

Frequently Asked Questions  
November 9, 2011

**What is TEAM Santa Rosa?** TEAM Santa Rosa (frequently referred to simply as “TEAM”) is a not for profit (501(c)6) that facilitates economic development in Santa Rosa County.

**Is TEAM a part of Santa Rosa County government?** No. TEAM Santa Rosa is a contractor to the County and the employees of TEAM are not county employees.

**How is TEAM funded?** There are three main sources of funds. Santa Rosa County provides \$413,000 for operations and makes \$50,000 available annually for marketing projects. Privately owned companies and municipalities invested over \$50,000 in the 2010-2011 fiscal year. TEAM writes many grants and in the last three years \$2,057,100 in grants have been awarded.

**How does the funding of ED operations (exclusive of capital) impact the SRC County budget?** In FY 2011-2012 TEAM’s operating budget of \$413,000 will be approximately 0.4% of the SRC County budget.

**Could grant funding cover TEAM’s operating costs instead of the County funding TEAM?** The grants received are seldom useable for operating expenses. Rather, grants are intended for new capital projects for either the County, TEAM or for new industries. Grants are intended to cycle back into the local economy. Examples include funds for new rail spurs, State tax refunds to new and growing industries, funds for specialized marketing initiatives that would not normally be in the budget, new water lines, upgrading of gas distribution, and similar projects.

**Does TEAM only write grants for itself and the County?** No. TEAM also writes grants jointly with industries that fund things like training, tax refunds, closing funds and similar industry-based incentives. These grants are in addition to the \$2 million in grants noted above that were awarded over the last three years.

**What amount in grant dollars has TEAM acquired that has gone back into our economy?** Over the past three years, TEAM has applied for 17 grants and been awarded 11. This equals in excess of \$2 million that has come to our community from afar.

**If TEAM writes the grants, does it actually buy the property?** No. The funds go directly to the County where the land is selected by working with the planning department and the County’s Joint Land Use Plan. Then the land or its development rights is negotiated and purchased by the County through the County Attorney’s Office.

**Why worry about doing economic development (ED)?** Every county, every state and some municipalities are all competing for the very few industries that are looking to grow, and/or relocate. If there isn’t an entity to facilitate ED, that community may be overlooked.

**What is an industry?** An industry is any business that sells 50% or more of its goods or services outside of a given area. For the State of Florida, that area is considered outside the State, for Santa Rosa County (SRC), it is outside our region (Santa Rosa, Okaloosa and Escambia Counties).

**Why focus primarily on industries and not retail and service businesses?** By selling their goods/services **outside** the region, industries generate money for the local economy. We often illustrate the concept by comparing the industry versus retail focus to a typical household check book. Think of depositing money into a checking account, as opposed to withdrawing funds from it. Retail and service industries typically do not bring new money into an

area. In fact, retail stores that are not locally owned send local money out of our region- to the company's home office. Without industry, there are no deposits into our economy, consequently yielding an unhealthy economy. Our work can often focus on bringing the retail home office to Santa Rosa County. This would in turn, make deposits into the Santa Rosa checkbook.

**Who pays for economic development tasks?** Counties carry out economic development in various ways throughout the State. Some counties operate ED solely through public dollars, while some function totally with private dollars. TEAM is a public-private partnership. This means that in Santa Rosa County, the local government and private businesses both contribute to the economic development effort. Statewide, this model is the more prevalent type of organization.

**Does TEAM buy and sell land?** No. TEAM may recommend to the Board of County Commissioners (BOCC) that they buy land, and TEAM will work with potential buyers of County-owned industrial property. However, the transaction (buying or selling) ultimately lies with the County and with the property owner.

**Many questions have arisen from the purchase of the Pullum Property, what was TEAM's role in this transaction?** The Commission had charged TEAM with making recommendations to the Commission that would allow Santa Rosa County to be more competitive in economic development. Several recommendations had and have been made, one of those recommendations was to purchase all or a portion of the industrially zoned land at the intersection of I-10 and Hwy 87. The County ultimately purchased approximately 90 acres of the property.

