



Putnam County

**COMPREHENSIVE PLAN
ECONOMIC DEVELOPMENT ELEMENT**

Putnam County
2509 Crill Avenue
Palatka, FL 32177

ECONOMIC DEVELOPMENT ELEMENT

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ECONOMIC DEVELOPMENT ELEMENT

I. Introduction

The Economic Development Element is an important portion of the Putnam County Comprehensive Plan. This element will provide guidance in the provision of employment that will help to create a growing tax base from which to provide the necessary funding for County services. The County's economic conditions must be strengthened to continue to be able to fund the expansion of infrastructure through ad valorem taxes.

Putnam County is located in the Northeast Florida planning region, and occupies a total land area of 722.2 square miles with 105.1 square miles of river, streams and lakes. The County is predominately rural and located within a few hours drive of several metropolitan areas. The county is bordered on the east by St. Johns and Flagler counties, on the north by Bradford and Clay County, on the south by Marion and Volusia County, and on the west by Alachua County.

The 2009 year population was estimated to be 74,608 according to the Bureau of Economic and Business Research (BEBR). Approximately 78 percent of the population resides in the unincorporated areas of the county, with the remaining 22 percent residing in five (5) incorporated municipalities (Crescent City, Interlachen, Palatka, Pomona Park, and Welaka). Portions of the data included in this Element are reported for the census years 1990 through 2000. Updates to the data and information will be made at the next Comprehensive Plan updates, after the 2010 Census. The appropriate year and best available data is included in the Element where feasible.

II. Florida's Economy

In a highly competitive and global economy, true economic advantage will not only come from relatively low costs, but from a combination of a skilled and educated labor force providing for higher productivity and efficiency. The most desirable value-added industries compete on the basis of quality and productivity.

In April 1989, the Florida Chamber initiated the "Cornerstone: Foundations for Economic Leadership" study. This study identified goals and strategies to foster the growth of industrial clusters in the state. It also identified the major strengths and weaknesses in the Florida economy and the strategic steps needed to achieve a competitive future for Florida.

As a result of the Cornerstone study, Enterprise Florida replaced the old Florida Department of Commerce. Enterprise Florida is a public/private partnership receiving financial support from the State and the private sector.

Since 1989, economic development professionals representing rural areas of Florida formed what was known as "CrossRoads Florida." The CrossRoads Florida group identified the strengths and weaknesses of Rural Florida and formulated a plan to enhance rural areas economic development efforts. These recommendations were presented to the Florida Economic Development Council, Enterprise Florida and other economic development groups to gain support to be incorporated into Enterprise Florida's programs. Enterprise Florida has assigned staff to work with and assist rural areas of the State.

As a result of the “CrossRoads Florida” initiative, the Rural Issues Working Group was formed. All rural counties in Florida are represented on this group by their economic development professional. This group formulates a legislative agenda each year and lobbies for passage of legislation to enhance economic development efforts in rural counties.

To influence the State’s economy, local units of government can address inadequate infrastructure, take steps to enhance the quality of life, address the increasing incidence of crime, and identify adequate land area to accommodate prospective industry. Local units of government can also promote new enterprise development, encourage regional strategies for economic development and develop focused economic development initiatives to attract value added industries.

Putnam County and the other rural counties in Florida have not waited passively for state action and have been instrumental in creating the Rural Economic Development Initiative (REDI), which was created to address rural issues such as education and healthcare.

In 2008, the major Florida employment groups were: Government (24.1%); Trade, Transportation and Utilities (19.4%); and Education and Health Services (12.4%)

III. Putnam County's Economy

A. History of Population Growth

The population of Putnam County grew rapidly from 1970 to 1990. The period of highest population growth in Putnam County occurred between 1970 and 1990; however the growth rate during the 1990’s was somewhat slower than that of Florida. In 2000, the population of Putnam County was 70,423. *Table I-1* and *Table I-2* provide the historic population growth and projected population growth for the county.

Table I-1
PUTNAM COUNTY U.S. CENSUS COUNTS, 1930-2000

YEAR	CENSUS COUNTS	DECENNIAL INCREASE	
		NUMBER	PERCENT
1930	17,962	-----	-----
1940	18,564	602	3.4%
1950	23,481	4,917	26.5%
1960	32,078	8,497	36.6%
1970	36,290	4,212	13.1%
1980	50,549	14,259	39.3%
1990	65,070	14,521	28.7%
2000	70,423	5,353	8.2%

Source: U.S. Department of Commerce, Bureau of the Census.
Prepared by: NEFRC, 8-05.

B. Population Projections

According to the high BEBR population projections, the population of Putnam County is projected to continue to increase through 2030 at an average rate of 7%, as shown in *Table 1-2*.

**Table I-2
POPULATION PROJECTIONS – PUTNAM COUNTY
(BEBR MEDIUM RANGE)**

Year	Estimated Projection	Number of New Persons	% Change
2004	73,226	N/A	N/A
2006	74,416	1,190	1.6
2010	76,800	2,384	3.2
2015	79,700	2,900	4
2020	82,400	2,700	3
2025	85,100	2,700	3
2030	87,700	2,600	3

Source: *Projections of Florida Population by County, 2004-2030. Florida Population Studies, Volume 38 Number 2 Bulletin 141.* Bureau of Economic and Business Research, University of Florida, February 2005. Prepared by: NEFRC, 8-05.

