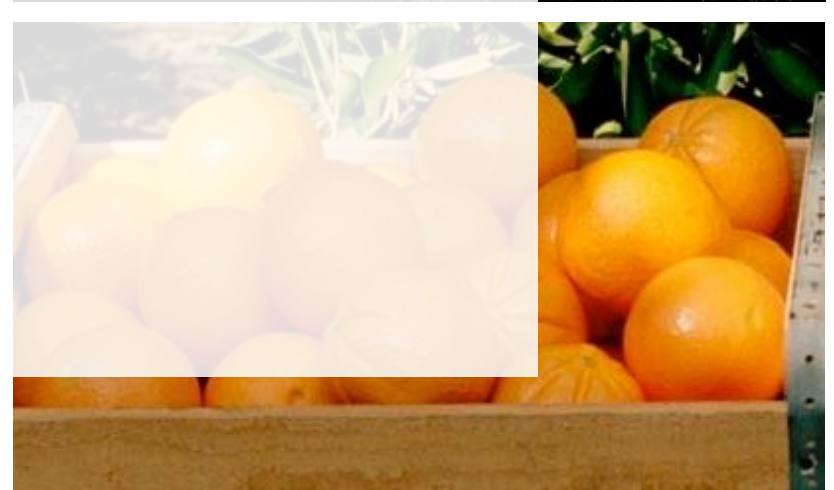
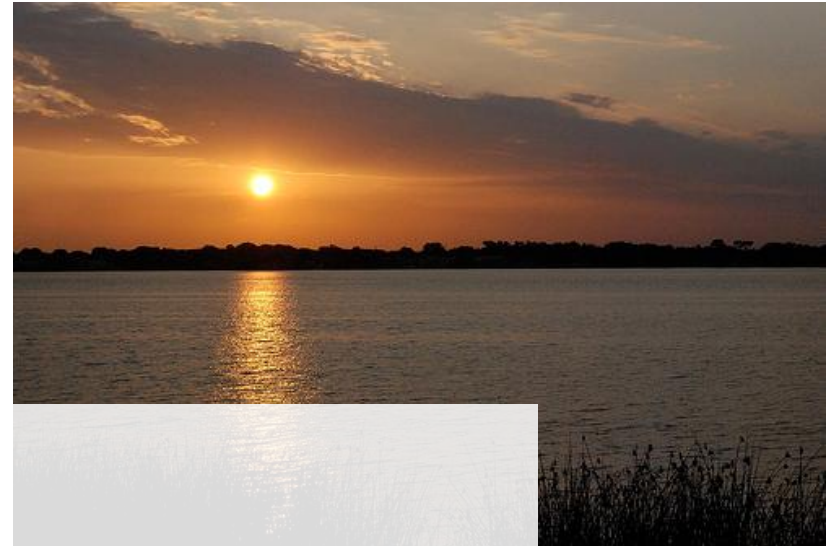




City of Winter Haven Organizational Assessment

Draft June 5, 2011



Meeting Objectives

- Review project process
- Present organizational assessment
- Discuss potential models and recommendations for successful implementation
- Review next phase

Project Process

Engage stakeholders

Form steering committee, collect stakeholder input through interviews, focus groups, and surveys

1

Analyze market

Collect and analyze baseline economic, demographic, and workforce data, identify strengths, weaknesses, opportunities, and threats

2

Target Industry Analysis

Identify target industry sectors to match between assets and site selection requirements, identify domestic and international industry location opportunities, identify needed workforce skills, conduct reverse site selection

3

Analysis of ED Organization

Profile economic development organizations and make recommendations for the future provision of economic development services in Winter Haven

4

Marketing Strategy

Develop marketing blueprint

5

Action Strategy/ Implementation

Develop actionable strategies, create implementation matrix, recommend funding sources for strategic initiatives, provide performance metrics, provide annual scorecard to measure performance

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Organizations Profiled **Page 04**

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Profiled Organizations

Conroe, Texas		Greater Conroe Economic Development Council
Iowa City, Iowa		Iowa City Area Development Group
Lakeland, Florida		Lakeland Economic Development Council
City of Opelika, Alabama		City of Opelika

Profiled Organizations

Economies At a Glance

AT A GLANCE

	Conroe, TX	Iowa City, IA	Iowa Region**	Lakeland, FL	Opelika, AL	Winter Haven, FL	USA
Population (2010)	46,564	69,140	254,851	97,422	25,698	33,874*	308,332,907
Population Growth ('00-'10)	26.4%	11.1%	13.8%	26.4%	11.5%	25.5%	9.6%
Unemployment Rate, Jan 2011¹	6.9%	3.8%	--	12.4%	9.1%	12.0%	9.8%
Labor Force Growth ('00-'10)	41.8%	11.7%	--	18.8%	2.1%	21.0%	7.9%
Median Household Income (2010)	\$41,769	\$45,770	\$52,034	\$40,422	\$41,739	\$39,825	\$51,517
% Bachelor's Degree + (2010)	59.5%	59.5%	54.8%	23.4%	27.3%	20.2%	27.9%
% in 25-44 Age Group (2010)	28.5%	28.5%	35.1%	25.4%	28.2%	23.6%	27.0%

¹ Preliminary, Not Seasonally Adjusted

Source: U.S. Census Bureau, Bureau of Labor Statistics, Decision Data Resources

* Iowa City Area Development Group is a regional organization therefore data is provided on the region it serves, as well as the city.

