

Economic Stimulus Task Force Report
to
Hillsborough County Board of County Commissioners
June 17, 2009

Board of County Commissioners



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ON THE COVER...

The image on the cover is one of four “business illustrations” created by an artist during the Task Force sessions facilitated by Collaborative Labs of St. Pete College. These business illustrations synthesize, in picture form, the key highlights from the Task Force’s final discussions regarding key strategies and recommendations.

Task Force Members

Bob Abberger (Chair)
Senior Managing Director
Trammell Crow Company

Ken Hagan (Vice Chair)
BOCC Chairman

Chuck Black
President
Tampa Electric Company

Dr. William Dalton
President/CEO and Center Director
Moffitt Cancer Center and Research
Institute

Henry Gonzalez III
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Bank of Tampa
Tampa Chamber Chair

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Managing Director
Beck Group Committee of 100

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Dr. Jack Rechcigl
Professor and Director UF/IFAS
Gulf Coast Research and Education
Center

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Ybor City Campus President
Hillsborough Community College

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Tampa Bay Partnership

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Tampa Bay
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Peter Kageyama
Creative Tampa Bay

Kim Leinbach
City Manager
City of Temple Terrace

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Director of Business Development
The Kearney Companies

Keith Norden
President and CEO
Committee of 100

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Letter from the Chairman of the County Commission



Florida and Hillsborough County are shedding both jobs and ad valorem tax base at a rate that requires immediate action. Unemployment is at a 30 year high, and it is expected to further increase through 2010. Our tax base has shrunk 15%, and it will further erode through 2010, with a long, slow, value recovery likely to extend five years or more. Our unfunded capital projects budget has grown to in excess of \$6B, while our ability to fund these needs is shrinking. In fact, our very ability to provide existing services to our residents, let alone providing for future needs, is at issue .

In recognition of the critical need to turn this tide in Hillsborough County, as well as be prepared and positioned for economic recovery, I requested, and the full Board of County Commissioners unanimously approved, the creation of an Economic Stimulus Task Force.

It has been my honor and pleasure to work with the distinguished members of this task force and technical resource group, and to serve our community on this initiative. Many hours have been committed by this group to consider the many components necessary to position Hillsborough County for the future. We believe the recommendations in this report will create a framework for action, both immediate and long term, as well as facilitate the difficult decisions that the Board of County Commissioners must make as it guides our community.

Ken Hagan

Chair
Board of County Commissioners

Letter from Chairman of Economic Stimulus Task Force



The national recession has put our community at a critical crossroad, and the creation of this task force underscores our need to take action. Over the last several months, we have worked with both diligence and a sense of urgency pouring through volumes of information and absorbing lengthy, technical presentations. We have been focused and deliberate, discussing and questioning the status quo as well as determining which strategies and approaches remain viable, which require retooling, and where new initiatives are required.

Our challenge has been to recommend strategies and tactics that can both immediately create impact and relief on the jobs front, as well as position Hillsborough County for quality and sustainable growth. We have also challenged ourselves to break the old molds and to embrace tenets and opportunities of the new economy, technology and advancements that will provide and encourage financial stability and security throughout the County, even the region as we recognize that we are, indeed, the business center.

We have tried to balance diverse interests and perspectives, be thoughtful and reasoned, and believe strongly that the recommendations within this report lay the foundation for Hillsborough County to be a model of smart growth. Importantly, we have endeavored to make sure our recommendations do not require that we pioneer, or take unwise risks to effect change. To the contrary, we are confident that by simply reaching out, embracing best practices that are occurring nationally, and forging critical strategic partnerships across the private sector and government, we can achieve a stable and secure economic future.

We respectfully request your support.

Robert Abberger

Chairman of Economic Stimulus Task Force
Senior Managing Director, Trammell Crow Company

Executive Summary

Current economic conditions in our community, state and nation necessitate that pro-active steps be taken to stimulate business activity, job creation and government revenues. In as much as a majority of economic activity occurs within the private sector, and given that our community's overall economic development strategy is implemented through several public/private partnerships, it was imperative that this task force not only involve, but be led by the private sector.

As such, a twelve person Task Force was formed consisting of experts educated and experienced in economic development as well as representatives of targeted industries to facilitate and expedite discussion, analysis and make recommendations with short, mid and long term impacts. In addition to the Task Force itself, a Technical Resource Group was assembled to assist with research and development of recommendations. The Task Force and/or the Technical Resource Group included representatives from our community's primary target industries and economic development partners, including the three municipalities, the Committee of 100, the Tampa Bay Partnership, the Tampa Bay Workforce Alliance and Creative Tampa Bay.

Task Force deliberations included discussions about the role of the private sector to assist in achieving the implementation of, and the costs associated with, achieving value-added outcomes.

To accomplish the mission, the Task Force met on a bi-weekly, sometimes weekly basis, reviewing numerous expert presentations on a broad base of relevant subject matter. Further, the Task Force participated in an interactive, facilitated day and half session with Collaborative Labs at St. Pete College, designed to enable direct engagement in the recommendation process by both Task Force members and the full Technical Resource Group, in order to ensure maximum input and engagement by all involved. This was a very useful and helpful experience to forge consensus.

The Task Force openly recognized that in drafting the final report, there would necessarily be intangible decisions left to the chair of the Task Force and county staff. However, in all areas, effort was made to fully honor the Task Force consensus and collaborative decision making process.

Task Force Mission

Develop strategies, incentives and tools that will create new and higher paying jobs in Hillsborough County, stimulate economic development and improve its long term competitiveness.

Executive Summary continued

Guiding Principles

will not have an adverse impact on the County's credit ratings;

will be financially sustainable in the long-term, including County's ability to maintain adequate reserves, and to fund essential services and infrastructure; and,

will create a positive return-on-investment on both direct and indirect basis.

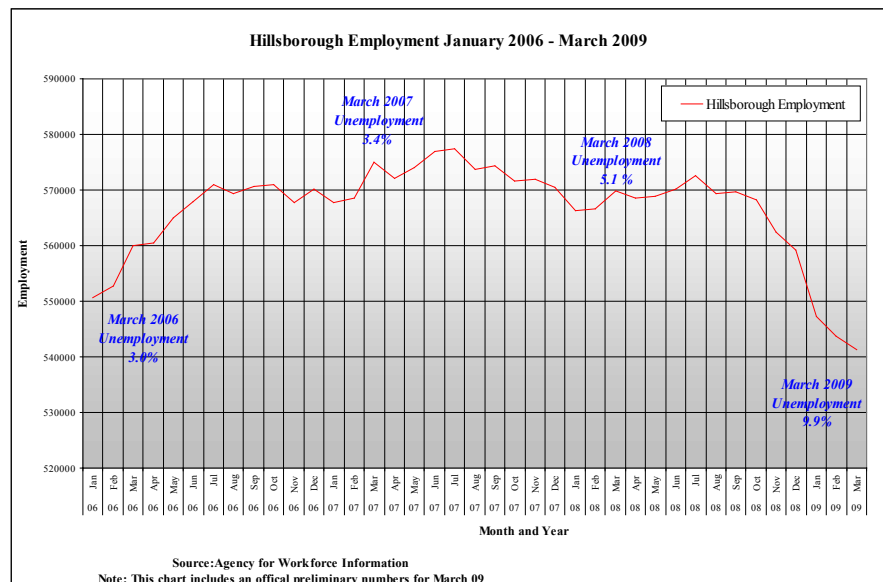
Through the Task Force deliberations, a vision emerged of Hillsborough County as a community with nationally recognized strategic industry clusters with stable, diverse job growth that will stimulate additional high quality growth throughout the region. This vision is further magnified by focusing on sustainability and emerging new economy businesses in conjunction with an overhaul of land use processes and criteria that will establish Hillsborough County as a model of intelligent growth.