C. Growth Factors

Two factors usually cause a change in the size of an area's population. One is natural increase or decrease, which is the relationship of births to deaths. The other is net migration, which is in-migration, or the number of people moving into the area less out-migration, or people moving out.

Natural increase was not a major factor in the growth of Putnam County between 1990 and 2000, and is not expected to become a major factor due to the comparatively small proportion of females in child-bearing age groups and the relatively high amount of the population age 65 and over.

As shown in *Table I-3*, in-migration was the major factor creating state and regional growth between 2000 and 2008. In Putnam County, 89.1 percent of the growth is through in-migration bringing new residents and households.

**Table I-3
COMPONENTS OF POPULATION GROWTH, 1990- 2008**

2000	2008	Percent Growth	Natural Increase	% of Growth	Net Migration	% Growth
70,423	74,989	6%	498	10.90%	4,068	89.1%

Source: US Census 2000; Florida County Perspectives, Bureau of Economic and Business Research. Prepared by: NEFRC, 2010.

D. Demographics**1. Age Distribution**

A review of *Table I-4* indicates the age groups of working adults (18-34, 35-54, and 55-64) are all anticipated to increase. However, the 18-34 age group is projected to have a more significant increase (14%) between 2005 and 2030 than the 55-64 age group (1%), or the 55-64 age group (2%). However, the age group with the largest anticipated increase at 2030 is the 65-79 age group, which is projected to increase 68 percent to a total population of 16,357.

**Table I-4
POPULATION PROJECTIONS BY AGE, 2005-2030**

AGE	YEAR						2030
	2004	2005	2010	2015	2020	2025	
0-4	4,521	4,563	4,756	4,778	4,682	4,611	4,600
5-17	12,879	12,838	12,689	12,890	13,286	13,450	13,491
18-34	13,545	13,720	14,719	15,309	15,278	15,300	15,546
35-54	19,339	19,359	18,983	18,012	17,719	18,247	19,016
55-64	9,153	9,382	10,670	11,772	12,317	11,583	10,679
65-79	10,575	10,602	11,075	12,558	14,483	16,630	17,841
80+	3,214	3,365	3,952	4,333	4,675	5,317	6,494
Total	73,226	73,829	76,844	79,652	82,440	85,138	87,667

Source: *Florida Population Studies*, Volume 38, Number 3, Bulletin 142. Bureau of Economic and Business Research, University of Florida, June 2005. Prepared by: NEFRC, 8-05.

2. Population Density

Population density of Putnam County has steadily risen over the past three decades from 49.7 persons per square mile in 1970, to 70.0 persons per square mile in 1980 and 74.5 persons per square mile in 1990. The density has increased to 103.1 persons per square mile in year 2006.

E. Educational Resources**1. School Enrollment**

In 2008, the County adopted its Public School Facilities Element as required in Florida Statutes, section 163.3180 and 163.3177. The intent is to provide for public school facility concurrency in Putnam County. The 2009 school enrollment is 12,464 students. The 2005 American Community Survey provided by the US Census Bureau identified 14,488 students, or a 1.5 percent increase in student from the year 2000 to 2005. The Putnam County School District currently operates 10 elementary schools, 5 middle schools, 2 high schools and 2 combination/other schools.

2. School Assessment

Each year, the State of Florida evaluates schools in order to gauge how well individual schools and school districts are educating the students of the State of Florida. One of the methods for evaluation is the Florida Comprehensive Assessment Test (FCAT). According to the Florida Department of Education, the FCAT assesses student knowledge in accordance with the *Sunshine State Standards*, which have been created by classroom teachers, educational specialists, business people, and the citizens of Florida. *Tables I-5, I-6, and I-7* show Putnam County FCAT results from 2001 through 2009 in reading, math, and writing. These tables show the percentage of students that scored a three or higher on the FCAT. A score of three, four, or five is considered on grade level, proficient, or advanced.

**Table I-5
PUTNAM COUNTY SCHOOL DISTRICT
PERCENTAGE OF STUDENTS SCORING 3, 4, OR 5
READING PORTION OF THE FCAT, 2001-09**

Grade Level	Reading								
	2001	2002	2003	2004	2005	2006	2007	2008	2009
3	NA	54	56	64	63	75	71	71	72
4	41	49	55	65	67	56	62	65	74
5	NA	44	52	56	62	59	67	58	64
6	NA	42	44	48	45	55	53	51	60
7	NA	36	40	45	46	54	48	58	57
8	36	35	39	37	33	36	38	41	41
9	NA	23	25	24	28	29	32	36	34
10	31	27	28	27	22	22	26	30	25
11	NA	NA	NA	NA	NA	NA	NA	NA	NA

Source: Florida Department of Education, 2010.

Prepared by: NEFRC, 2010.

