surrounding the site;
- Show that the project will promote capital investment in the area beyond that contemplated for the rehabilitation of the site.
- Provide a resolution from the city or county commission recommending the applicant for the incentive and, at the option of the city or county, committing the community to provide a local match equaling 20 percent of the tax refund. If a community elects to be exempt from the local match requirement, the applicant is only eligible for 80 percent of the refund for which they would otherwise qualify. The local match exemption must be requested in a resolution of the local governing authority;
- Submit the Brownfields Redevelopment Bonus application or adopt the Brownfields Redevelopment Bonus local support resolution before the commencement of operations of the project business; and
- Either execute a Brownfields Site Rehabilitation Agreement (BSRA) with the Department of Environmental Protection or demonstrate as many of the following elements as possible:
 - Significant remediation or redevelopment of a site outside the formal BSRA framework and certification (via separate letter) that knowledge of the state brownfields program and benefits played a significant role in the decision to proceed with that remediation or redevelopment
 - Documented discussion of the availability of the Brownfields Redevelopment Bonus incentive among project contacts and state and local economic development officials prior to proceeding with the project
 - Submission of a Brownfields Redevelopment Bonus application prior to making a relocation or expansion decision.

Maximum Public Investment Eligibility:

An applicant may receive a tax refund equal to 20 percent of the average annual wage of the new jobs created in a designated brownfields area up to a maximum of \$2,500 per new job created. The bonus is \$2,000 per job from the state and local government has the option of contributing an additional \$500 per job. If the total score of Wages, PCI and Jobs Objectives is 20 or greater, the project will be eligible for the local match. If not, the project may apply only for the State portion of the bonus. Refunds are based upon taxes paid by the business, including corporate income, sales, ad valorem, intangible personal

property, insurance premium, and certain other taxes. No more than 25 percent of the total refund approved may be paid in any single fiscal year.

Program Guidelines:

This program is administered by the State of Florida's Office of Tourism, Trade and Economic Development (OTTED).

Approval Process:

1. Economic Development Staff determines project qualification
2. Clay County Board of County Commissioners approval and execution of agreement
3. State approval (OTTED)

APPENDIX 1

**CLAY COUNTY, FLORIDA
ECONOMIC DEVELOPMENT INCENTIVE
APPLICATION**

The Application will be processed when it is complete and all exhibits are received.

(Please type or print legibly)

I. APPLICANT

Company: _____

Type of legal entity: ()Sole proprietorship ()Partnership/Joint Venture ()Corporation
()Limited Liability Corporation

State of incorporation (if applicable): _____ Date company established: _____

Address: _____ (Mailing address, if different):

Telephone: _____ Fax: _____

E-Mail: _____ Web site Address: _____

Primary Contact: _____ Title: _____

- ()New to Clay County ()Expansion of Existing Facility () Start-Up
()Relocation within Clay County ()Leasehold Improvements

Principal Business Activity: _____

TID/SSN: _____ NAICS/SIC Code: _____

Estimated Date to Begin Construction/Renovation (if applicable): _____

Estimated Date to Complete Construction/Renovation (if applicable): _____

Address of new Facility: _____
 (if applicable) _____

Briefly describe the New Facility or the Expansion including acreage and square footage.

II. EMPLOYMENT

Number of Current Full-Time Employees in Clay County: _____
 Average Wage: _____ Benefit Package: Medical Dental 401K

Number of Current Part-Time Employees in Clay County: _____
 Average Wage: _____ Benefit Package: Medical Dental 401K

Number of Full-Time Employees to be Retained: _____ Part-time (in FTE's): _____

New Full-Time Employment to be Created: _____ Part-time (in FTE's): _____

Estimated time period to Create Jobs: _____

List the major job categories and wages (without benefits) of jobs to be created (example: 5 management, 10 sales, 15 manufacturing):

Position	Number	Average Annual Wage	Benefit Package (circle)
			Medical Dental 401K
			Medical Dental 401K
			Medical Dental 401K
			Medical Dental 401K
			Medical Dental 401K

List other employee benefits (e.g.. tuition reimbursement): _____

III. PROJECT COSTS BREAKDOWN AND SOURCES OF FUNDS USES

Acquire Land & Building	\$ _____
Construction of New Building	\$ _____
Renovations of Existing Building	\$ _____
Site Development Costs	\$ _____
Architects, permits, other soft costs	\$ _____
Machinery/ Equipment Costs	\$ _____
Furniture, Fixtures & Equipment	\$ _____
Other Costs (Describe)	\$ _____
TOTAL EST. PROJECT COSTS	\$ _____
<u>SOURCES OF FUNDS</u>	
Conventional Financing	\$ _____
Owner's Equity Injection	\$ _____
TOTAL PRIVATE CAPITAL	\$ _____
Request for Public Capital	\$ _____
TOTAL SOURCES	\$ _____

IV. UTILITIES

Electricity: Approximate kWh consumption per month: _____

Water: Volume per month: _____

Sewer: Volume per month: _____

V. ENVIRONMENT

Facility will affect the environment. Describe the content and volume of the following :

Air	Noise
Water	Sewer
Odor	Solid Waste
Hazardous Waste	
Other	

Facility will have no environmental impact.