Further, several recurring themes developed and permeated most, if not all, of the discussions, namely, that to achieve and sustain this new strategic vision, Hillsborough County's local governments, economic stakeholders and business community must:

- 1) become more pro-active in solving problems facing our community,
- 2) eliminate historical barriers and embrace new solutions and ways of doing business, and
- 3) measure our success; and, if and when we fail, we must openly acknowledge and hold ourselves accountable.

Our overarching recommendation may be stated in this way:

Hillsborough County and its economic development partners must make an expanded commitment to economic growth.



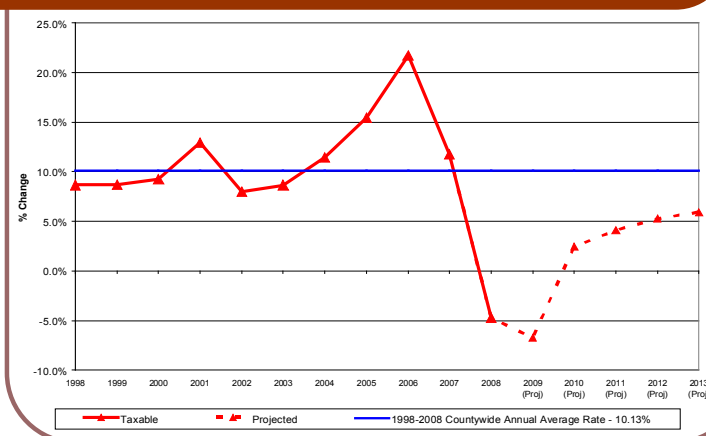
Executive Summary continued

This requires that we create and implement a thoughtful strategic plan that will grow existing businesses and allow new business to thrive, benefited by a regulatory climate that both facilitates and incentivizes smart growth, green development, as well as stable and diverse new job creation. We believe this economic strategy must be multi-layered and contain the following key elements:

- Genuine strategic partnerships at the local, regional, and state levels.
- Provide for immediate job impacts, retain existing jobs and expand existing businesses as a key priority.
- Enable sustainable and diverse job growth over the long term with focus and commitment on targeted industries.
- Provide for clarity of mission and an actionable framework for our economic development agenda.
- Embrace the New Economy in our jobs creation strategy.

To establish Hillsborough County as a model for smart growth, green development and create a regulatory climate that provides regulatory certainty, we must commit to reviewing, streamlining, and strengthening our land use, permitting and entitlement policies. Moreover, to be effective, this must be done in concert with our municipalities. Additionally, we must protect our entitled land inventory to provide expansion opportunities for targeted industry growth.

Countywide Taxable Property Values Growth
Countywide Taxable Property Values Growth



Source: Pro Forma Budget FY 09 - FY 14 Hillsborough County Management & Budget Dept., Prepared January 2009

Objectives

Position the County to be a leader in job creation in the economic recovery.

• Immediately stimulate new, existing and expanding business activities, including startups, within our target industries.

• Establish a regulatory climate that incentivizes sustainable business and industry growth needed to be a leader in Florida, the US and the 21st century.

• Send a message that the County is "open for business" and provide a competitive advantage as we recruit new businesses and support expansions of existing ones.

Executive Summary continued

For purposes of clarity, we have organized and focused our recommendations in the areas of strategic partnerships, marketing initiatives, job creation incentives, land inventory, permitting and entitlements, and a broad policy commitment to transportation. Additionally, Hillsborough County has a long standing commitment to affordable housing and workforce development which cannot be left out of these important strategic recommendations. We have further prioritized action items by immediate impact, and then tactically to allow for mid and longer term job growth.

Lastly, it is the opinion of this Task Force that a full implementation of these recommendations and action items will provide the impetus for a resurgence of job creation, a recovery of our tax base, and the creation of diverse and sustainable job growth that will buttress our community from future downturns.

Hillsborough County Economic Stimulus Task Force Our Model for Prosperity



Recommendations

Recommendation 1

Develop and implement a detailed Economic Development Strategic Plan in coordination with the Committee of 100, Tampa Bay Partnership and Greater Tampa Chamber of Commerce by end of third quarter 2009, with measurable objectives and accountability.

- **Immediate Action Item:** Prioritize and accelerate completion of an Economic Development Strategic Plan, inclusive of an updated Locational Assessment, Cluster Analysis, Workforce Trends and Capabilities review. These components are integral to crafting a coherent and implementable strategic plan.
- **Immediate Action Item:** Establish focus areas for concerted marketing and revised incentive structure for health/medical/bioscience/wellness/life science industries, alternative energy and technology-based sustainable businesses.

Recommendation 2

Based upon the specific actions required in a detailed Economic Development Strategic Plan by year-end 2009, re-assess and revise, as required, the organizational framework of existing economic development entities to determine where efficiencies, collaboration, and cost savings may be realized.

- **Immediate Action Item:** Clearly delineate the roles and responsibilities of the Committee of 100, Tampa Bay Partnership, and the Greater Tampa Chamber of Commerce as it relates to the Strategic Plan to maximize efficiencies, cost savings, and eliminate duplication.
- **Immediate Action Item:** Establish measurable objectives and accountability for continued or expanded funding for all economic development activities. Revise current funding allocations as appropriate.
- **Mid-term Action Item:** Establish a unified message among the economic development entities with a focus toward rebranding our community.
- **Mid-term Action Item:** Based upon clarification of roles and accountability, expand outreach to the business community for increased funding of economic development initiatives.

Recommendation 3

Approve the current funding levels for the next fiscal year for outside economic development agencies/programs. The allocation of funds may be amended based upon the outcome of the Economic Development Strategic Plan as addressed.

- **Mid and Long Term Action Item:** Expanded funding for economic development should be anticipated with full implementation of this plan, as job growth accelerates. This funding should be offset by measureable paybacks and return on investment in future years in ad valorem growth.

Recommendation 4

Review, amend and expand our job creation incentive programs to provide for greater flexibility and discretion to expand existing businesses, incentivize growth in target industries, and forge strategic partnerships to leverage growth.

- **Immediate Action Item:** Provide greater flexibility and discretion in existing incentive programs to allow for small and emerging business growth, with consideration given to reducing the minimum number of jobs required and average wage standards. These incentive criteria should be reviewed on an annual basis.
- **Immediate Action Item:** Create new incentives to leverage growth in critical targeted industries of financial services, life sciences, renewable energy, and port-related business.
- **Immediate Action Item:** Focus incentives in targeted clusters, both programmatically (e.g., life sciences) and geographically (e.g., University Community).
- **Immediate Action Item:** Encourage collaboration and leverage incentives by creating strategic matching funds that can only be accessed by more than one entity working together.
- **Mid Term Action Item:** Incentivize the creation of an academic medical center with the foundation of a strategic partnership among Moffitt Cancer Center, USF Medical School, Tampa General Hospital and other stakeholders.