Table I-5 shows that, with the exception of the 8th and 10th grades, the percentage of students scoring a 3, 4, or 5 on the Reading Portion of the FCAT has increased between 2001/2002 and 2009. However, starting in middle school, rates of students

scoring a 3, 4, or 5 begin decreasing, and continue to decrease through 10th grade to a low of 22 percent. This means that less than one-quarter of students are performing at what is considered to be grade level in the Reading portion of the test by the *Sunshine State Standards*.

Table I-6
PUTNAM COUNTY SCHOOL DISTRICT
PERCENTAGE OF STUDENTS SCORING 3, 4, OR 5
MATH PORTION OF THE FCAT, 2001-09

Grade Level	Mathematics								
	2001	2002	2003	2004	2005	2006	2007	2008	2009
3	NA	52	52	59	65	71	73	74	80
4	NA	40	48	54	54	57	65	68	74
5	44	39	46	47	43	44	48	52	55
6	NA	36	36	40	40	35	36	40	41
7	NA	34	41	42	49	46	40	52	48
8	44	42	45	49	50	55	54	55	54
9	NA	43	41	49	54	49	57	61	61
10	49	52	51	56	54	59	59	66	63
11	NA	NA	NA	NA	NA	NA	NA	NA	NA

Source: Florida Department of Education, 2010.

Prepared by: NEFRC, 2010.

Table I-6 shows a more even distribution across grades of students receiving a score of 3, 4, or 5 for the math portion of the FCAT in comparison to the reading portion. In 2009, the grade with the lowest percentage of students receiving a score of 3, 4, or 5 is Grade 6 at 41 percent, while the highest percentage in 2009 is Grade 3 (80%).

The percentage of students scoring a three or above on the math portion of the FCAT test has improved between 2001/2002 and 2009 for all grades.

Table I-7
PUTNAM COUNTY SCHOOL DISTRICT
PERCENTAGE OF STUDENTS SCORING 3, 4, OR 5
WRITING PORTION OF THE FCAT, 2001-09

Grade Level	Writing Essay (3.5 and above)								
	2001	2002	2003	2004	2005	2006	2007	2008	2009
3	NA	NA	NA	NA	NA	NA	NA	NA	NA
4	NA	57	71	67	70	79	78	80	88
5	NA	NA	NA	NA	NA	NA	NA	NA	NA
6	NA	NA	NA	NA	NA	NA	NA	NA	NA
7	NA	NA	NA	NA	NA	NA	NA	NA	NA

8	NA	64	69	66	64	79	85	82	87
9	NA	NA	NA	NA	NA	NA	NA	NA	NA
10	NA	76	56	70	62	64	72	64	65
11	NA	NA	NA	NA	NA	NA	NA	NA	NA

Source: Florida Department of Education, 2010.

Prepared by: NEFRC, 2010.

Table I-7 shows a steady increase in the percentage of students that scored a 3, 4, or 5 on the writing portion of the FCAT between 2005 and 2009. Overall, the 10th grade currently has the lowest percentage of students that scored a 3, 4, or 5 on the writing portion at 65 percent.

3. Tax Rates and Revenues

Putnam County, like all Florida counties, has three sources of school revenue. These are federal, state and local ad valorem tax revenues. In 2010, the Schools ad valorem millage rate for Putnam County was 7.7, according to the Economic and Demographic Research, 2010.

4. Technical Education

The First Coast Workforce Development Board is responsible for job training programs funded by the Job Training Partnership Act of 1982. It is a private, nonprofit corporation and works with the Northeast Florida Job Training Consortium and private businesses to serve a five county service delivery area, which includes Putnam County.

The concept that drives the Development Board is that advancement in technology has changed the job market and the way education should be approached. The higher paying jobs require technical, not traditional education. To keep up with the times, students need to get on the right track early.

To address technical training needs, St. Johns River Community College in partnership with the Putnam County School Board, the Clay County School Board and the St. Johns County School Board formed the Tech Prep initiative. Tech Prep is a proactive response to an evolving society. It begins in high school and students apply what they learn in their "Tech Prep" classes to real life situations, and graduate better prepared for future technical training and careers.

In Putnam County, St. Johns River Community College and the Putnam County Campus of the First Coast Technical Institute provide training for new and existing businesses and industry. The First Coast Technical Institute has recently expanded its programs in Putnam County to offer welding, diesel mechanics, cosmetology and culinary arts.

5. High School Graduates and Continuing Education

Table I-8 shows the percentage of the population that continued their education increased from 28.6 percent in 1990 to 33.1 percent in 2000. The less than a ninth grade level of education attainment significantly decreased between 1990 and 2000, and there was an increase in the percentage of high school graduates or higher as well as the percent of the population with a bachelor's degree or higher. The

education level of the residents of Putnam County indicates a need for continuing education programs and vocational training. In addition to St. Johns River Community College located in Palatka, nineteen colleges offering a range of degrees and training are located within commuting distance of the County. St. Leo College offers a four-year degree program at St. Johns River Community College. However, there are no master degree programs offered in Putnam County.