VI. CONFIDENTIALITY

In compliance with Florida confidentiality Statute 288.075, we request confidentiality to the following extent:

- Total (Do not release corporate name)
- You may advise community industry development personnel of our corporate interest
- Communities may correspond directly with us
- Company personnel are not aware of project – send correspondence in plain envelopes

I certify that the information provided in this application is true and correct and furthermore, I understand that not withstanding the approval of incentives by Clay County Board of County Commissioners are not binding until such time as there is a fully executed Development Agreement between the applicable parties.

Please type:

Name

Title

Signature: _____

Date: _____

Submit to: Director of Economic Development
Clay County Economic Development Corporation
1845 Town Center Boulevard, Suite 110B, Fleming Island, FL 32003

APPENDIX 2

**Incentive Program Summary
Incentive Programs Minimum Qualification Criteria**

Program	Corresponding Objective(s)	Qualification Criteria
Economic Development Grant (EDG)	Jobs Wages PCI Transportation	<p>Private Capital Investment Score must be 6 or higher.</p> <p>A minimum of 10 jobs paying 101% of average wage.</p> <p>Total score on remaining Objectives (Wages, Jobs and Transportation):</p> <ul style="list-style-type: none"> • 0-10: Not Eligible • 11-15: Up to 50% for 10 years. • 16-20: Up to 75% first 5 years; 50% next 5 years • 21-30: up to 75% first 10 years; 50% next 5 years <p>If Private Capital Investment exceeds \$10,000,000, the project will qualify for at least the minimum EDG, even if the cumulative points on the remaining three objectives are less than 10.</p>
Tangible Personal Property Capital Investment Grant		<p>\$1,000,000 investment in machinery and equipment and employment of 50 persons paying 101% of the average county wage; or 20 persons paying 150% of average county wage.</p> <p>50% of county millage.</p> <p>Three year term.</p>
Large Primary Employer Retention Grant		<p>Must retain 100 primary jobs and demonstrate financial responsibility for payment of real property ad valorem tax.</p> <p>Grant is limited to 50% of county millage and further reduced by 25% for lack of real property capital investment and/or 25% for failure to pay 101% over average wage.</p> <p>Five year term.</p>

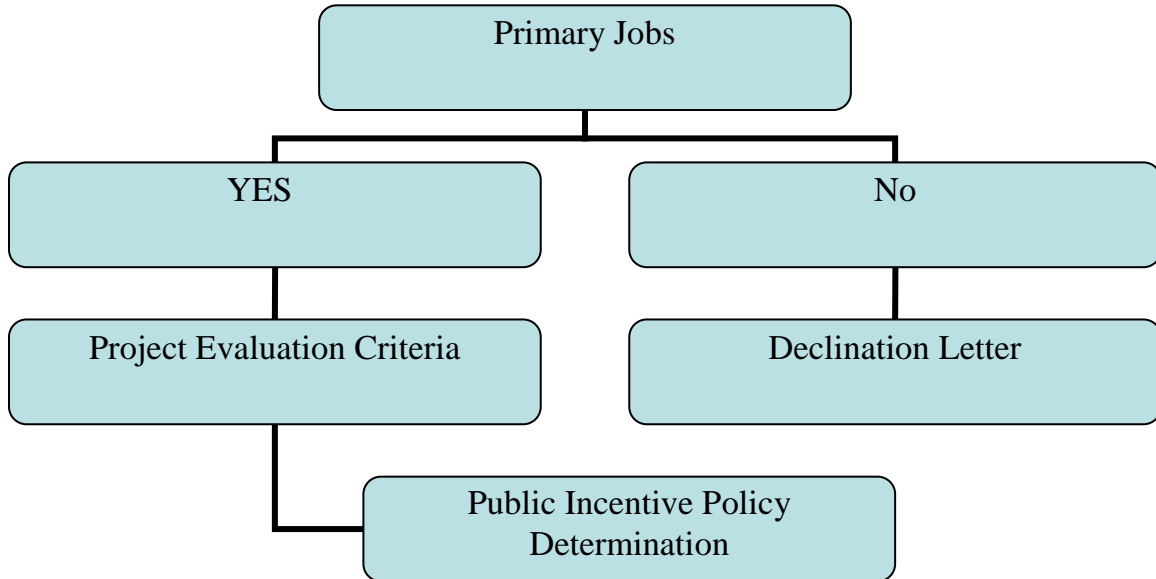
Program	Corresponding Objective(s)	Qualification Criteria
Large Primary Employer Retention Grant (Lease)		<p>Must retain 150 primary jobs with 10 jobs paying 101% of county average wage, and demonstrate financial responsibility for payment of real property ad valorem tax.</p> <p>Grant is limited to 75% of county millage for 7 years and 50% for 3 years.</p> <p>\$100 one time payment per job up to maximum of 150 jobs</p> <p>Ten year term.</p>
Industrial Development Revenue Bonds (IRB)	Jobs Wages PCI	If permitted by federal and state regulations, the CCDA will act as the conduit for the issuance of IRBs. The requesting entity will be required to retain bond counsel to prepare the required documents. The CCDA requires a \$1,000 application fee plus 5% of the face amount of bond issue.
Qualified Targeted Industries (QTI)	Jobs Wages	<p>Project score of 5 on Wages Objective qualifies for application to State. \$3,000 per job total (State and Local) \$600 per job local match (20%)</p> <p>Project score of 8 on Wages Objective qualifies for application to State. \$4,000 per job total (State and Local) \$800 per job local match (20%)</p> <p>Project score of 10 on Wages Objective qualifies for application to State. \$5,000 per job total (State and Local) \$1,000 per job local match (20%)</p>
Economic Development Transportation Fund (EDTF)	Jobs Wages PCI Transportation	The County may support application to the State for an EDTF grant if the score on the Jobs Objective is 3 or greater and the combined score of the Jobs, Wages, PCI and Transportation scores is 15 or greater.