Recommendation 5

Establish genuine strategic partnerships and promote regional collaboration between government, economic stakeholders and targeted industries. This is necessary to position our existing successful industry clusters for leveraged growth and to expand targeted industries, such as bio and health sciences areas.

- **Mid Term Action Item:** Establish strategic partnerships to create a “University Community” in North Tampa that rivals Ann Arbor, Ithaca, etc. that markets and creates excitement around working and living near the existing “assets” (e.g. USF, MOSI, Sun Dome, Moffitt, etc.).
- **Mid Term Action Item:** Create a framework to encourage educational partners to train workers in strategic high-paying industry areas such as energy, bioscience, emerging health professions, and financial services.
- **Mid Term Action Item:** Expand workforce development incentives at the local level for strategic industries and leverage available state support.
- **Long Term Action Item:** Create super-regional and international partnerships in areas such as medical tourism and financial services industry, taking advantage of potential such as Canada, Cuba, Panama, Asia, etc.

Recommendation 6

Review, streamline, and strengthen our land use, permitting and entitlement policies. For permitting activities, create an environment that provides both “regulatory certainty” and a marketing advantage for our County. Further, development policies, procedures and fees should be structured to incentivize “green” building practices, leading to sustainable redevelopment and infill projects.

- **Immediate Action Item:** Coordinate land use, entitlement and permitting actions with municipalities for county-wide solutions to land use and permitting issues for targeted commercial development.
- **Mid Term Action Item:** Revise/amend impact fee ordinances to provide incentives for infill development, and leverage fees raised for meaningful improvements. This must be done in coordination with municipalities to provide for unified actions that will direct growth.
- **Mid Term Action Item:** Undertake collaborative efforts with employers to promote shared parking and smart transportation.
- **Mid Term Action Item:** Provide progressive incentives for land users as it relates to water usage, sewer, and transportation to incentivize infill, transit oriented development, sustainable activities and “smart” planning.
- **Mid Term Action Item:** Develop incentivized programs to encourage investment in existing commercial buildings, leading to LEED certification.

Recommendation 7

Expand Permit Ready Land and protect existing land inventory.

- **Immediate Action item:** Extend existing and new entitlements for commercial development (sub-DIR level for a minimum of 24 months, with further extension as appropriate to protect critical inventory).
- **Immediate Action Item:** Establish economic development overlay districts to expedite comprehensive plan amendments, and incentivize growth in target industries.
- **Immediate Action item:** Conceptually support the I-4 economic development corridor plan for strategic focus on targeted industries for long term growth.
- **Immediate Action Item:** Pursue strategic partnerships with landowners and the development community for land acquisition for a Research Park to support growth and R & D initiatives in targeted industries. Identify and purchase land while market is depressed.
- **Mid Term Action Item:** Develop process, procedure and criteria to create expedited permitting for certified sites within six months.

Recommendation 8

External marketing to targeted industries.

- **Mid Term Action item:** Rebranding of Hillsborough County
 - ◇ Revise/update all electronic media
 - ◇ Hire consultant to establish brand for 21st century, embracing industry clusters, sustainability as core marketing elements
 - ◇ Increase use of social media
 - ◇ Integrate collaborative element between City, County, partnerships in focused areas such as life sciences, e.g. maximizing limited resources
- **Long Range Action Item:** Create an “all hands on deck” mentality for targeted industries identified in the Economic Development Strategic Plan and for pursuit of mega-events that achieve regional marketing and economic development benefits (e.g. Olympics, Super Bowl, major conventions).
- **Long Range Action item:** Create a strategy for recruiting and retaining high-end workforce talent.

Recommendation 9

Support a referendum for multi-modal transportation funding to ensure Hillsborough County's future as a livable, sustainable community, and as the centerpiece for infrastructure supported growth and the foundation of our economic recovery. We believe this must be done in conjunction with the revision of land use, entitlement and permitting actions to ensure the residents of Hillsborough County that quality of life and economic development can go hand in hand.

Recommendation 10

Adopt improved procurement/purchasing policies that support the hiring of Hillsborough County businesses in providing products and services to Hillsborough County.

- **Immediate Action Item:** Draft an appropriate ordinance that allows weighted consideration to Hillsborough County employers. This policy should not be so onerous as to establish policies that are adverse to regional employers.

Recommendation 11

Form a Sustainability Task Force. This is an integral element to our ongoing success necessary to embrace sustainability at all levels of government. Coordinate with municipalities to leverage best practices, achieve synergies, and as a critical component of rebranding. Focus should be on policies and regulations that embrace "green" development throughout our community.

Recommendation 12

Establish Hillsborough County as a model for smart growth committed to sustainability, affordable housing and transit oriented development. The model that follows will provide a strong case study to assess the success of our economic development and strategic partnership recommendations.

CASE STUDY FOR SUCCESS

Three high profile community initiatives in Hillsborough County epitomize the concepts discussed within the Task Force deliberation and merit close review and study as a marker for success of these recommendations.

1. Affordable housing and workforce development infilling urban settings;
2. Additional job creation in the burgeoning healthcare industry; and,
3. Mobility through mass transit.

Encore Redevelopment

Formerly known as Central Park Village, the Encore project is a mixed-use/mixed-income master planned community in the heart of the downtown Tampa, Ybor City and Channel District areas. The project is spearheaded by the Tampa Housing Authority, the City of Tampa, and the Community Development Corporation of Bank of America, and is planned to be LEED certified at the silver or above level.

The project will also create a seamless community of affordable and workforce housing alongside market rate housing with over 250,000 square feet of commercial office and retail space. The project will include office space, hotel, museum, school, grocery store, restaurants and other businesses in the City's core, and is expected to return nearly \$425 million in real estate value to the property tax rolls. Within walking distance to bus service and on the planned rail line, this redevelopment will provide residents with job, social and cultural opportunities.

Moffitt Cancer Center and USF

In north-central Hillsborough County rests the Moffitt Cancer Center and the University of South Florida. The USF area is already benefitting from President Obama's plan to build new IT systems to create electronic medical healthcare records.

In addition, on May 20, 2009, the Board of County Commissioners approved the purchase of a parcel of land as the first step in a process to create a Research and Development Park to further nurture the growth of our community's life sciences industry cluster, to be located in near proximity to USF and Moffitt. The need for the park was substantiated in a recently released economic impact and feasibility study conducted by the Battelle Memorial Institute, which was commissioned by the County in conjunction with its partnership with Moffitt.

This new park, buoyed by USF, Moffitt, and the VA and University Community Hospitals will foster expansion of the industry cluster and create tremendous opportunities and synergies for companies like M2GEN and Draper Labs to partner with and attract new companies, creating a major expansion of jobs opportunities in the healthcare and life sciences industries. These will be the jobs that many who live at Encore will fill.