Organizational Assessment

Organizational Structure and Objectives

Economic Development Programs

Resources and Funding

Organizational Assessment

Organizational Structure

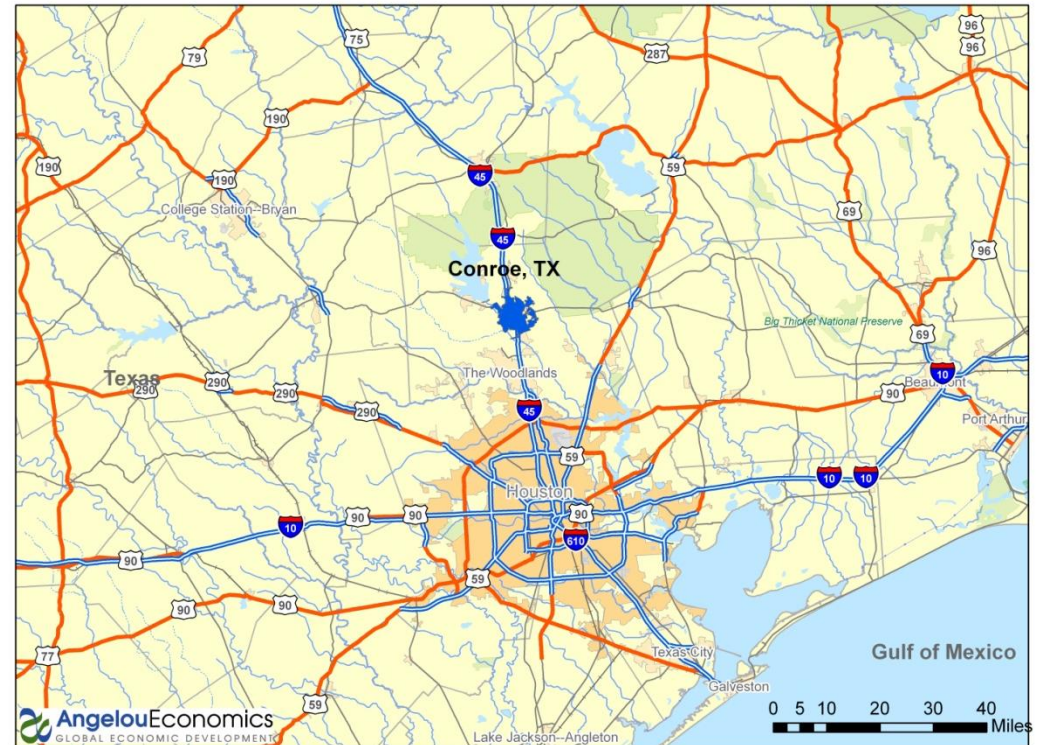
Organization	Non-profit	Part of Chamber	Public/Private Partnership	Within City
Greater Conroe Economic Development Council	x	x		
Iowa City Area Development Group			x	
Lakeland Economic Development Council	x	x		
City of Opelika				x

Organizational Assessment Programs and Services

Organization	External Marketing	Business Recruitment	Business Retention and Expansion	Workforce Development	Small Business Development/ Entrepreneurism
Greater Conroe Economic Development Council	x	x	x		
Iowa City Area Development Group	x	x	x	x	x
Lakeland Economic Development Council	x	x	x		x
City of Opelika	x	x	x	x	

Greater Conroe Economic Development Council

- Economic development services are provided by a publically funded non-profit organization
- 4 staff
 - Director
 - Associate Director
 - Researcher
 - Administrative Assistant
- Annual operating budget is \$650,000
- 6.5% is spent on marketing program expenditures



Greater Conroe Economic Development Council

- Economic development is funded through a special economic development sales tax (common in Texas)
- Funds come to the Conroe Industrial Development Council
- Economic development receives 20% of the funds
 - 10% operations
 - 10% incentives/special projects
 - The 20% is managed and dispersed by the Greater Conroe EDC
 - 15 member Board of Directors