Quick Response Training (QRT)	Jobs Wages	The County may support application to the State for a QRT grant if the score on the Jobs Objective is 3 or greater and the combined score of the Job and Wages scores is 8 greater
High Impact Performance Grant (HIPG)	Jobs PCI	State Program – Utilize State Guidelines
Sales and Use Tax Exemption on Equipment/Machinery		State Program – Utilize State Guidelines
Sales Tax Exemption on Electricity Used in Manufacturing		State Program – Utilize State Guidelines
Incumbent Worker Training Program (IWT)		State Program – Utilize State Guidelines
Capital Investment Tax Credit (CITC)	PCI	State Program – Utilize State Guidelines

Program	Corresponding Objective(s)	Qualification Criteria
Brownfields	Jobs	<p>Within brownfields designated areas.</p> <p>Bonus is \$2,000 per job from the state. Local government has the option of contributing an additional \$500 per job.</p> <p>If the total score of the Wages, PCI and Jobs Objectives exceed 20, the project will be eligible for the local match. If not, the project may apply only for the State portion of the bonus.</p>

APPENDIX 3

Initial Eligibility Determination



APPENDIX 4

Business Incentive Program



Clay County, Florida

April - 2005

Prepared by

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POLICOM Corporation**

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Introduction

The Clay County Chamber of Commerce has asked POLICOM Corporation to assist it in creating an economic development plan to maintain and enhance the Clay County economy and the standard of living for the residents.

In conjunction with this effort, POLICOM Corporation has prepared the following studies:

1. “*Historical, Comparative Economic Analysis of Clay County*” which describes the components and the comparative history of the county’s economy.
2. Utilizing the information in the *Historical, Comparative Study*, POLICOM Corporation created an “*Economic Development Goal Setting Study*” which provides economic projections for the county. It also provides an economic goal for the future which will increase the size and improve the quality of the economy. In order to reach the goal, annual milestones for the number and type of new primary industry jobs have been created. If the area is able to meet the annual milestones, the goal should be achieved.
3. It will be the responsibility of the “community” and the Clay County Chamber of Commerce to conduct a vigorous economic development program in order to achieve the milestones. There are three basic activities regarding economic development: 1) Existing Industry Program, 2) Recruitment Program, and 3) a Start-Up Program.

One of the key elements of a Recruitment Program is to focus upon “primary” businesses which will most likely move to Clay County and pay a wage which will meet the annual milestones. To assist in determining these sectors, POLICOM created a “*Target Industry Study*” which identifies, to the 6-digit NAICS code, specific industries which are growing, will be able to utilize the

assets of the area, and will likely pay a wage at or above that determined by the annual milestones.

Nationally, there are thousands of economic development organizations all attempting to improve the condition of their local economies. Never in our history has there been such an effort. Competition for a limited number of expanding or relocating “contributory” businesses is extremely fierce. Community leaders have learned how important these wealth generating companies are to the quality of life and standard of living for their local residents. More and more areas are “investing” considerable resources toward this goal.

As a result, over the last fifteen to twenty years, the amount and type of business incentives being offered to companies by communities and states has ballooned to billions of dollars annually.

The purpose of this paper is to make recommendations to Clay County regarding whether to offer financial incentives (and, if so, what and when) to businesses as part of its economic development program.

Nature of Business Incentives

For the purpose of this paper, a “business incentive” is a financial benefit, which reduces the initial, short-term, or long-term costs of a private company offered by a community as an inducement to remain in, expand in, or locate to an area.

There are basically four different types of incentives, which are offered to businesses by communities. These include:

- 1) Tax Abatement
- 2) Low Interest Loans
- 3) Grants or Gifts
- 4) Regulatory Relief

Tax Abatement

Some communities reduce or eliminate completely taxes levied by the community as an incentive or inducement for a company to locate or expand in the area. The abatement of the tax might be permanent or for a limited number of years.

One of the most popular business incentives, tax abatement can cost a local community no tax money and at the same time provide a monetary benefit to a company.

Some communities abate all of the taxes available for reduction, as the benefit of the project outweighs the loss of tax revenue. Other areas discount the amount of "new taxes" created by a project, so there is no loss of revenue to the local government as a result of the abatement.

As an example, if a new factory is to be constructed, taxes on the value of the new building might be abated while the taxes on the existing land might not be reduced. If a company constructs a facility on a piece of land which presently yields \$10,000 in property taxes and, as a result of the construction of the building, would yield \$50,000 in taxes, the community might abate only the "new tax" portion (\$40,000).

Abatement might be permanent or for a specific number of years. The above "new tax" portion might be abated for just ten years, after which the company would pay the normal tax. The abatement might also be "phased." Over a ten-year period, the abatement might begin at 100% of the tax, but be reduced to 90%, 80%, 70% and so forth, over the ten-year period.

The legal ability of an area to abate local taxes might also be limited. While in many areas, the county government leads the way in tax abatement, it many times can only affect a small portion of the local taxes. As an example, for most places in the United States, local schools are supported by property taxes. The school tax oftentimes comprises the largest portion of the overall property taxes levied. Most of the time, the

county government cannot abate the school tax portion without the consent of the school system.