In Conclusion

These recommendations provide the framework that will enable Hillsborough County to both return to job creation and provide for long term, high quality, and sustainable growth. They require an expanded commitment to economic development, but do so in a framework requiring strategic focus and accountability, with clear returns for investments made.

Key near term recommendations require no expanded resources or funding - only focus and commitment to action. Creation of a strategic plan, with clarity of mission and roles as well as accountability for existing funding, can and should be within the capabilities of our existing economic development partners. Other components, such as an updated locational analysis, may require re-allocation of existing funds, or new fundraising in partnership with the business community. Others will require new committees or follow-on task forces with involvement by the private sector to spearhead critical action items, such as sustainability, or to coordinate a review and amendment of land use, permitting and entitlement processes and procedures. Clearly, we must challenge entrenched policies to both streamline and strengthen land use and entitlement, and have a deliberate focus on incentivizing the kind of growth we desire.

These actions will require time and commitment. Now is the time to proactively address all aspects of economic development for Hillsborough County, and create a blueprint for leadership.

Appendix

Topics Covered

February 27, 2009

1. *State of Hillsborough County and Tampa Bay Regional Economy in Perspective*
Bob Abberger, Trammel Crow
Kevin Brickey, Hillsborough County Budget
Mike Merrill, Hillsborough County Utilities and Commerce Administrator

March 13, 2009

2. *Federal Stimulus Overview*
Edith Stewart, Hillsborough County Public Affairs Administrator
3. *Existing State and Local Recruitment/Expansion Incentives*
Gene Gray, Hillsborough County Economic Development
4. *Committee of 100 - Presentation & Economic Development Case Study Summary*
Keith Norden, Committee of 100

March 27, 2009

5. *Distribution of Jobs by Industry - "Where the Jobs Are"*
Bruce Register, Hillsborough County Economic Development
6. *Relocation / Expansion Perspective*
Jay Biggins, Biggins Lacey Shapiro & Company, LLC
7. *Small Business and Business Expansion*
Eileen Rodriguez, USF Small Business Development Center
Jim Parrish, USF Small Business Development Center
8. *Enterprise Florida - Targeted Industry Overview*
Marty Wilson, Enterprise Florida

April 3, 2009

9. *Workforce Development – Local Initiatives and Programs*
Renee Gilmore, Tampa Bay Workforce Alliance
10. *Bio-Tech/Life Sciences Industry Presentation*
Dr. Jeff Trent, TGen
11. *Young Professionals / Creative Class*
Peter Kagayama, Creative Tampa Bay

Appendix continued

April 17, 2009

12. *Bond Rating Agencies Presentation*
Mike Merrill, Utilities and Commerce Administrator
13. *Entitled Land Inventory / I-4 Corridor*
14. *Site Plan / Construction Permitting Process*
15. *Land Use / Land Development Code*
Peter Aluotto, Hillsborough County Planning and Growth Management
Joe Incorvia, Hillsborough County Planning and Growth Management
John Healy, Hillsborough County Planning and Growth Management
Heather Lamboy, Planning Commission
16. *Tampa Bay Partnership Regional Score Card*
Stuart Rogel, Tampa Bay Partnership

May 1, 2009

17. *Livable Communities / Sustainability*
Dr. Jennifer Languell, Trifecta Construction Solutions
18. *Public/Private Partnerships*
Steven Anderson, Ruden McClosky
Aaron Berman, RBC Capital Markets Corporation
19. *Media Based Messaging and Branding*
Diane Egner, Issue Media Group
Paul Schutt, Issue Media Group