Greater Conroe Economic Development Council

- Housed in the Chamber of Commerce, but Chamber has no oversight
 - GCEDC pays Chamber for accounting services
 - Rents office space from Chamber
- External marketing
 - Greater Houston Partnership/Opportunity Houston
 - Texas Office of Economic Development and Tourism
 - Texas One Team
 - Trade shows, site selector events, sales trips

Greater Conroe Economic Development Council

- Key programs/projects
 - Retention is #1 priority; recruitment is #2
 - New workforce facility of community college was built in industrial park
 - Use cost benefit analysis to determine incentives
 - Develop annual written plan of work and track implementation
 - Regionalism is working; sharing deals
- No formal retention program
- Current incentive contracts for projects over the last seven years
 - \$281 million in capital investment
 - 1100 jobs

Iowa City Area Development Group

- Public/private partnership – 501(c)6
- Five staff
 - President
 - Business Development
 - Workforce
 - Communications
 - Executive Assistant
- Annual budget \$778, 839
- 10% of budget spent on marketing program expenditures



Iowa City Area Development Group

- 31 member Board of Directors
 - 2/3 of Board is private sector
 - 7 member executive committee
 - All board members have to be an investor but level does not matter; focus is on getting the right people on the board
 - 5 working committees
 - Four board meetings per year
- Serve 10 communities across 5 counties
 - Protocol document to formalize how leads are handled
- Clients are interstate commerce businesses, not investors



Extraordinary opportunities
in unexpected places.

Iowa City Area Development Group

- Funding
 - 30% public and 70% private
 - Use third party fundraising consultant
 - Raised \$4 million over 5 years with a consultant
 - Raised \$2 million previously without a consultant
 - 170 investors
 - Three investor council meetings
 - One annual meeting

Organizational Assessment

Iowa City Area Development Group

Marketing

- Created shovel-ready program
- Participated in six national events
- Presented at Wind Supply Chain Conference
- HQ visits
- Location One for available site and buildings and data

The screenshot shows the website for the Iowa Shovel Ready Certification Program. At the top left is the logo, which features a shovel and the text "SHOVEL READY IOWA". To the right of the logo is the text "Iowa's First Shovel Ready Certification Program" and "An Iowa Corridor Alliance program". Below this is a navigation menu with links for "Home", "Program Overview", "Shovel Ready Benefits", "Certified Sites", and "Contact". Underneath the navigation menu is a section for "Certification Categories" with links for "General Manufacturing", "Light Industrial", "Rural Industrial", "Smart Office", and "Technology Center".

The main content area features a large article titled "Three sites on the UI Research Park have been certified as Iowa Shovel Ready". The article text states: "Companies located at the UI Research Park get access to The University of Iowa's \$3.6 billion in assets: world-class researchers, specialized facilities, and technical and business support. At The University of Iowa, academic research and economic development work hand in hand." Below the text is a green button that says "More About the Program". To the right of the text is an aerial photograph of the University of Iowa Research Park, with a yellow callout box that says "University of Iowa Research Park 3 Shovel Ready Certified Sites 'Technology Center' Certification".

Below the main article are two columns of links. The left column is titled "LINKS FOR Companies & Site Selectors" and includes links for "Available Certified Sites", "Sites Seeking Certification", "Overview of Shovel Ready Iowa Certification", and "About the Area". The right column is titled "LINKS FOR Property Owners & Developers" and includes links for "Benefits of Shovel Ready Sites", "Certification Categories", "How to Apply", and "Frequently Asked Questions".

At the bottom left is a section titled "AREA MAPS" with a map of the United States showing the location of Iowa City. At the bottom right is a section titled "Shovel Ready Certified Sites" with a list of certified sites: "Tipton Business Park" (Certified Rural Industrial April 2011), "U of Iowa Research Park" (3 sites certified 'Technology Center' May 2011), and "Wind Energy Campus" (Certification in Progress). Each site listing includes a small aerial photograph and the certification category.