**So what are the plans with that property?** TEAM has already begun to market the public and privately owned property at this same intersection as the Northwest Florida Industrial Park @ I-10. We anticipate this being a prime location for logistic companies.

**Does TEAM develop County owned industrial land?** No. TEAM works with the County to make the property as near to buildable as possible (i.e., infrastructure to the site, tree mitigation, environmental work, storm water management).

**Does TEAM have incentives for new and/or expanding industries?** No. TEAM is the facilitator for local, State, regional and federal incentives and grants. TEAM is required to be knowledgeable on the various tools associated with ED. This includes incentives for recruitment, incentives for growth, grants, funds for training, electric tax refunds, business tax refunds, and land discounts.

**What are the targeted industries in Santa Rosa County?** Aerospace/Defense, Logistics, Human Performance, Renewable Energy, and Information Technology.

**If an industry comes to TEAM for assistance and is not a targeted industry, do you help them?** Yes. TEAM works with all industries looking at SRC, however, when we are developing marketing plans, we focus on the targeted industries.

**What does TEAM do regionally?** It depends on the effort, event, or project. TEAM has partnered with Escambia County, Okaloosa County, Florida's Great Northwest, State of Florida, and federal Economic Development Administration, all of which provide a variety of different advantages to Santa Rosa County.

**What types of services do you offer industries looking at coming to or growing in Santa Rosa County?** As examples: TEAM is the facilitator of local, State and Federal incentives and grants for both new and growing industries. TEAM is also responsible for making recommendations to the BOCC to place our county in a more competitive position with more amenities to offer new and growing industry. For example one tool that is not offered by most counties in Florida is expedited regulation and permitting review. Local and State regulators work with us to ensure that our industries get fast, yet through, attention. TEAM also acts as the clearing house for

services needed by our industries such as workforce development, curriculum development of specific skill sets, business planning, and financing.

**Does Santa Rosa County have comparable financial “incentives” to neighboring Alabama counties?** No. Alabama has a personal income tax that Florida does not have. This personal income tax is a revenue generator for Alabama’s incentives. Florida touts this as a cost avoidance. Florida and local governments are also creating new and more effective performance-based incentives. An example of this is Santa Rosa County’s Super QTI.

**Does TEAM only market County-owned property?** No. We market any existing building or green space that could fit the needs of new or growing industry and yield new jobs for Santa Rosa County.

**What regional organizations does TEAM work with?** TEAM is on the board of directors for Florida’s Great Northwest, an entity whose primary mission is to brand Northwest Florida for economic development purposes. TEAM is also on the Stakeholders Board for Enterprise Florida, Inc., the State’s economic development organization. We also work with other entities whose focus is to promote various aspects of economic development (i.e., Aerospace Alliance and Gulf Coast Aerospace and Defense Coalition).

**Who is on TEAM’s full-time staff?** As of October 1, 2011, TEAM’s four full-time positions are: Executive Director, Associate Director, Business Director and Public Affairs Director. TEAM hires contractors as needed.

**Does TEAM provide health insurance to its staff?** TEAM has a policy in place that provides a monthly allowance that can be used for various benefits such as health insurance, eye care insurance, dental insurance, life insurance, etc. Each employee may select from this menu according to what best meets their specific needs. This is comparable to the County’s health plan.

**Is there a retirement benefit at TEAM for staff? Who pays for this?** TEAM has an SEP program that allows full-time employees to contribute funds to a retirement plan of their choice. TEAM will match employee retirement contributions for up to 6% of the employee’s salary.

**Does TEAM have an office?** TEAM is located at 6491 Caroline Street in Milton and is open Monday through Thursday from 7:30 a.m. until 4:30 p.m. and on Fridays from 7:30 a.m. until 3 p.m. We share this facility with the State’s Attorney’s Office.

**What are TEAM’s tangible assets?** Assets consist of technology equipment and furniture.

**Who owns TEAM?** No one “owns” a not-for-profit (501)(c)6). TEAM’s Board of Directors is the controlling entity of TEAM Santa Rosa.