Many other local taxes are mandated by the state government and there is no provision in the law to abate or reduce these taxes unless specifically provided by the state legislature.

In some cases, tax reimbursement is used instead of “abatement.” Typically, abatement removes the obligated tax from the annual billing statement from the county tax collector. Under a reimbursement program, the company pays the tax to the local government and the local government then pays to the company, from its general fund, an agreed upon percentage of the tax.

Low Interest Loans

Many communities have established revolving loan funds to assist in reducing the costs or expediting the process of a company’s relocation or expansion.

Low interest loans can be granted for many reasons based upon the needs of the company. Sometimes the loan is used to close a "gap" in the amount a private lender is willing to loan to a company for a project and what is actually needed by the company. As an example, if a company needs \$2,000,000 to be fully operational in a community but its lender will only provide \$1,500,000, the community loan fund might provide the additional \$500,000 and accept a subordinated position to the original lender.

Money may also be loaned by the community for items, which would not otherwise be considered by a private lender, such as moving expenses for equipment or environmental mitigation required by government.

Additionally, a community may loan money to a business, which is considered a poor credit risk by private lenders. In such cases, the community weighs the risk of default against the short and long-term benefit the company will provide to the community.

A community may loan a company the full amount of the cost of a project at an interest rate considerably less than a private lender as an incentive. Loans for 1% interest are not uncommon.

The original funding for a loan pool comes from a plethora of sources such as the general fund of the local governments, Federal revenue sharing, community development block grants, or from contributions from local private sector businesses interested in economic growth.

By creating a revolving loan pool, communities have this incentive available for many years. As the loan is paid back to the community, it can be “re-loaned” to another company. By adding to its loan fund a little bit each year, a community can build a fund or bank from which it can make several loans to desirable companies.

Grants or Gifts – Direct and Indirect

The ultimate business incentive, direct cash gifts or grants given to companies as an inducement to locate or expand in a community are growing in frequency and importance.

Differing significantly from a low interest loan, a direct cash gift is in essence an investment by the community with the financial return being measured by the social and/or financial benefit to the community over the long or short term, as a result of the presence of the company.

The "return" might be increased tax revenue via property and income taxes. Additionally, the new jobs created contribute to the overall economy of the area and many times help to mitigate socio-economic problems in the area.

In order to qualify for a direct grant, companies many times must meet strict employment and wage level criteria. Formulas are created which establish the amount and distribution of cash grants.

As an example, a community may offer \$1,000 for each new job paying 125% of the average annual wage in the area. The distribution of the funds might come over a multi-year period, such as \$200 per job per year for five years. However, under such a scenario, the benefit to the company is diluted and the effectiveness (inducement) of the incentive is diminished.

Each year employment records are audited by the community and disbursement is made after employment and earnings levels are verified.

A unique twist on a "cash grant" program is a "dollar a year" lease of a community owned facility to a company. The "no rent" program is made to a company as long as certain employment and wage levels are maintained. If the company falls short of established criteria, it might be charged "market" rent for that portion of employment or earnings, which did not meet the standards in the agreement.

Additionally, the type of industry also helps to determine the qualification for a gift. Most areas limit cash grants to "primary" or contributory businesses, those, which import money to the area.

It is extremely rare a grant is given to a consumptive business, such as a retail store, unless it is part of a community redevelopment program designed to cure economic blight within a specific geographic area in a community.

A cash grant is typically paid directly to the company and is used by the company for whatever purpose it deems fit.

More popular than direct cash grants are *indirect cash grants or payments*. Instead of making a payment to the company, funds are directed to a secondary vendor or company who is providing a specific service to the company. A community might pay the direct costs of training workers (to a school) or for moving machinery (trucking company) to the new community.

Regulatory Relief

In order to limit or control population growth, some communities in the United States have adopted rigorous land development regulations. The regulations are designed to cause land development to occur in a manner and under a time table directed by a growth management plan. Most plans feature extensive reviews of projects and require significant fees prior to approval.

The merits of such plans will not be discussed here, but the impact upon economic development can be significant. While the plans are typically specifically designed to control residential and commercial development, they usually affect industrial type projects as well.

Due to world wide competition, the time necessary for a business to get established in a facility many times is one of the most important concerns of a company. Areas with laborious, time consuming, and expensive review procedures are shunned by these enterprises and not considered during the community selection process.

As a result, many communities have created procedures for “fast-tracking” the development review process for qualified companies. These procedures can include truncating the review time for the site plan and building permit, the waiver of fees, and adjustments to building requirements which are not necessary for a “contributory” business.

As an example, procedures for just site plan approval of a normal project might require a series of reviews and hearings which require 90 to 180 days in the community. Under fast tracking, this period of time can be shortened to 30 days or even a week.

Fees for a normal project, such as a building permit application or traffic impacts, can total thousands of dollars, which, as an incentive, can be waved for a special project.

Even the waiver of certain land development requirements can assist a company. As an example, the area's regulations might require a parking stall to be 10' wide for all new development. The 10' width was determined by land planners as desirable for the consumer visiting a retail store at a shopping mall. However, for a production facility to which only the employees of the company travel, such a wide parking stall is not necessary. Reducing the width from 10' to 9' enables 10% more parking spaces on a parcel of land, reducing the amount of land necessary for the project, and thus the cost to the company.