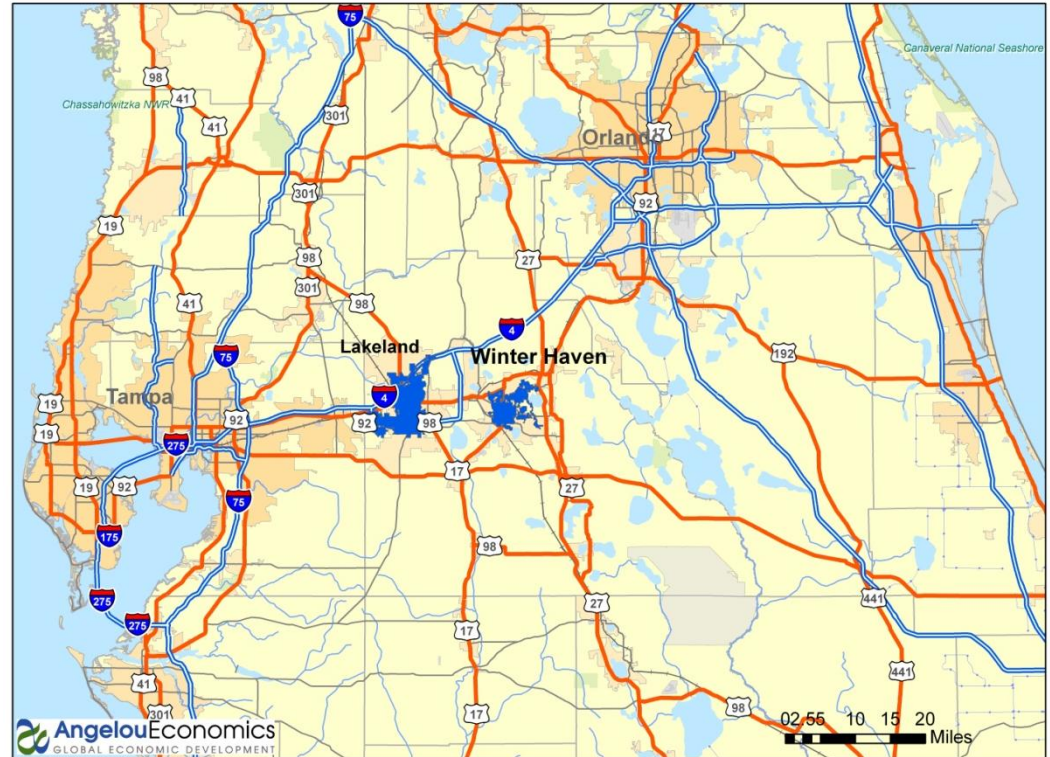
Iowa City Area Development Group

- Initiatives
 - Public/private partnership to build a co-work facility
 - Regional partnerships – Tech Corridor
 - Wind energy supply chain campus
 - Shovel ready site program
 - Workforce – alumni outreach, career readiness certificate

- Project Activity
 - Assisted 46 companies
 - Creating/retaining 1800 jobs
 - Capital investment of \$150 million
 - Completed 65 Synchronist retention surveys

Lakeland Economic Development Council

- Privately funded economic development organization
- Three staff
 - Executive Director
 - Assistant Director
 - Business Development
- \$650,000 annual budget
- 0% spent on marketing program expenditures
 - However, City of Lakeland pays \$50,000 to the Tampa Bay Partnership



Lakeland Economic Development Council

- 60+ on Board of Directors
 - Must be \$5,000 investor to be on the Board
 - 9 members on the Executive Committee
- Funding
 - 75 investors at \$2,500
 - 75 investors at \$5,000
 - 15 investors at \$10,000
 - City is investor only



Lakeland Economic Development Council

- Marketing activities
 - Participation in Tampa Bay Partnership (funded by City)
 - Trips to meet consultants 2-3 times per year
 - Advertise as region with Tampa Bay Partnership
 - Real estate community is #1 source of leads
- Retention
 - No formal program
 - Quarterly meetings with high gas/electric users

Lakeland Economic Development Council

- Key initiatives/programs
 - High-Skill Initiative
 - \$10,000 investors
 - City visits
 - Leadership Lakeland
 - Summer leadership program
 - Entrepreneurship group
- 2010 Economic Development Activity
 - 21 companies
 - 331 jobs
 - \$34,709,000 capital investment
 - 714,111 sq ft

Organizational Assessment

City of Opelika

- Economic development is provided by City of Opelika
- Four staff
 - Director
 - Project Manager
 - Workforce/Retention
 - Administrative Assistant
- FY 2011 budget of \$566,034
- 10-15% spent on marketing program expenditures



Organizational Assessment

City of Opelika

- City funding is supplemented by Industrial Development Authority
 - 7 member board appointed by city council
 - Uses IDA to purchase property, entertain, provide incentives, etc.
 - IDA receives portion of lodging tax and has additional income from cell phone tower and sale of property

- Retention program
 - Plant manager roundtables
 - Uses Synchronist retention software



Organizational Assessment

City of Opelika

Marketing

- Limited print advertising
- Current marketing funds are being used for Zoom prospector for available sites/buildings and data
 - Updated by staff

The screenshot displays the Opelika Economic Development website. At the top, there is a navigation bar with links for Home, City of Opelika, Living, Doing Business, Visiting, and Contact. The main content area features a map of Opelika, Alabama, with several sites marked. Below the map, there is a 'Results' section with a grid of site listings. Each listing includes a small image of the site, a title, and contact information.