**What is Florida’s Great Northwest & what is TEAM’s relationship to this entity?** FG NW is the regional body that is tasked with the branding of the 16 counties in northwest Florida. FG NW is focused on the recruitment of new industry to our region.

**Does St. Joe control FG NW?** When conceived, St. Joe was a major funder and driver of FG NW. Over the past few years their role has significantly diminished allowing for a more balanced regional effort.

**What is TEAM’s relationship with Pensacola Bay Area Chamber? Does TEAM pay the Pensacola Chamber?** Pensacola Chamber is one of our partners. We work closely with the Pensacola Chamber’s economic development department with regard to industry recruitment projects, as we are a single Metropolitan Statistical Area (Pensacola MSA). Funding is not exchanged between TEAM and the Pensacola Chamber.

**How is TEAM working more closely with Pensacola Chamber?** When prospects come into our region to look at our assets, TEAM works jointly with the Pensacola Chamber. This not only allows us to showcase a larger region, but also indicates regional support toward industries.

**How busy is TEAM? We don't see a lot of announcements coming out of TEAM in this down economy?** TEAM has been very fortunate to always have projects in the pipeline that will create new jobs. Projects may stay in the pipeline for as long as three years. Unfortunately, economic development is very competitive among various communities and most of the "new" projects will go elsewhere. TEAM works to nurture every project in the pipeline in order to maximize the potential for closing a deal that will bring jobs to the area.

**Typically, what percentage of these active projects will we win?** Companies make the final decision, not TEAM and, most often, the final decisions are made on items over which we have no control. Historically our "win" rate is about 10 percent, which is the norm for most communities our size.

**When a company chooses Santa Rosa County, will all the jobs be filled by SRC residents?** It is not possible to know this for certain, but probably not. Employers hire the best qualified applicants regardless of where they live. The same is true for companies that choose to locate in Escambia or Okaloosa Counties.

**Who controls the funds at TEAM?** TEAM has a set of policies associated with checks and balances. TEAM has a CPA that oversees all of TEAM's finances on a monthly basis. TEAM also has a finance committee that reviews and oversees the finances and any revisions or amendments to the annual budget.

**Are TEAM's financial records reviewed by an outside CPA?** Yes. Our financial records are open to Santa Rosa County management and the public.

**How can our community do more to support existing industry's growth?** Be POSITIVE.

**How does TEAM support agriculture?** TEAM looks for voids to fill with respect to keeping our regional agricultural base strong. One of the more effective tools has been the creation of Panhandle Fresh Marketing Association, often referred to as PFMA.

**What is Panhandle Fresh Marketing Association?** It is a not-for-profit (501(c)4) that facilitates an increase in local produce sold at local shopping venues.

**Who owns Panhandle Fresh Marketing Association?** No one "owns" a not-for-profit; The PFMA Board of Directors is the controlling entity of Panhandle Fresh.

**What does TEAM do for the Military?** TEAM has a contracted employee who serves as a liaison between TEAM and the military (NASWF, NASP, Eglin, Hurlburt, etc). This contractor is constantly looking for opportunities to protect and/or enhance the military missions in our region. One particularly successful method of protection of NASWF is the buffering of outlying airfields.

**How do we buffer an airfield?** TEAM works with the County to acquire grants to help with this. Grant funding can aid in the purchase of the land around airfields, facilitating the prevention of high-density residential development. The cost of the property or the development rights not funded by a grant is typically funded by the Navy.

**Why is Workforce Development important?** Even more than the need for industrial property, is the need for a skilled workforce. It is essential that the workforce boards and educational institutions are all in sync with industry workforce development needs in order to ensure a sustainable talent supply chain that will feed industries with a viable workforce. Without a sustainable workforce in Santa Rosa County, a company cannot thrive here.

**What does TEAM do to support workforce development?** TEAM facilitates the transfer of information between our existing industries and educational institutions to ensure that training programs are in place or readily available to meet their specific workforce development needs.