Importance of Incentives to Businesses

From these four core incentives, a plethora of incentive pages are offered by communities. In April of 2001, POLICOM Corporation conducted a nationwide ***Business Incentives Survey*** which identified what was being offered on a local basis as an inducement for primary businesses to expand in or locate to an area. More than ten percent of the counties in the United States participated in the survey.¹

The results of the survey showed virtually every county offered some type of incentive. The most frequent incentive was the abatement of locally levied real property taxes and the issuance of Industrial Development Revenue Bonds.

However, the most important incentives offered, those which had the greatest impact, were discounting the price of land for a community owned industrial park and paying for worker training.

The type of incentive offered to a company varies according to the company's needs. As an example, a semiconductor manufacturer invests hundreds of millions of dollars in its facility. For a company like this, abatement of real and personal property taxes is important.

¹ The entire text of the Business Incentive Survey can be found at www.policom.com. Go to Economic Development.

For a company which needs a simple shell facility, but a skilled workforce which does not presently exist in a community, community sponsored worker training might be the most important incentive a community can offer.

Another organization might need a facility as fast as possible to meet an immediate market need. In this case, expediting the building permit process and regulatory relief could be the most important feature a community can offer.

As a result, communities need to have available a “palette” of incentives which they can use to customize a package for a specific organization.

This is not to say all contributory businesses expect and receive incentives. For some, the cost of the incentive in paperwork and associated delays is not worth the effort. Additionally an area might have such exceptional geographic economic assets the assets themselves are a sufficient incentive to expand or locate in an area.

However, many times a business incentive offered by a community is the determining factor (ultimate tie breaker) for the location of a company.

Why Do Communities Offer Incentives

As previously mentioned, there are a large number of economic development organizations attempting to improve the condition of their respective local economies. Communities realize that the contributory, primary businesses, those which sell their goods or services outside the area, import most of the wealth to the area. From this wealth, almost all other economic activity occurs.

When primary businesses decline, less money flows into the area. As a result, property values, revenue to government, retail sales, and the overall standard of living all decline. If existing primary businesses do not grow, the amount of money entering the local area does not increase and the economy becomes stagnant. If the number and volume of

contributory businesses increases, the overall size of the economy grows, revenue to government increases, property values improve, and the overall standard of living for the people becomes much better.

However, as a result of changes in the economic system in the United States and around the world, the number of wealth generating businesses expanding or relocating in the United States is declining. The problem, for communities all around the country, is **there are not enough of them to go around.**

So, market forces, a limited supply of companies and a large demand by communities, have fostered the creation of business incentives.

The need to offer financial inducements most of the time is determined by the condition of the local economy and the community's geographic economic assets.

If a local area is in chronic economic distress, community leaders many times will do anything they possibly can do to lure a contributory employer to the area, including giving a company a free building. Some communities, with static economies, might be located in an area which lacks transportation assets, a skilled workforce, or sufficient telecommunications capability for a company's needs. The community's incentives would be directed toward overcoming the lack of geographic assets.

However, it should be understood, that offering incentives is not limited to distressed areas. Almost all of the most dynamic, growing economies in the United States offer an array of incentives. Why? Because community leaders know they must continuously attempt to grow, or they will surely decline.

The most asked questions raised by community leaders are whether incentives are necessary and are they worth the expense. Sometimes offering incentives, government money, to a private concern can be controversial.

Offering an incentive to a company may or may not be the primary motivating factor for the relocation. This is determined on a case by case basis. Sometimes, it is indeed the principal reason. Sometimes it is a “tie-breaker” among communities seeking the same company.

Determining whether or not the financial investment made by the community is worthwhile is a much easier task, as economic impact calculations can be made relative to the company’s monetary contribution to the community versus the value of the incentive.

Most importantly, however, is the fact communities are becoming very aggressive at rewarding incentives as they have become very much aware of how dependent a vast majority of the people are on the contribution primary employers make to the economy of the area. To be competitive in the economic development marketplace, a vast majority of the communities in the United States need to have some type of incentive program available.

Should Clay County Offer Incentives?

The overall size of the Clay County economy has grown at a rate much faster than the ten strongest metropolitan areas in the nation. Unfortunately, the quality of the economy has declined at a rate faster than the ten weakest economies in the nation. The growth in size is directly attributed to Clay County residents working in Duval County. As the Duval County economy grew, so did Clay County.

However, the quality of the Clay County economy has declined as a result of the absence of the formation of high wage primary industry jobs, the loss of high wage jobs, and the rapid growth of the low wage retail and service sectors. The average wage in Clay County is one of the lowest in the nation.

Clay County residents will become even more dependent upon Duval County should new primary employers not be recruited to the county.

The *Economic Development Goal Setting Study* provides for Clay County to create, over the next 20 years, approximately 10,000 new primary industry jobs. The wage to be paid for these jobs should be about 144% of the Clay County average.

The *Target Industry Study* describes the types of industries which will be most likely to locate in the county. Many of these businesses are also being targeted by other communities.

To compete for these companies and to encourage the expansion of existing primary employers, Clay County must give serious consideration to developing an array of incentive packages, which if needed, can be offered to businesses which are being targeted.

This is not to say the area will automatically award incentives to every company.

Conclusion

To be competitive in recruiting and retaining wealth generating, primary employers, most communities offer financial incentives to private enterprises which contribute to the local economy. Clay County, in order to improve the quality of its economy, needs to attract higher wage primary employers. These businesses are also being recruited by other communities in the United States.