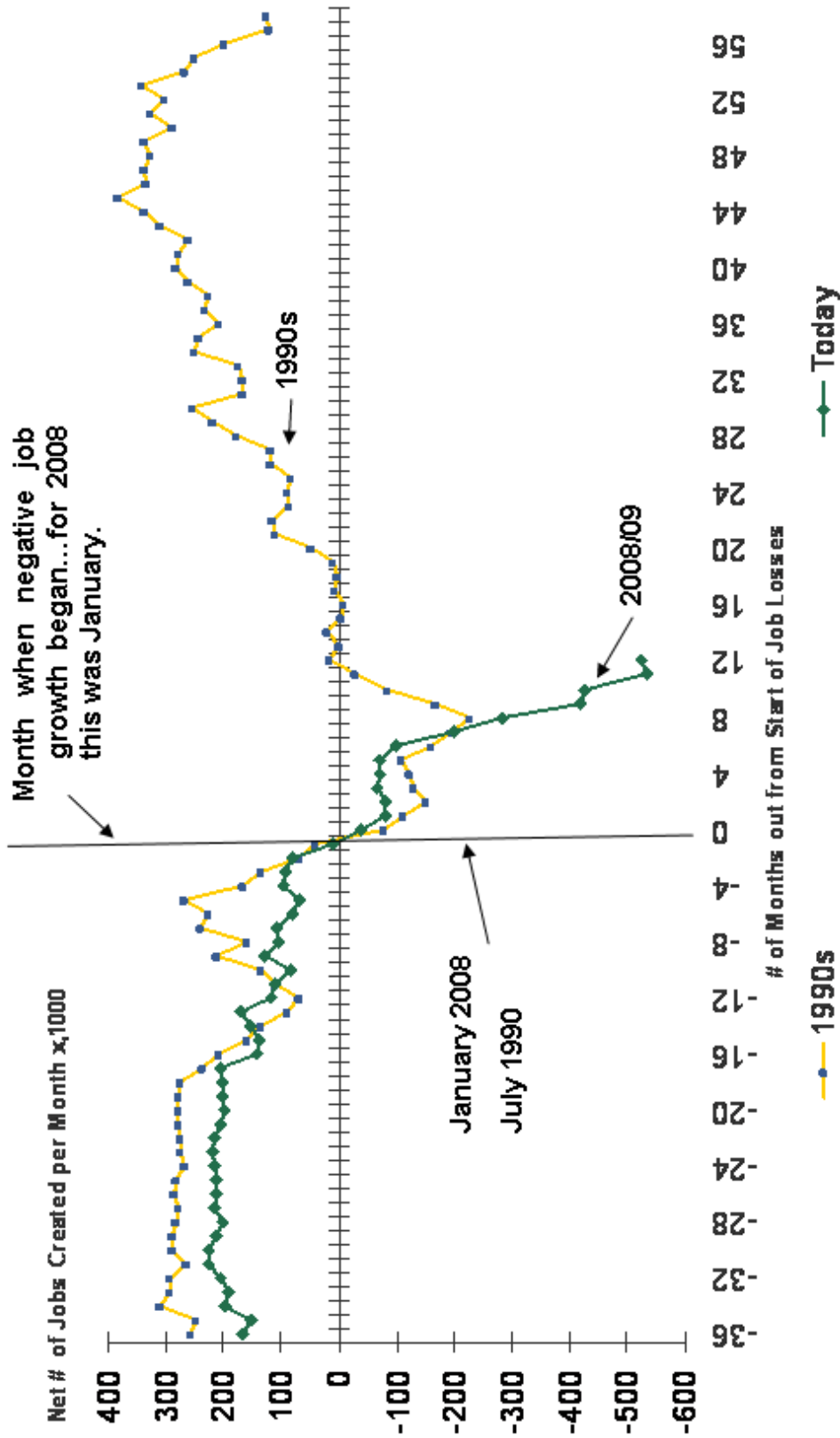
May 7, 2009

Meeting facilitated by Collaborative Labs of St. Petersburg College

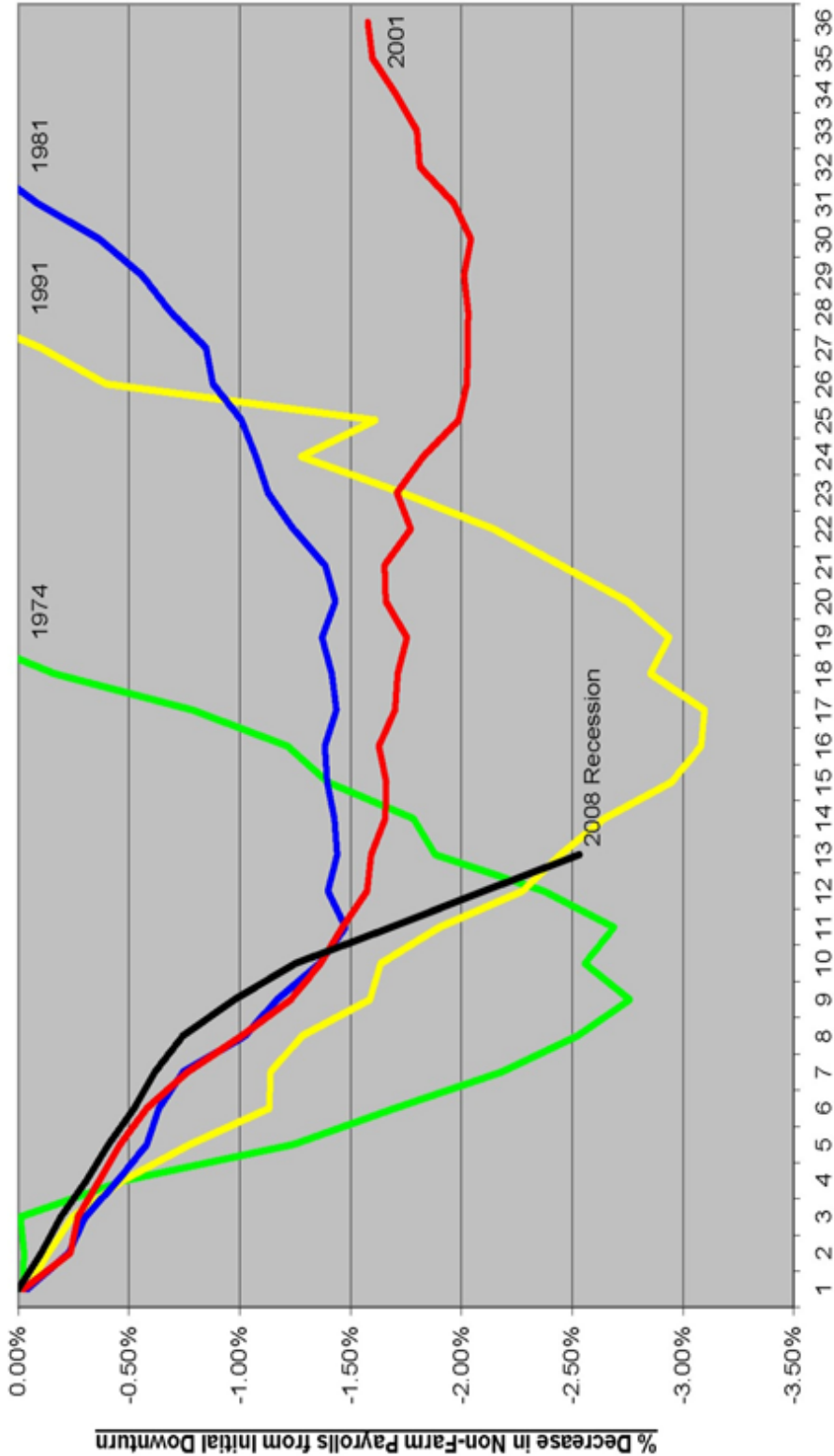
May 11, 2009

Meeting facilitated by Collaborative Labs of St. Petersburg College

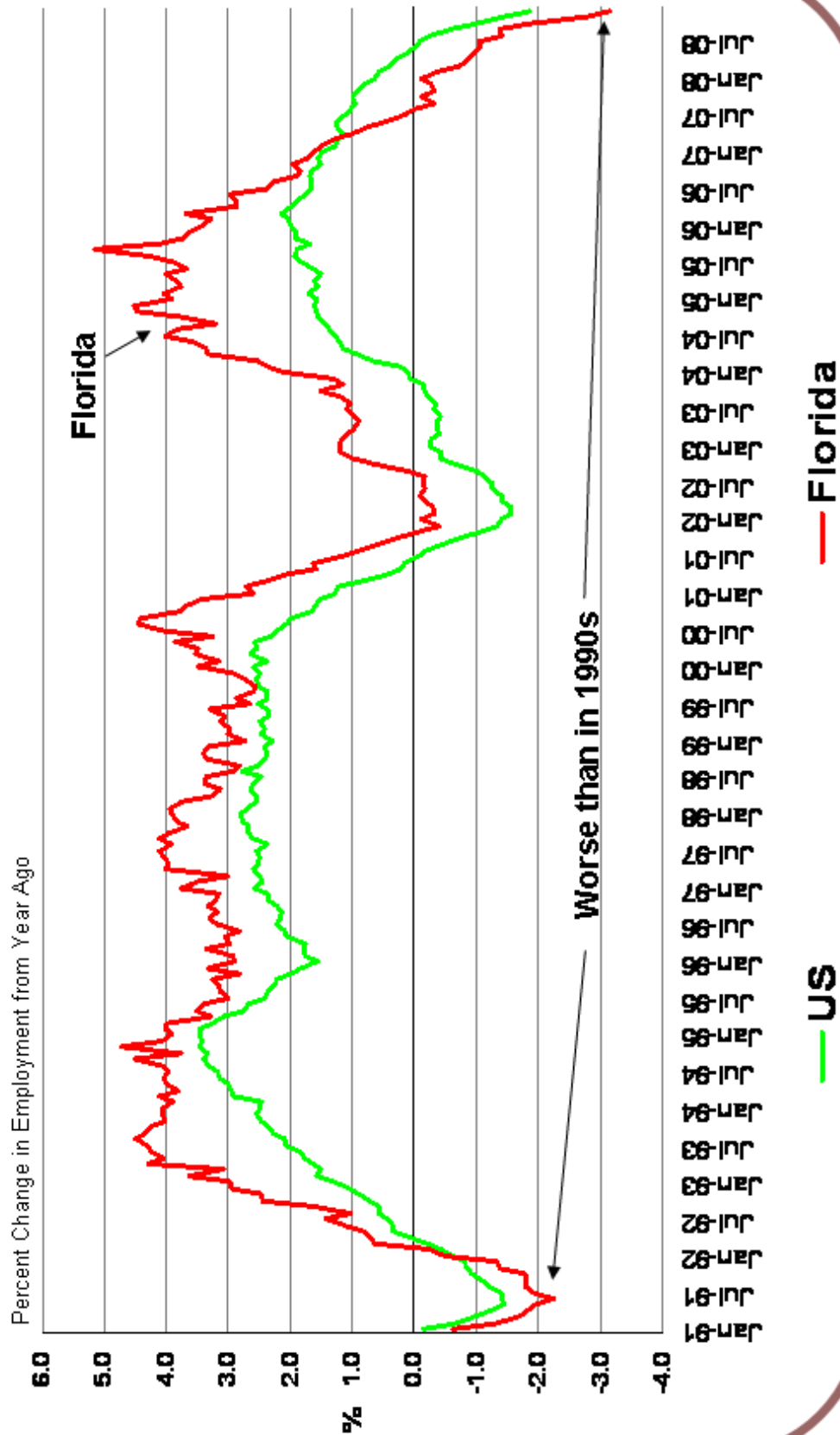