**Table I-8
EDUCATIONAL ATTAINMENT**

	1990		2000	
	Number	Percent	Number	Percent
Population 25 yrs & over	43,272		47,761	
Less than 9th grade	5,672	13.0	4,308	9.0
9th to 12th grade no diploma	9,771	22.5	9,852	20.6
High school graduate(includes equivalency)	15,353	35.5	17,833	37.3
Some college, no degree	6,721	15.5	9,083	19.0
Associate degree	2,162	4.9	2,178	4.6
Bachelor's degree	2,279	5.3	2,750	5.8
Graduate or professional degree	1,295	2.9	1,757	3.7
Percent high school graduate or higher		64.3		70.4
Percent bachelor's degree		8.3		9.4

Source: U.S. Bureau of Census, 1990 Census and 2000 Census. Prepared by: NEFRC, 8-05.

F. Housing

1. Households and Household Size

Table I-9 shows the number of households in the County has increased from 18,397 in 1980 to 27,839 in 2000, an increase of 34 percent. The average household size has decreased, which is consistent with national and state trends. In 2000, the statewide average household size was 2.46 persons. The growth in the number of households must be matched by an increase in the number of housing units. Anticipated new household formation or immigration is a prime indicator of future housing needs.

**Table I-9
HOUSEHOLDS AND HOUSEHOLD SIZE**

Year	Number of Households	Average Household Size
1980	18,397	2.72
1985	21,328	2.64
1990	25,070	2.55
1995	26,849	2.54
2000	27,839	2.48
2004	28,916	2.48
2008	29,750	2.47

Sources: U.S. Bureau of the Census, 1980-2000. Bureau of Economic and Business Research, Florida Statistical Abstract: 1986,1996, 2005. Prepared by: NEFRC, 2010.

2. Mobile/Manufactured Homes

Mobile homes have been used as affordable housing, especially in a rural setting, and particularly in Putnam County. Typically, it is less costly to install a mobile home with a well and septic tank on an exurban property than it is to construct a conventional home. The Housing Element of the Putnam County Comprehensive Plan addresses affordable housing in more detail (see Page C-9 of the Housing Element).

In Florida, mobile homes must be titled and registered. A numbered decal, instead of a metal license plate, is issued for identification. State statutes require mobile home registrations be renewed annually by December 31. A delinquent fee is charged if the registration is not renewed by the 10th of the following month. Current Florida Law requires a real property decal be issued to a mobile home when the mobile home and land owner are one in the same. All mobile homes or recreational vehicles permanently affixed to the owner's land and declared as real property are issued a permanent "RP" decal. Owners must obtain a DR402 form from the Property Appraiser's Office, indicating the land and mobile home titles are in the same name, before applying for the "RP" decal from the Tax Collector's Office. "RP" decals are permanent and can be transferred to a new owner when the land and mobile home are sold as a unit.

Annual tag sales and mobile home data are provided in *Table I-10*.

Table I-10
MOBILE/MANUFACTURED HOMES, 1980-2008

Year	Total Mobile Homes	Mobile Homes	% of Total	Real Property*
1980-81	3,671	2,790	76%	881
1985-86	4,972	3,729	75%	1,243
1990-91	5,636	4,256	76%	1,380
1994-95	2,439	1,617	66%	822
2000-01	2,648	1,795	68%	853
2007-08	2,259	2,019	89%	907

Due to changes in the revenue system the previous years may not be comparable.

Source: Bureau of Economic and Business Research, Florida Statistical Abstract, 1982-2009. Prepared by: NEFRC, 2010.

3. Building Permits

Table I-11 shows the number of conventional single and multi-family residential units permitted between 1980 and 2001. This table indicates that the significant population growth in the 1980's correlated to a much higher number of permits issued during the same time period. Since 1995, the number of conventional single-family units permitted has remained fairly steady by averaging about 140 units. In the years of 1980, 1985, 1994 and 2001 significant multi-family housing projects have created an upward spike in the total number of permits and related value. Otherwise, the total residential values have remained relatively constant with the exception of significantly lower values reported in 1996 and 1997.

Table I-11
SINGLE AND MULTI-FAMILY HOUSING UNITS PERMITTED, 1980-2008

Year	Single Family	Multi - Family	Total Permits	Total Residential Value*
1980	318	151	469	13,647
1985	319	96	415	13,828
1990	229	0	229	13,506
1991	169	0	169	12,188
1992	213	0	213	12,245
1993	195	2	197	12,524
1994	159	86	245	13,897
1995	141	0	141	11,348
1996	149	20	169	9,035
1997	132	2	134	8,777
1998	145	0	145	12,404
1999	151	12	163	15,269
2000	178	2	180	14,913
2001	187	125	312	21,161
2004	217	120	337	25,399
2008	60	0	60	1,559**

* Value is in \$1,000's. Excludes mobile homes. Source: Bureau of Economic and Business Research, Florida Statistical Abstract, 1982 – 2009. Prepared by: NEFRC 2010.

**BEBR methodology between these years differed and the aggregation of the data may have been absent or not comparable.

G. Employment

The economy of Putnam County is based on several factors. These include the age, education, and size of the resident labor force, types of employment available in and within commuting distance of the County, personal income levels, and most importantly the health and growth of the local business community.