As a result, Clay County should develop a Business Incentives Program which offers an array of financial inducements to qualified companies. The general criteria and the types of incentives to be offered should be pre-determined to enable the economic development organizations to negotiate with companies in good faith.

APPENDIX 5



2008 Average Annual County Wage Data

Effective January 1, 2010¹

	Average Annual Wage ²	Hourly Wage	115% of Avg Annual Wage	Hourly Wage	150% of Avg Annual Wage	Hourly Wage	200% of Avg Annual Wage	Hourly Wage
STATEWIDE	\$39,621	\$19.05	\$45,564	\$21.91	\$59,432	\$28.57	\$79,242	\$38.10
ALACHUA	\$32,799	\$15.77	\$37,719	\$18.13	\$49,199	\$23.65	\$65,598	\$31.54
BAKER	\$25,957	\$12.48	\$29,851	\$14.35	\$38,936	\$18.72	\$51,914	\$24.96
BAY	\$32,626	\$15.69	\$37,520	\$18.04	\$48,939	\$23.53	\$65,252	\$31.37
BRADFORD	\$28,579	\$13.74	\$32,866	\$15.80	\$42,869	\$20.61	\$57,158	\$27.48
BREVARD	\$41,057	\$19.74	\$47,216	\$22.70	\$61,586	\$29.61	\$82,114	\$39.48
BROWARD	\$41,494	\$19.95	\$47,718	\$22.94	\$62,241	\$29.92	\$82,988	\$39.90
CALHOUN	\$23,980	\$11.53	\$27,577	\$13.26	\$35,970	\$17.29	\$47,960	\$23.06
CHARLOTTE	\$30,985	\$14.89	\$35,610	\$17.12	\$46,448	\$22.33	\$61,930	\$29.77
CITRUS	\$31,268	\$15.03	\$35,958	\$17.29	\$46,902	\$22.55	\$62,536	\$30.07
CLAY	\$29,570	\$14.22	\$34,006	\$16.35	\$44,355	\$21.32	\$59,140	\$28.43
COLLIER	\$39,285	\$18.89	\$45,178	\$21.72	\$58,928	\$28.33	\$78,570	\$37.77
COLUMBIA	\$29,831	\$14.25	\$34,076	\$16.38	\$44,447	\$21.37	\$59,262	\$28.49
DESOTO	\$27,172	\$13.06	\$31,248	\$15.02	\$40,758	\$19.60	\$54,344	\$26.13
DIXIE	\$24,717	\$11.88	\$28,425	\$13.67	\$37,076	\$17.82	\$49,434	\$23.77
DUVAL	\$42,826	\$20.59	\$49,250	\$23.68	\$64,239	\$30.88	\$85,652	\$41.18
ESCAMBIA	\$34,347	\$16.51	\$39,499	\$18.99	\$51,521	\$24.77	\$68,694	\$33.03
FLAGLER	\$28,881	\$13.79	\$32,983	\$15.86	\$43,022	\$20.68	\$57,362	\$27.58
FRANKLIN	\$25,845	\$12.43	\$29,722	\$14.29	\$38,768	\$18.64	\$51,690	\$24.85
GADSDEN	\$28,832	\$13.86	\$33,157	\$15.94	\$43,248	\$20.79	\$57,664	\$27.72
GILCHRIST	\$27,537	\$13.24	\$31,668	\$15.22	\$41,306	\$19.86	\$55,074	\$26.48
GLADES	\$33,389	\$16.05	\$38,397	\$18.46	\$50,084	\$24.08	\$66,778	\$32.10
GULF	\$31,269	\$15.03	\$35,959	\$17.29	\$46,904	\$22.55	\$62,538	\$30.07
HAMILTON	\$38,440	\$18.48	\$44,206	\$21.25	\$57,660	\$27.72	\$76,880	\$36.96
HARDEE	\$26,364	\$12.68	\$30,319	\$14.58	\$39,546	\$19.01	\$52,728	\$25.35
HENDRY	\$28,533	\$13.72	\$32,813	\$15.78	\$42,800	\$20.58	\$57,066	\$27.44
HERNANDO	\$28,359	\$13.63	\$32,613	\$15.68	\$42,539	\$20.45	\$56,718	\$27.27
HIGHLANDS	\$26,074	\$12.54	\$29,985	\$14.42	\$39,111	\$18.80	\$52,148	\$25.07
HILLSBOROUGH	\$42,764	\$20.56	\$49,179	\$23.64	\$64,146	\$30.84	\$85,528	\$41.12
HOLMES	\$23,087	\$11.10	\$26,550	\$12.76	\$34,631	\$16.65	\$46,174	\$22.20
INDIAN RIVER	\$35,879	\$17.25	\$41,261	\$19.84	\$53,819	\$25.87	\$71,758	\$34.50
JACKSON	\$26,341	\$12.66	\$30,292	\$14.56	\$39,512	\$19.00	\$52,682	\$25.33
JEFFERSON	\$27,359	\$13.15	\$31,463	\$15.13	\$41,039	\$19.73	\$54,718	\$26.31
LAFAYETTE	\$22,484	\$10.81	\$25,857	\$12.43	\$33,726	\$16.21	\$44,968	\$21.62
LAKE	\$31,578	\$15.18	\$36,315	\$17.46	\$47,367	\$22.77	\$63,156	\$30.36