This No Longer Looks Like 1990s



36 Months from Initial Downturn in Employment Growth

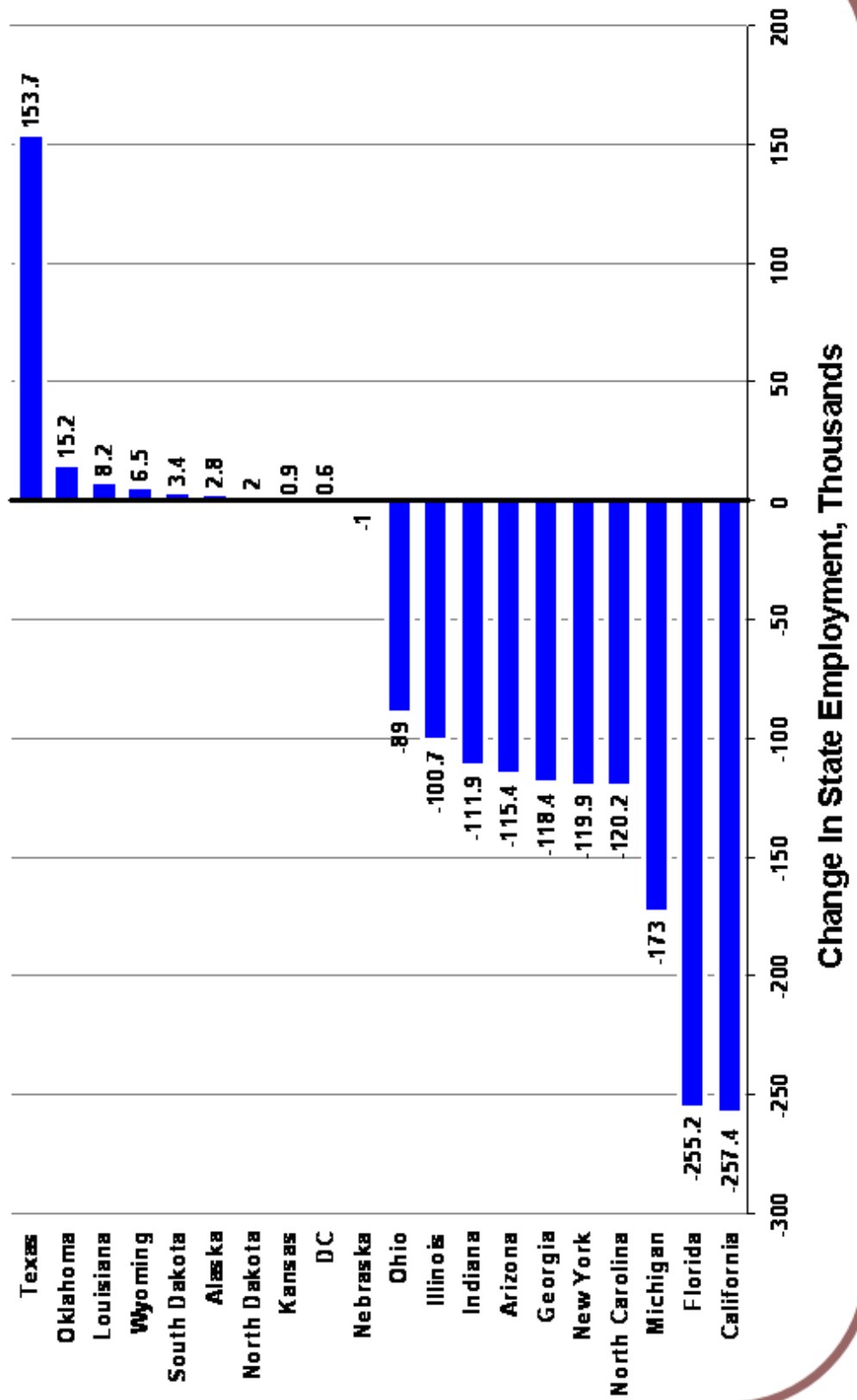


Florida vs. US Job Growth



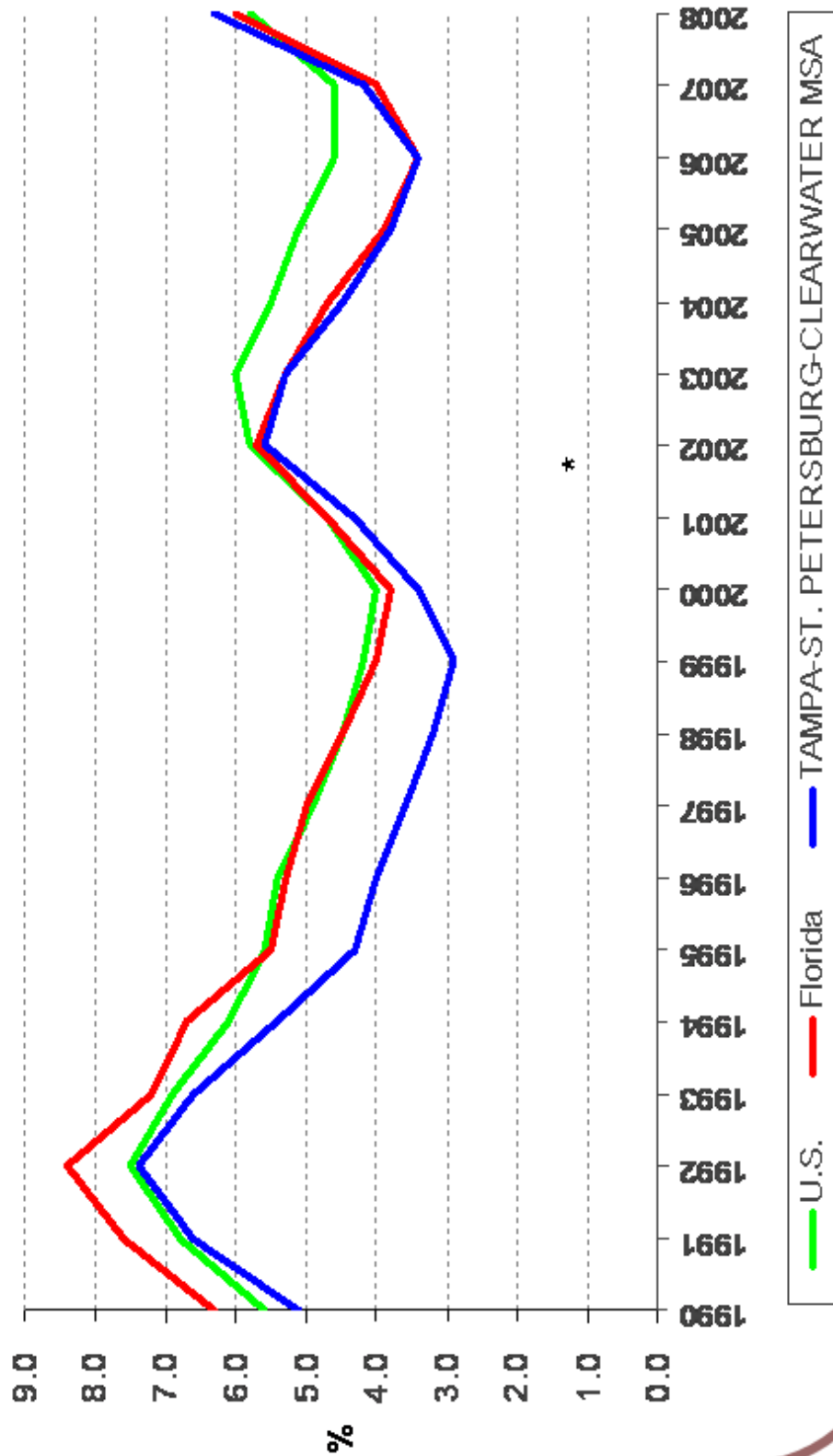
Source: Bureau of Labor Statistics, January, 2009