1. Labor Force

Table I-12 shows the civilian labor force of the County has grown from 18,166 employees in 1980 to 31,249 in 2008. The proportion of the total population in the labor force has fluctuated between 36 percent and 41 percent between 1980 and 2008. The unemployment rate hit a low of 4.5 percent in 2000 although years not listed may have had comparable unemployment rates.

Table I-12
LABOR FORCE AND EMPLOYMENT 1980-2008

YEAR	TOTAL POPULATION	LABOR FORCE	% OF TOTAL POPULATION	EMPLOYED	UNEMPLOYED	RATE OF UNEMPLOYMENT
1980	50,549	18,166	35.9	17,043	1,123	6.2%
1985	56,823	23,208	40.8	21,459	1,749	7.5%
1990	65,070	24,893	38.3	23,125	1,768	7.1%
1995	69,516	29,667	42.7	28,154	1,513	5.1%
2000	70,423	27,189	38.6	25,977	1,212	4.5%
2004	72,511	30,686	42.3	28,971	1,715	5.6%
2008	74,989	31,249	41.3	29,984	1,345	4.3%

Sources: U.S. Census Bureau, 1980, 1990 and 2000 Census.

Bureau of Economic and Business Research, Florida Statistical Abstract, 1986 and 1996;

Enterprise Florida, 2005. Prepared by: NEFRC 2010.

2. Firms by Industry Category

Table I-13 provides information on the number and type of firms doing business in Putnam County. The firms reported are those covered as wage and salary employment under Federal Insurance Contribution Act (FICA) definitions and include private nonfarm employment and nonprofit organizations. Data for firms and employees exempt from FICA are excluded. These include: government, railroad employment, self-employed, domestic service, agricultural workers, and others of a similar nature. This data provides a sampling of the private business community. Table I-13 shows an increase in the number of employers by 31 percent between 1980 and 1990. However, the number of businesses in operation increased by four percent between 1990 and 1997. However, the number of businesses in operation increased by only one percent between 1997 and 2004. Table I-13 also shows that the industry type with the most growth was transportation and public utilities (46%), followed by finance, insurance and real estate (28%), and construction (27%). The least amount of growth occurred in mining and retail trade. The lack of retail trade growth can generally be attributed to a significant decrease in population growth from the previous decade and an overall slow growth in the disposable income of residents. NAICS and SIC data, released by the Bureau of Labor and Statistics, will be available in August of 2010.

Table I-13
EMPLOYERS BY INDUSTRY TYPE- SIC

INDUSTRY TYPE	NUMBER OF FIRMS					Percent Change 1990-97
	1980	1985	1990	1995	1997	
Agriculture, Forestry, Fisheries	8	10	19	22	21	10
Mining	4	4	5	6	5	0
Construction	60	96	94	127	128	27
Manufacturing	53	66	61	68	74	18
Transportation & Public Utilities	30	34	29	40	54	46
Wholesale Trade	43	50	52	56	65	20
Retail Trade	239	301	326	326	329	1
Finance, Insurance & Real Estate	57	78	79	96	110	28
Services	190	296	341	399	417	18
Unclassified Establishments	52	101	57	21	19	-200
TOTALS	736	1,036	1,063	1,027	1,102	4

Source: U.S. Census Bureau, County Business Patterns, 1980-1997. Prepared by: NEFRC, 8-05.

Prior to 1998, industries were categorized according to the Standard Industrial Classification System (SIC), which was designed by the U.S. Office of Management and Budget. However, a new classification system was implemented in 1998: the North American Industry Classification System (NAICS). Table I-14 shows industry type and the number of firms from 1998 to 2003 in Putnam County using the NAICS classification system.

**Table I-14
EMPLOYERS BY INDUSTRY TYPE- NAICS**

INDUSTRY TYPE	NUMBER OF FIRMS			Change
	1998	2000	2003	1998-2003
Forestry, fishing, hunting, and agriculture support	31	29	33	6%
Mining	5	5	7	40%
Utilities	8	9	10	25%
Construction	134	150	156	16%
Manufacturing	41	31	36	-12%
Wholesale Trade	55	44	36	-35%
Retail Trade	231	240	243	5%
Transportation & warehousing	43	42	42	-2%
Information	13	14	18	38%
Finance & Insurance	67	68	71	6%
Real Estate & rental & leasing	44	42	53	20%
Professional, scientific, & technical services	76	80	95	25%
Management of companies & enterprises	4	3	2	-50%
Admin, support, waste mgt, remediation services	52	55	64	23%
Educational Services	8	6	11	38%
Health care and social assistance	124	131	143	15%
Arts, entertainment & recreation	11	11	20	82%
Accommodation & food services	98	89	81	-17%
Other services (except public administration)	164	157	169	3%
Auxiliaries (except corporate, subsidiary & regional mgt)	1	1	-	-
Unclassified Establishments	18	12	1	-94%
TOTALS	1228	1219	1291	5%

Source: U.S. Census Bureau, County Business Patterns, 1998-2003.

Prepared by: NEFRC, 8-05.