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STATE OF FLORIDA INCENTIVES AVERAGE WAGE REQUIREMENTS

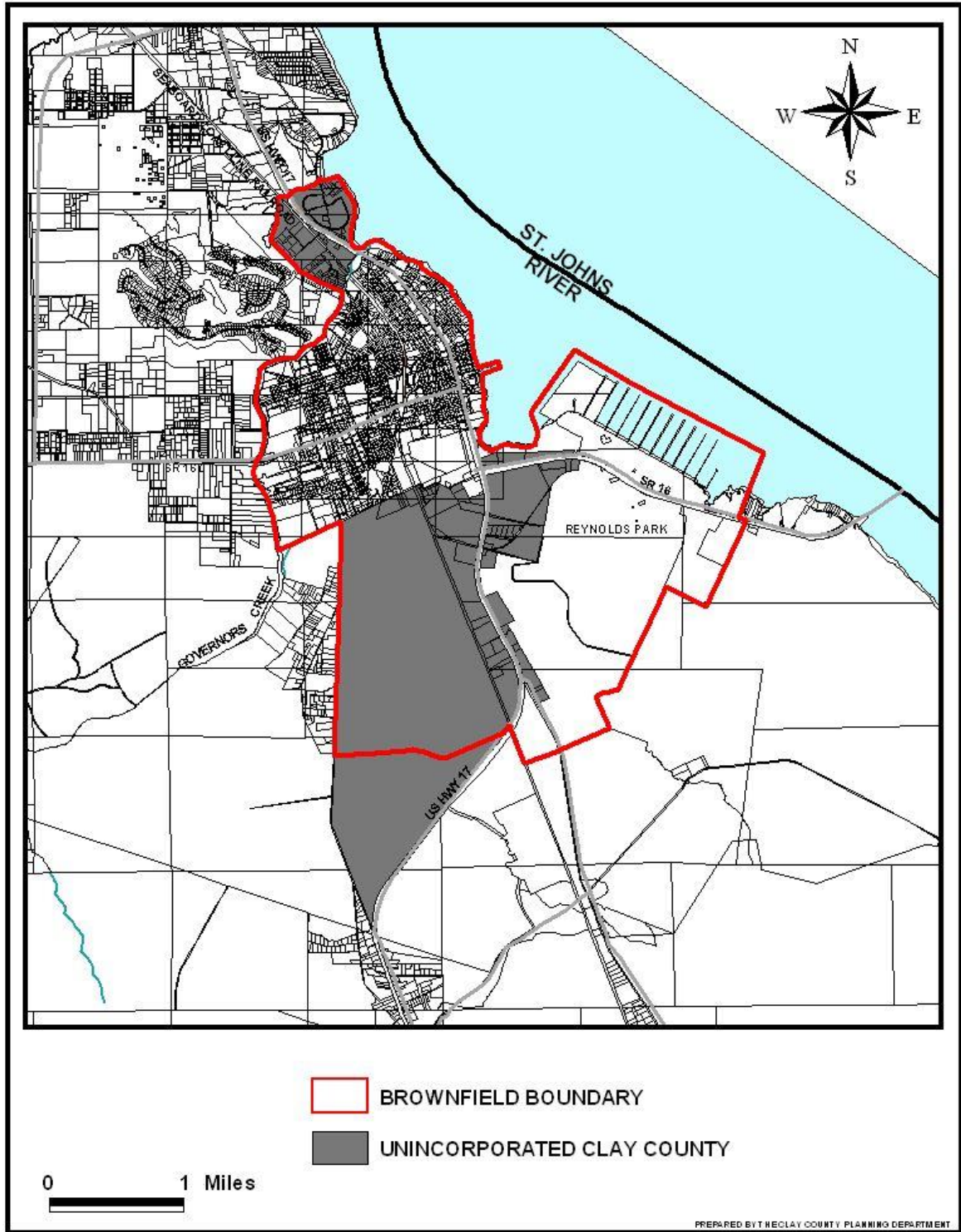
Incentive Information Sheet

	Average Annual Wage ²	Hourly Wage	115% of Avg Annual Wage	Hourly Wage	150% of Avg Annual Wage	Hourly Wage	200% of Avg Annual Wage	Hourly Wage
LEE	\$35,805	\$17.21	\$41,176	\$19.80	\$53,708	\$25.82	\$71,610	\$34.43
LEON	\$35,729	\$17.18	\$41,088	\$19.75	\$53,594	\$25.77	\$71,458	\$34.35
LEVY	\$25,803	\$12.41	\$29,673	\$14.27	\$38,705	\$18.61	\$51,606	\$24.81
LIBERTY	\$34,853	\$16.76	\$40,081	\$19.27	\$52,280	\$25.13	\$69,706	\$33.51
MADISON	\$25,645	\$12.33	\$29,492	\$14.18	\$38,468	\$18.49	\$51,290	\$24.66
MANATEE	\$33,582	\$16.15	\$38,619	\$18.57	\$50,373	\$24.22	\$67,164	\$32.29
MARION	\$31,671	\$15.23	\$36,422	\$17.51	\$47,507	\$22.84	\$63,342	\$30.45
MARTIN	\$37,051	\$17.81	\$42,609	\$20.48	\$55,577	\$26.72	\$74,102	\$35.63
MIAMI-DADE	\$43,573	\$20.95	\$50,109	\$24.09	\$65,360	\$31.42	\$87,146	\$41.90
MONROE	\$34,198	\$16.44	\$39,328	\$18.91	\$51,297	\$24.66	\$68,396	\$32.88
NASSAU	\$31,039	\$14.92	\$35,695	\$17.16	\$46,559	\$22.38	\$62,078	\$29.85
OKALOOSA	\$33,807	\$16.25	\$38,878	\$18.69	\$50,711	\$24.38	\$67,614	\$32.51
OKEECHOBEE	\$28,430	\$13.67	\$32,695	\$15.72	\$42,645	\$20.50	\$56,860	\$27.34
ORANGE	\$40,410	\$19.43	\$46,472	\$22.34	\$60,615	\$29.14	\$80,820	\$38.86
OSCEOLA	\$30,040	\$14.44	\$34,546	\$16.61	\$45,060	\$21.66	\$60,080	\$28.88
PALM BEACH	\$43,846	\$21.08	\$50,423	\$24.24	\$65,769	\$31.62	\$87,692	\$42.16
PASCO	\$31,203	\$15.00	\$35,883	\$17.25	\$46,805	\$22.50	\$62,408	\$30.00
PINELLAS	\$38,598	\$18.56	\$44,388	\$21.34	\$57,897	\$27.84	\$77,196	\$37.11
POLK	\$34,694	\$16.88	\$39,898	\$19.18	\$52,041	\$25.02	\$69,388	\$33.36
PUTNAM	\$30,107	\$14.47	\$34,623	\$16.65	\$45,161	\$21.71	\$60,214	\$28.95
ST JOHNS	\$35,016	\$16.83	\$40,268	\$19.36	\$52,524	\$25.25	\$70,032	\$33.67
ST LUCIE	\$32,828	\$15.78	\$37,752	\$18.15	\$49,242	\$23.67	\$65,656	\$31.57
SANTA ROSA	\$30,458	\$14.64	\$35,027	\$16.84	\$45,687	\$21.96	\$60,916	\$29.29
SARASOTA	\$37,238	\$17.90	\$42,824	\$20.59	\$55,857	\$26.85	\$74,476	\$35.81
SEMINOLE	\$38,434	\$18.48	\$44,199	\$21.25	\$57,651	\$27.72	\$76,868	\$36.96
SUMTER	\$29,269	\$14.07	\$33,659	\$16.18	\$43,904	\$21.11	\$58,538	\$28.14
SUWANNEE	\$26,245	\$12.62	\$30,182	\$14.51	\$39,368	\$18.93	\$52,490	\$25.24
TAYLOR	\$33,621	\$16.16	\$38,664	\$18.59	\$50,432	\$24.25	\$67,242	\$32.33
UNION	\$26,652	\$12.81	\$30,650	\$14.74	\$39,978	\$19.22	\$53,304	\$25.63