Address	City	County	Zip Code
108 North 13th Street	Opelika	Lee County	36801
Frederick Road	Opelika	Lee County	36801
1220 Fox Run Ave	Opelika	Lee County	36801
2016 Gateway Drive	Opelika	Lee County	36801
404 Fox Run Ave	Opelika	Lee County	36801
2300 Pepperell Parkway	Opelika	Lee County	36801
1806 Marvyn Parkway	Opelika	Lee County	36801

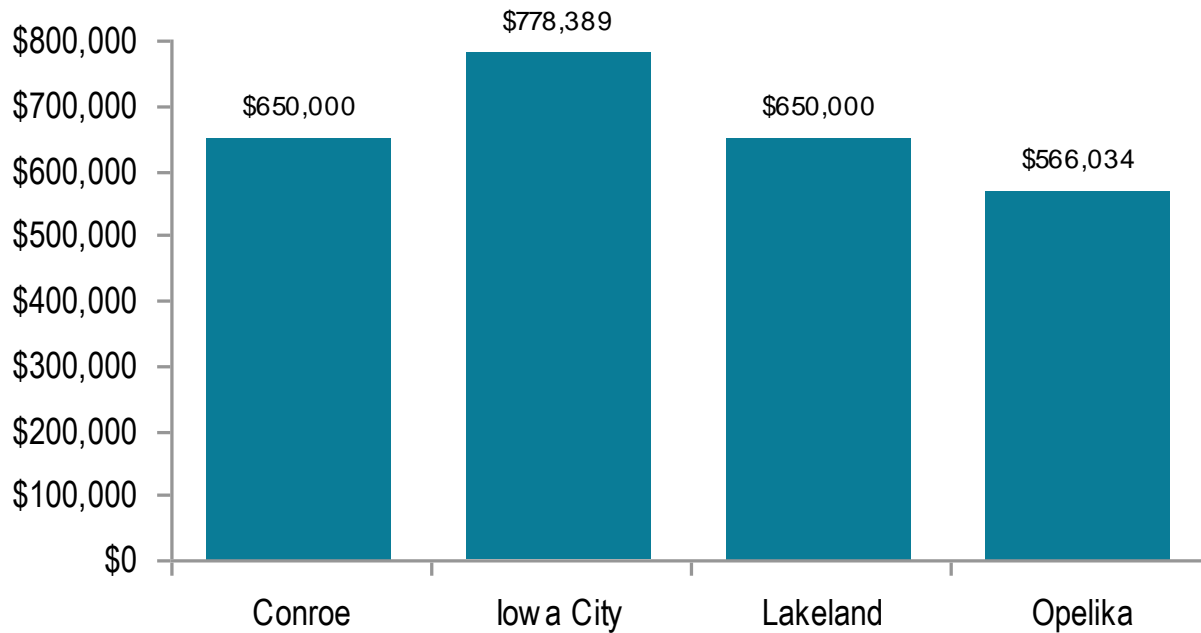
Organizational Assessment

Revenue Sources

Organization	Public –Tax	Public – Appropriation	Investors	Other
Greater Conroe Economic Development Council	X			
Iowa City Area Development Group		X	X	
Lakeland Economic Development Council			X	
City of Opelika	X (non-operational)	X		X