Table I-14 shows the NAICS industry types and the number of Putnam County industry firms in each category between 1998-2003. Between 1998 and 2003, the number of Manufacturing (-12%), Wholesale Trade (-35%), Accommodation and Food Services (-17%), and Unclassified Establishments (-94%) decreased substantially. The number of

firms in the following categories had increases greater than 25 percent between 1998 and 2003: Mining (40%); Information (38%); Educational Services (38%); and Arts, entertainment & recreation (82%).

3. Employment by Industry Category

Because of the change from the SIC classification system to the NAICS classification system, comparisons between 1997 and 1998 cannot be made. Therefore, as was done for the number of firms in *Table I-13* and *Table I-14*, trends from 1980 through 1997 are presented in *Table I-15*, and 1998-2003 data is listed in *Table I-16*.

In the period 1980 to 1990, the number of employees increased by 31 percent as the number of businesses increased by 44 percent. Between 1990 and 1997, the numbers of employees increased by 15 percent while the number of businesses increased by only four percent. The mining, manufacturing and retail trade sectors lost employees between 1990 and 1997. On the other hand, the economic groups that experienced significant growth included agriculture, forestry and fisheries, services, transportation and utilities, and construction. The I sector with the most employees was services, followed by retail trade and manufacturing.

Table I-15
EMPLOYEES BY INDUSTRY TYPE -SIC

ECONOMIC SECTOR	NUMBER OF EMPLOYEES					Percent Change 1990-97
	1980	1985	1990	1995	1997	
Agriculture, Forestry, Fisheries	60	60	65	68	170	62
Mining	108	101	102	77	73	-40
Construction	305	594	587	799	818	28
Manufacturing	2,949	3,118	3,135	2,834	2,786	-13
Transportation & Public Utilities	570	423	400	688	563	29
Wholesale Trade	381	379	367	375	376	2
Retail Trade	2,244	3,095	4,049	3,830	3,889	-4
Finance, Insurance & Real Estate	329	392	486	487	501	3
Services	1,242	1,850	2,304	3,351	3,988	42
Unclassified Establishments	175	175	N/A	28	16	N/A
TOTALS	8,363	10,187	11,495	12,537	13,180	13

Source: U.S. Census Bureau, County Business Patterns, 1980-1997.

Prepared by: NEFRC, 8-05.

**Table I-16
EMPLOYEES BY INDUSTRY TYPE- NAICS**

INDUSTRY TYPE	NUMBER OF EMPLOYEES			Change
	1998	2000	2003	1998-2003
Forestry, fishing, hunting, and agriculture support	149	148	160	7%
Mining	60*	60*	73	22%
Utilities	389	385	421	8%
Construction	837	869	1,039	24%
Manufacturing	2,407	2,525	1,995	-17%
Wholesale Trade	350	257	248	-29%
Retail Trade	2,745	2,662	2,707	-1%
Transportation & warehousing	225	237	289	28%
Information	144	139	144	0%
Finance & Insurance	449	465	469	4%
Real Estate & rental & leasing	134	174	173	29%
Professional, scientific, & technical services	257	569	789	207%
Management of companies & enterprises	51	10*	10*	-80%
Admin, support, waste mgt, remediation services	216	211	266	23%
Educational Services	54	17	60*	11%
Health care and social assistance	2,167	1,923	2,572	19%
Arts, entertainment & recreation	60*	60*	103	72%
Accommodation & food services	1,415	1,137	1,152	-19%
Other services (except public administration)	834	776	801	-4%
Auxiliaries (exc corporate, subsidiary & regional mgt)	60*	60*	-	-
Unclassified Establishments	60*	10	10*	-83%
TOTALS	12,823	12,504	13,401	5%

* Range given by the Census; mean of range assigned.

Source: U.S. Census Bureau, County Business Patterns, 1998-2003. Prepared by: NEFRC, 8-05.

Table I-16 shows that between 1997 and 2003, the number of employees grew at the same rate as the number of employers: five percent. The sectors with the greatest increase in number of employees between 1997 and 2003 were: real estate (29%); Transportation and warehousing (28%); Construction (24%); Administration, support, waste management, remediation services (23%); and Mining (22%). The greatest losses in number of employees in terms of percent change were: unclassified

establishments (-83%), management of companies and enterprises (-80%), and wholesale trade (-29%).

H. Income

1. Personal Income

Table I-17 shows that total personal income have steadily increased throughout the 1980's and 1990's, reaching a total of \$1,281,562 in 2000. This represents a 68 percent increase since 1990. From 2000 to 2007, total personal income increased to \$1,761,473, which is a 27 percent increase.

Per capita personal income has also been steadily increasing in the County through the 1990's, reaching \$18,195 in 2000, which represents a 56 percent increase from 1990. Between 2000 and 2007, per capita personal income increased by 23 percent. Although per capita income has been increasing in Putnam County, it remains one of the lowest in the Northeast Florida region and the State of Florida.