Dec. 2007 to Dec. 2008 Job Change by State



Source: Bureau of Labor Statistics

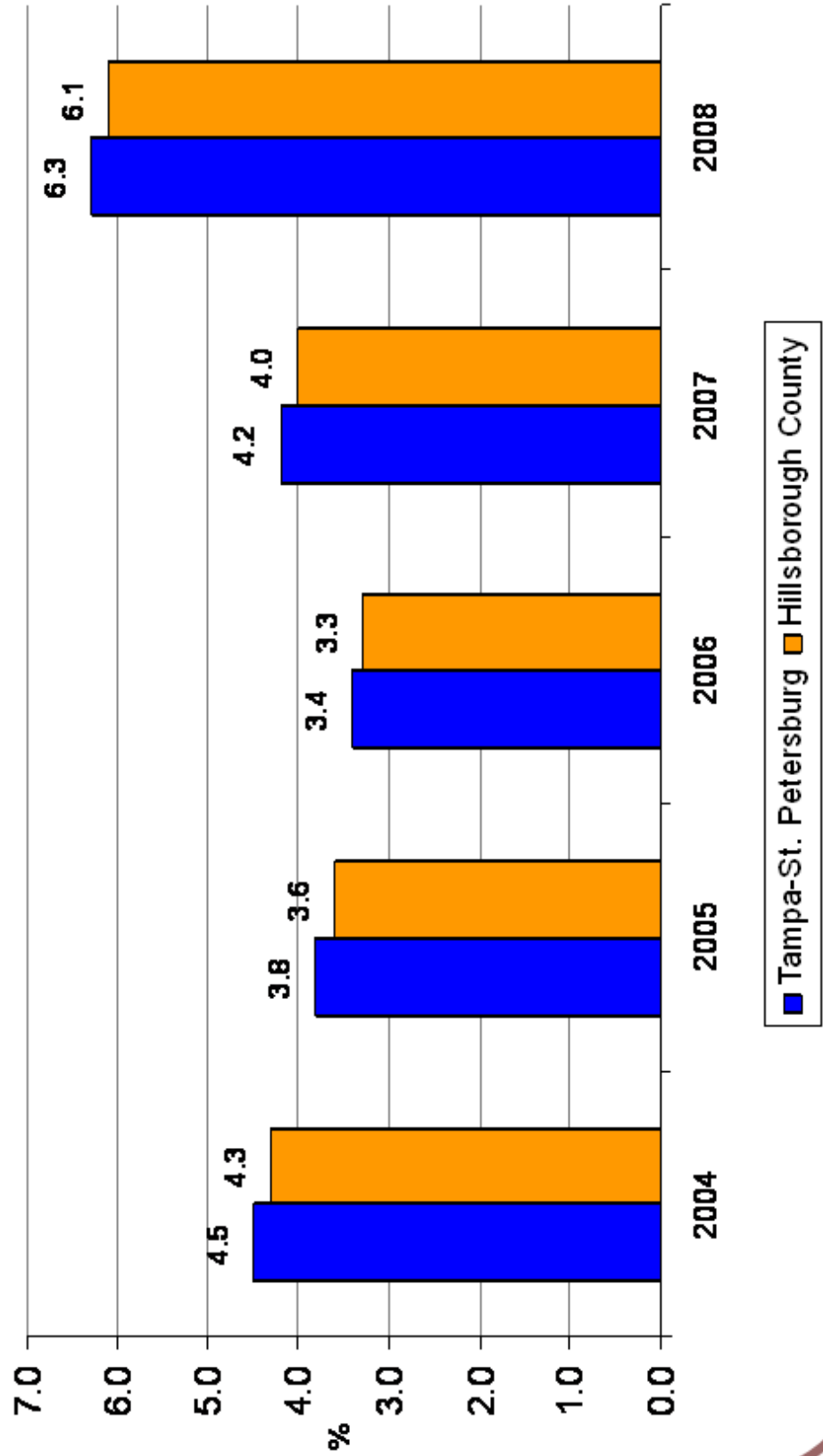
Unemployment Rates



Source: Bureau of Labor Statistics

Unemployment Rate Trends

Tampa-St. Petersburg-Clearwater Metro and Hillsborough County



Source: Bureau of Labor Statistics

Jobs Data

- **County unemployment rate: 7.8% (Dec. '08)**
 - Florida: 7.8% (up from 4.5% a year ago)
 - U.S.: 7.2% (up from 4.9% a year ago)
- **Job loss last 12 months**
 - **Metro Tampa Bay**
 - 34,000 decline
 - 2.6% drop
 - 7,900 construction jobs (17,800 since June 2006)
 - 4,800 retail jobs
 - **Florida: 3.1% decline**
 - **U.S. : 2.0% decline**

Source: Bureau of Labor Statistics

Economic Data

- January 2009 consumer spending: 9.7% 12-month decline
- Consumer confidence: lowest in 40 yr. history
- Gross Domestic Product: 3.8% drop (4th Q. '08)
- County 12 month taxable sales: 8.5% decline (Aug. '08)
 - Metro Tampa regional sales: 10.6% decline (Nov. '08)