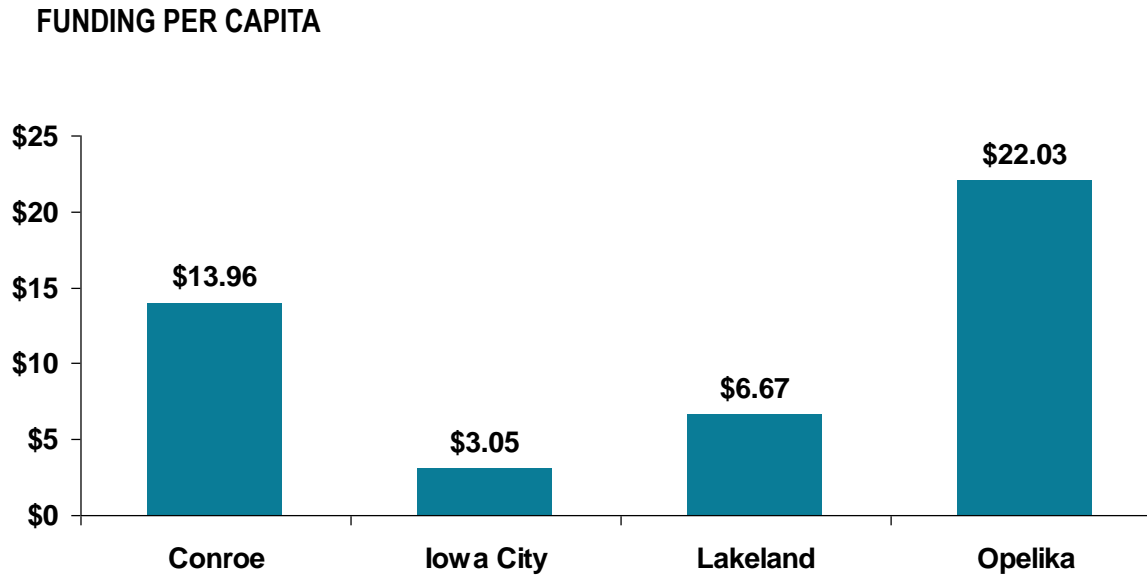
Organizational Assessment Funding

ANNUAL BUDGET



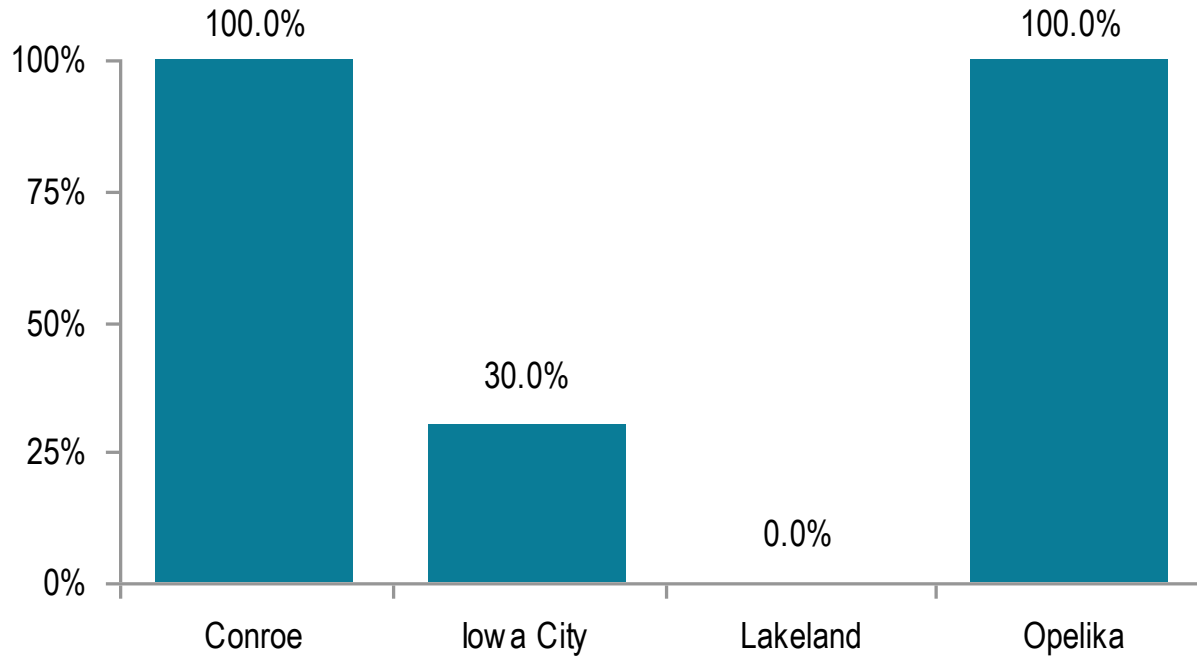
Organizational Assessment

Funding Per Capita



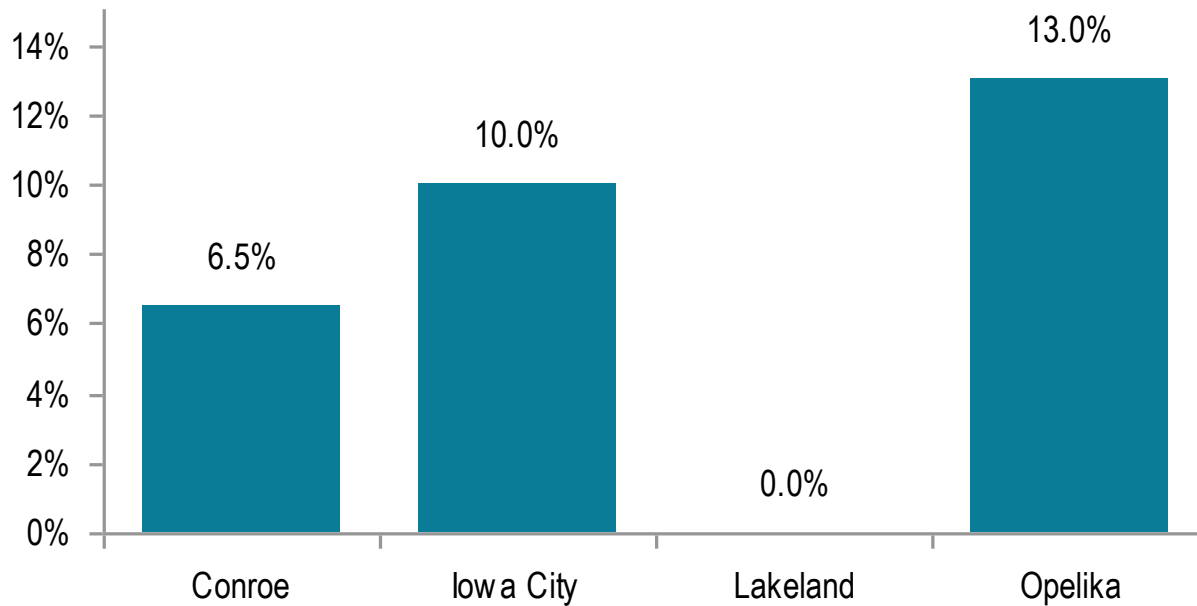
Percent of Public Funding

PERCENT OF PUBLIC FUNDING



Marketing Expenditures

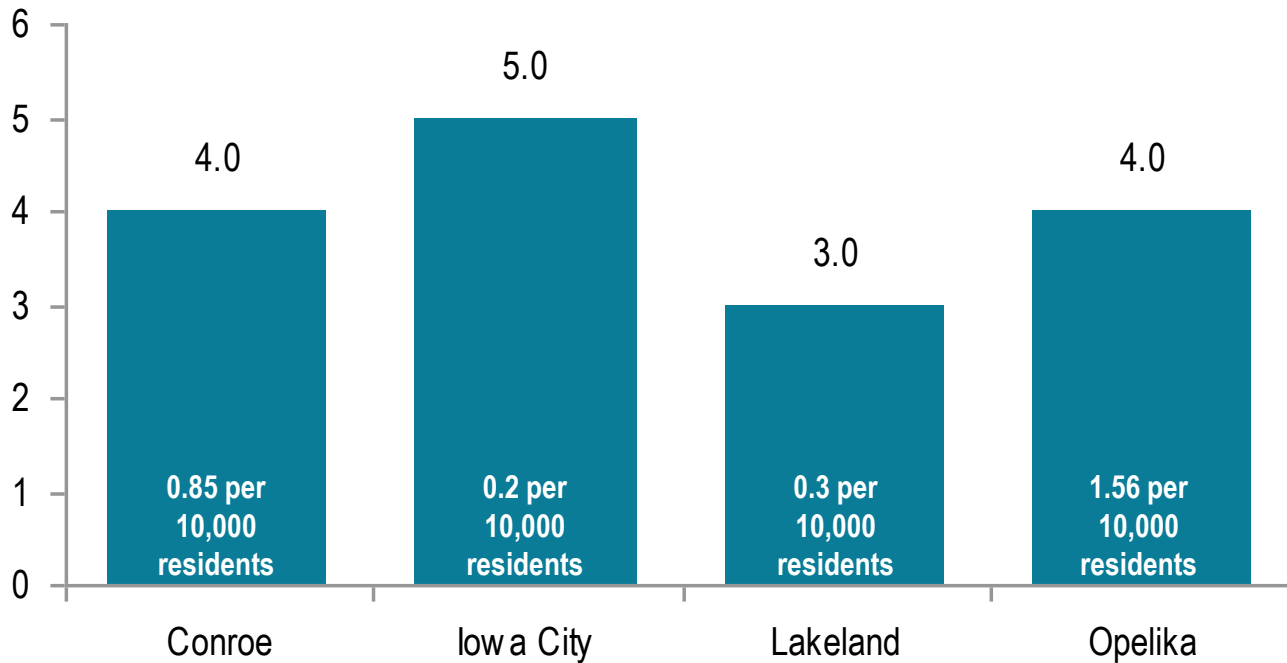
MARKETING EXPENDITURES AS A PERCENTAGE OF TOTAL REVENUES



Organizational Assessment

Staff Allocation

ECONOMIC DEVELOPMENT STAFF



Organizational Assessment

Local Incentives

Organization	Tax abatements	Cash grants	Expedited permitting	TIF	Impact fee reduction
Greater Conroe Economic Development Council	X	X			
Iowa City Area Development Group	X			X	
Lakeland Economic Development Council	X	X	X		X
City of Opelika	X	X			X

National Trends

Survey Findings

Survey Conclusions

2006 Survey of Economic Development Organizations

- 793 EDOs from across the nation participated in the survey
- Conducted by ACCRA – The Council For Community and Economic Research

Per Capita ED Budget by Organization Type

Type of EDO	2006 Per Capita Budget
All EDOs	\$3.20
Economic Development Corporations	\$3.85
Local Government	\$6.61
Chambers of Commerce	\$2.19
Regional Planning Councils	\$0.06

Source: ACCRA 2006 Survey of Economic Development Organizations

How does your organization raise funds?