**Table I-17
PERSONAL INCOME, 1980-2007**

PLACE OF RESIDENCE PROFILE	1980	1985	1990	1993	1997	2000	2003	2007
Total Personal Income	\$ 331,376	\$ 555,090	\$ 764,156	\$ 946,993	\$ 1,168,005	\$ 1,281,562	\$ 1,462,141	\$ 1,761,473
Non-Farm Personal Income	\$ 322,198	\$ 544,250	\$ 750,802	\$ 931,950	\$ 1,152,832	\$ 1,268,786	\$ 1,448,819	\$ 828,985
Farm Income	\$ 9,178	\$ 10,840	\$ 13,354	\$ 15,043	\$ 15,173	\$ 12,776	\$ 13,322	\$ 12,122
Per capita personal income	\$ 6,521	\$ 9,475	\$ 11,696	\$ 13,972	\$ 16,667	\$ 18,195	\$ 20,371	\$ 23,914

Source: Bureau of Economic Analysis, U.S. Department of Commerce. Prepared by: NEFR, 2010.

2. Real Disposable Income Per Capita

Real disposable income per capita is an indication of the real dollars available for consumption and savings per person in the County. *Table I-18* shows a steady increase between 1980 and 1999.

Table I-18
REAL DISPOSABLE INCOME PER CAPITA

Year	Real Disposable Personal Income Per Capita
1980	\$11,450
1990	\$13,300
1995	\$14,450
1999	\$15,520

Source: Bureau of Economic and Business Research. Prepared by: NEFRC, 8-05.

3. Cost of Living Price Index

This measure of current prices is calculated annually by the State of Florida based on a "market basket" of goods and services. The State average is set at 100 percent and each county is then compared with that number. Putnam County's index has ranged from a high of 96.49 percent in 1985 to a low of 91.92 percent in 1995, as shown in *Table I-19*. However, there has been a slight increase to 95.74 percent in 2009 since 1995. The County consistently exhibits a lower cost of living than the State and most of the Northeast Florida region.

Table I-19
PRICE LEVEL INDEX, 1985-2009

COUNTY	INDEX YEAR					
	1985	1990	1995	2000	2004	2009
Baker	96.9	89.0	90.3	92.5	92.5	97.48
Clay	98.2	94.6	95.8	94.6	93.7	99.54
Duval	98.0	97.4	98.1	97.0	97.2	101.90
Flagler	98.9	95.4	96.3	96.4	94.3	94.44
Nassau	95.6	95.7	94.9	93.0	93.9	99.13
Putnam	96.5	93.3	91.9	93.1	92.7	95.74
St. Johns	98.8	98.1	98.5	97.1	96.5	98.48

Source: Bureau of Economic and Business Research, University of Florida.

Prepared by: NEFRC, 2010.

5. Commercial Banks and Savings and Loan Activity

Table I-20 shows banking, savings and loan activity for the specified years between 1980 and 2008. Deposits per capita have steadily increased; however savings have fluctuated from a low of \$1,683 in 1980 to \$2,409 per capita in 1991. In 1992 and 1993, Putnam County had twelve banks. Since then, there has been a decrease to the point where that are six banks in the County today.

**Table I-20
COMMERCIAL BANKS / SAVINGS AND LOAN ACTIVITY, 1980-2008**

Year	Population	Number of Banks	Total Deposits [Thousand]	Deposits Per Capita	Number Of S&Ls	Volume Savings	Savings Per Capita
1980	50,549	3	\$100,658	\$1,991	2	\$85,051	\$1,683
1985	56,823	-	-	-	2	\$132,081	\$2,324
1990	65,070	11	\$244,149	\$3,752	5	\$155,962	\$2,349
1991	66,000	11	\$258,789	\$3,921	5	\$159,016	\$2,409
1992	67,800	12	\$281,463	\$4,151	4	\$134,096	\$1,978
1993	67,600	12	\$279,877	\$4,140	4	\$140,819	\$2,083
1999	72,833	8	\$559,000	\$7,675	na	na	na
2003	71,971	6	\$489,000	\$6,794	na	na	na
2008	74,989	6	\$718,000	\$9,575	na	na	na

na = data not available

* Total Commercial Banks, State-chartered banks and trust companies, and credit unions

** Total of Commercial Banks, State-chartered banks and trust companies, and credit unions

Source: Florida County Comparison 1981-1995 C-8 & 9

Florida Statistical Abstract 1992 & 2004.

Florida County Perspectives, Bureau of Economic and Business Research

Prepared by: NEFRC, 2010.

I. Infrastructure

1. Ground Transportation

Transportation facilities are important to the future growth and development of a community's economy. The Florida Intrastate Highway System (FIHS) runs through the County. The FDOT five-year work program in *Table I-21* details planned improvements to the present system.