Housing Data

- **Home price declines (4-county MSA)**
 - Case-Shiller Price Index: 22.0% (Dec. '07 - Dec. '08)
 - Nat'l. Association of Realtors: 24.9% (4th Q. '07 - 4th Q. '08)
 - Federal Housing Finance Agency Price Index: 18.8% (4th Q. '07 - 4th Q. '08)
- **Hillsborough County**
 - GTAR existing home sales: 12.2% increase (Jan. '08 - Jan '09)
 - But, 50% below January 2006
 - Average home price: 46.6% decline (July '07 – Jan '09)
 - Average days on market: 125 (May '08); 100 (Jan '09)

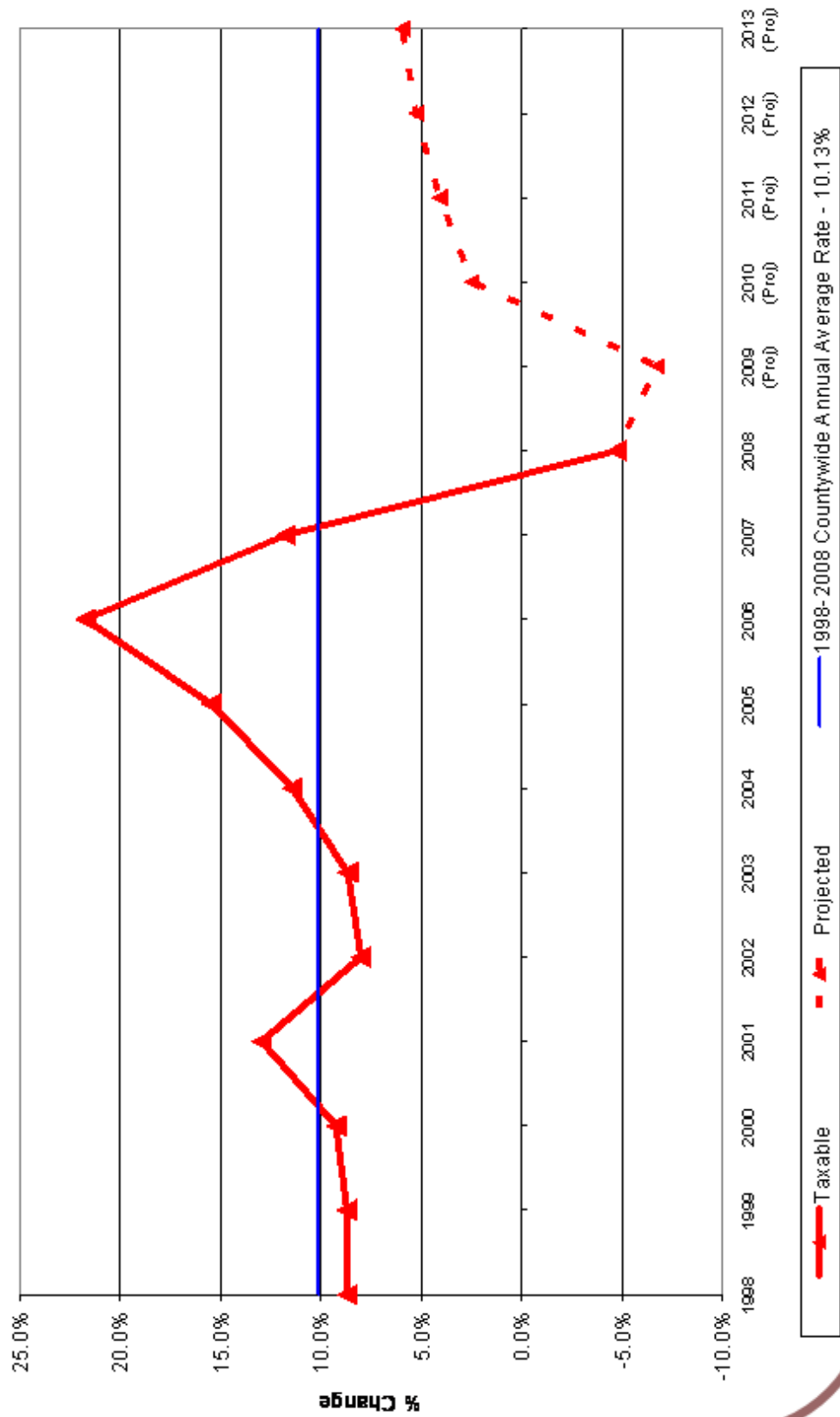
Sources: Case-Shiller, National Association of Realtors, Federal Housing Finance Agency, and Greater Tampa Association of Realtors

County Budget Projections

- **Countywide General Fund**
 - FY 2010 Deficit: \$38.2 million
 - FY 2014 Cumulative Deficit: \$300.4 million (including transfers and reserves)
- **Unincorporated County General Fund**
 - FY 2010 Deficit: \$19.5 million
 - FY 2014 Cumulative Deficit: \$65.0 million

[Note: these projections do not account for policy actions the County Commission must take to balance the budget as required by statute]

Countywide Taxable Property Values Growth



Source: Pro Forma Budget FY 09 - FY 14 Hillsborough County Management & Budget Dept., Prepared January 2009

Overall Rank – Fall 2008



Overall Regional Economic Scorecard Rank:

Tampa Bay	Atlanta	Charlotte	Dallas	Jacksonville	Raleigh/Durham
6	4	3	1	4	1

Category Rankings:

	Tampa Bay	Atlanta	Charlotte	Dallas	Jacksonville	Raleigh/Durham
Employment and Workforce	6	5	3	1	4	2
Income and Productivity	3 (4)*	6	5	1	4	2
Housing	6	4	4	1	3	2
Innovation	5	2	4	2	6	1
Education	3	4	6	2	5	1
Transportation	6 (4)*	5	2	2	4	1
Overall Score	29	26	24	9	26	9
Overall Rank	6	4	3	1	4	1

*Number in parentheses indicates a change in ranking from the previous scorecard and shows Tampa Bay's Spring 2008 Scorecard ranking in this category.

Regional Economic Scorecard Trends Tampa Bay

	Winter 2006	Summer 2006	Winter 2007	Summer 2007	Spring 2008	Fall 2008
Overall Rank	2	3	4	4	6	6
Employment and Workforce Rank	1	1	2	2	6	6
Income and Productivity Rank	1	4	4	2	4	3
Housing Rank	6	6	6	6	6	6
Innovation Rank	5	5	5	4	5	5
Education Rank	2	2	2	2	3	3
Transportation Rank					4	6

Each category is ranked on a scale of one to six, with one being the most desirable position and six being the least desirable position based on the total score of the category's component indicators. The indicator scores are ranked one through six based on the data values for Tampa Bay, Atlanta, Charlotte, Dallas, Jacksonville, and Raleigh-Durham.

Source: Tampa Bay Partnership

Task Force Goals and Objectives

- Goal 1: Position the County to be a leader in job creation in the economic recovery.
- Goal 2: Immediately stimulate new, existing and expanding business activities, including startups, within our target industries.
- Goal 3: Establish a regulatory climate that incentivizes sustainable business and industry growth needed to be a leader in Florida, the US and the 21st century.
- Goal 4: Send a message that the County is “open for business” and provide a competitive advantage as we recruit new businesses and support expansions of existing ones.