Source of Funds	All EDOs	EDCs	Local Govts	Chambers of Commerce	Regional Planning Councils
Individual budget requests to gov't units	60%	70%	65%	51%	56%
Joint requests to government units	12%	13%	5%	13%	26%
Direct calls on business	23%	33%	5%	33%	0%
Membership fees/dues	42%	43%	4%	83%	59%
Program grant proposals	28%	29%	19%	20%	77%
Generate own revenue from real estate	16%	22%	16%	8%	3%
Generate own revenue from direct investment in business	4%	5%	3%	2%	10%
Other program/policy support	8%	10%	2%	13%	10%
Other	18%	17%	18%	17%	15%

Source: ACCRA 2006 Survey of Economic Development Organizations

Average number of FTEs

Type of EDO	2006
All EDOs	3.35
Economic Development Corporations	3.95
Local Government	3.22
Chambers of Commerce	1.89
Regional Planning Councils	2.90

Source: ACCRA 2006 Survey of Economic Development Organizations

Average salary by job title

Job Title	2006
CEO or Agency Director	\$78,941
Senior Manager	\$74,065
Mid-management	\$56,918
Professional or Technical Staff	\$50,098
Administrative/Support Staff	\$34,400

Source: ACCRA 2006 Survey of Economic Development Organizations

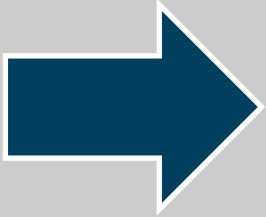
Average salary by region

Geographic Region	2006
All Regions	\$71,962
Northeast	\$83,194
Atlantic	\$72,813
South	\$73,256
West	\$76,500
Midwest	\$64,071

Source: ACCRA 2006 Survey of Economic Development Organizations

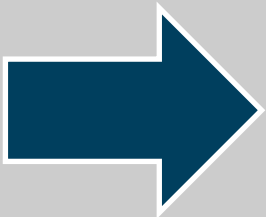
National Trends

Conclusions



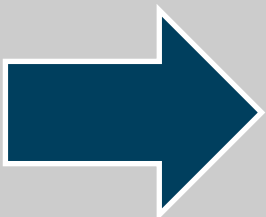
Economic Development Corporations

- More likely to focus on business incentives and development activities
- Have larger ED staff and pay higher salaries
- Increasingly turning to local governments and the private sector for funding



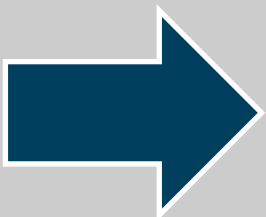
Chambers of Commerce

- Reducing support for traditional ED activities
- Increasing focus on providing community development and tourism related services



Local Governments

- Continued focus on facility and infrastructure development with emphasis on downtown redevelopment and neighborhood revitalization



Regional Planning Councils

- Focus on infrastructure planning efforts and advocacy and management activities

Source: ACCRA 2006 Survey of Economic Development Organizations

Conclusion

Findings

Discussion

Organizational Assessment Findings

- Significant long-term financial support is critical to the success of any economic development effort
- Business retention and recruitment receive the most organizational resources, followed by entrepreneurship/small business development
- The smaller the population, the more likely its economic development efforts are publically funded
- With the exception of Opelika, all the organizations are actively involved in economic development regionally

An economic development program in Winter Haven is a critical need

- Requirements
 - Public and private sector buy-in
 - Committed volunteer leadership
 - Long-term, stable financial support
 - Importance of regionalism
 - Talented staff
 - Clear program of work
 - Accountability through performance metrics

Key decisions need to be made

- Geography
 - City
- Structure
 - Relationship to City, Chamber, and East Polk Committee of 100
 - Relationship with Central Florida Development Council
- Funding
 - Source and amount
 - Stability

Key decisions need to be made...

Discussion

Next Steps

Engage stakeholders

Form steering committee, collect stakeholder input through interviews, focus groups, and surveys

1

Analyze market

Collect and analyze baseline economic, demographic, and workforce data, identify strengths, weaknesses, opportunities, and threats

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Target Industry Analysis

Identify target industry sectors to match between assets and site selection requirements, identify domestic and international industry location opportunities, identify needed workforce skills, conduct reverse site selection

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Analysis of ED Organization

Profile economic development organizations and make recommendations for the future provision of economic development services in Winter Haven

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Marketing Strategy

Develop marketing blueprint

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Action Strategy/ Implementation

Develop actionable strategies, create implementation matrix, recommend funding sources for strategic initiatives, provide performance metrics, provide annual scorecard to measure performance

thank you.



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