VOLUSIA	\$31,537	\$15.16	\$36,268	\$17.44	\$47,306	\$22.74	\$63,074	\$30.32
WAKULLA	\$31,130	\$14.97	\$35,800	\$17.21	\$46,695	\$22.45	\$62,260	\$29.93
WALTON	\$29,012	\$13.95	\$33,364	\$16.04	\$43,518	\$20.92	\$58,024	\$27.90
WASHINGTON	\$24,516	\$11.79	\$28,193	\$13.55	\$36,774	\$17.68	\$49,032	\$23.57

¹ Florida Agency for Workforce Innovation, Labor Market Statistics Center, Quarterly Census of Employment and Wages Program, in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics.

² All incentives applications received on or after January 1, 2010 will be subject to the new 2008 wages

APPENDIX 6



APPENDIX 7

NAICS Code	Sector	Source
2211	Electric Power Generation, Transmission, and Distribution	County
31-33	Specialized Manufacturing Coverted Paper Product Manufacturing Pharmaceutical and Medicine Manufacturing Cement and Concrete Product Manufacturing Architectural and Structural Metals Manufacturing Other Fabricated Metal Product Manufacturing Commercial and Service Industry Machinery Manufacturing Ventilation, Heating, Air-Conditioning, and Commercial Reprigeration Equipment Manufacturing Other General Purpose Machinery Manufacturing Computer and Peripheral Equipment Communications Equipment Manufacturing Semiconductor and Other Electronic Component Manufacturing Navigational, Measuring, Electromedical, and Control Instruments Manufacturing Aerospace Product and Parts Manufacturing Aviation & Aerospace Medical Equipment and Supplies Manufacturing	County, Regional, State
42	Wholesale Trade	State
4541	Electronic Shopping and Mail Order Houses	County
48-49	Distribution & Logistics	Regional
51	Information Technology Internet Service Providers and Web Search Portals Data Processing, Hosting, and Related Services	County, Regional, State

APPENDIX 7

NAICS Code	Sector	Source
	Nondepository Credit Intermediation Activities Related to Credit Intermediation Insurance Carriers	
54	Professional, Scientific & Technical Services Computer Systems Design and Related Services Scientific Research and Development Services Medical Products, Services & Research Testing Laboratories	County, Regional, State
55	Management Services Management of Companies and Enterprises/Headquarters	County, Regional, State
56	Administrative & Support Services Office Administrative Services	County, State
6215	Medical and Diagnostics Laboratories	County

*** Note - Target Industry List sources**

County - Policom Study
Regional - Cornerstone Partnership - Whittaker Study
State - Enterprise Florida