Table I-21
STATE OF FLORIDA DEPARTMENT OF TRANSPORTATION
5-YEAR CONSTRUCTION PLAN
2010 - 2014

Item No	Project Description	Work Description	Length	2010	2011	2012	2013	2014
Highways: State Highways								
Item No	Project Description	Work Description	Length	2010	2011	2012	2013	2014
4135331	D2-PUTNAM COUNTY TRAFFIC LIGHTING MAINTENANCE	TRAFFIC CONTROL DEVICES/SYSTEM	.000	54 OPS	56 OPS	58 OPS	59 OPS	63 OPS
2100142	SR 100 FROM CLAY C/L TO AIRPORT ROAD	RESURFACING	17.611	286 ROW 12,991 CST				
2100283	SR 15 (US 17) FROM CR 309 IN SATSUMA TO W.OF DUNN CREEK BRIDGE	ADD LANES & RECONSTRUCT	2.803	153 PE				
2100132	SR 15 (US 17) FROM VOLUSIA C/L TO CR 309	PD&E/EMO STUDY	17.442	94 PDE				
2100286	SR 15 (US 17) FROM CR 309 IN SATSUMA TO W. OF DUNN CREEK BRDGE	RIGHT OF WAY ACQUISITION	2.803	2,839 ROW				
2099583	SR 15 (US 17) FROM CR 309 TO CURRIE RD	RESURFACING	5.709	54 CST				
4244701	SR 15 (US 17) FROM JUNCTION ROAD TO LAUREL LANE	RESURFACING	2.482	65 PE		2,190 CST		
2100206	SR 15 (US 17) FROM SR 100 TO SR 19	LANDSCAPING	.934	1 PE		142 CST		
2100205	SR 15 (US 17) FROM SR 19 TO CR 209	RESURFACING	3.242	4,006 CST				
2100284	SR 15 (US 17) FROM W. DUNN CREEK BRIDGE TO N. BOUNDARY RD IN SAN MATEO	ADD LANES & RECONSTRUCT	3.801	60 PE				
4252781	SR 15 (US 17) FROM: CAMPGROUND ENTRANCE TO: BEGIN OF MEMORIAL BR.	LIGHTING	3.220	20 PE		1,364 CST		
2100285	SR 15 (US 17) FROM W. DUNN CREEK BRIDGE TO N. BOUNDARY RD IN SAN MATEO	RIGHT OF WAY ACQUISITION	3.801	8,308 ROW				
4243591	SR 19 @ POINT OF WOODS TRAIL	ADD TURN LANE(S)	.008		1,000 CST			
2099753	SR 19 FROM N. OF SR 100 TO SR15/US 17	LANDSCAPING	.814	1 PE		93 CST		
2099752	SR 19 FROM SR 100 TO US 17	MAINTENANCE RESURFACING (FLEX)	1.029	1,631 CST				
4234241	SR 20 FROM ALACHUA C/L TO CR 315	RESURFACING	12.060	10 PE		8,642 CST		
2100244	SR 20 FROM ALACHUA C/L TO LAKE SHORE DRIVE	ADD LANES & RECONSTRUCT	6.089	2 PE				1,500 ENV
2099691	SR 20 FROM CR 315 (INTERLACHEN) TO ROWLAND AVE	ADD LANES & RECONSTRUCT	5.111	104 ROW 239 CST 400 INC				
2100041	SR 20 FROM FRANCIS TO SR 19	ADD LANES & RECONSTRUCT	3.769	89 ROW				
2100245	SR 20 FROM LAKE SHORE DRIVE TO CR 315 IN INTERLACHEN	ADD LANES & RECONSTRUCT	4.696	2 PE				1,500 ENV
2100046	SR 20 FROM SR 19 TO PALM AVE	LANDSCAPING	.832	1 PE		482 CST		
2100335	SR100(US17)PALATKA REBUILD RAILROAD CROSSING RR# 620968R	RAILROAD CROSSING	.200	1 CST				
4247291	SR15(US17) REED AVE. @ BROWNING LANE/PUTNAM COUNTY BLVD.	ADD LEFT TURN LANE(S)	.001		231 CST			
2099602	SR19 AT CROSS FL BARGE CANAL BR# 760002	BRIDGE - PAINTING	.506		55 PE			
Highways: Local Roads								
Item No	Project Description	Work Description	Length	2010	2011	2012	2013	2014
4243291	CR 21 FROM MARION COUNTY LINE TO SR 20	RESURFACING	8.175				2,453 CST	
4243311	CR 209 FROM WEST RIVER RD TO PALMETTO BLUFF RD	WIDEN/RESURFACE EXIST LANES	8.137				2,441 CST	
4038553	CR 309C FROM SR 20 TO SR 100	ROAD RECONSTRUCTION - 2 LANE	3.010	77 ROW				
4262571	CR 315 FROM: SLEEPY HOLLOW DRIVE TO: INTERLACHEN LIBRARY	BIKE LANE/SIDEWALK	2.082	63 CST				
4262131	EAST GRAND RONDO FROM: CENTRAL STREET TO: CR 308	BIKE LANE/SIDEWALK	.100	9 CST				
4262651	LAKE STREET FROM: US 17 TO: CISCO ROAD	BIKE LANE/SIDEWALK	3.835	24 CST				
2122953	LAKE STREET/SIDEWALK FROM US 17 TO SISCO ROAD	SIDEWALK	.000		1,427 CST			
4263181	MOSELEY AVENUE FROM: EDGEMOOR STREET TO: US 17/SR 100	RESURFACING	1.610	215 CST				
4262111	SILVER LAKE DRIVE FR: MAJOR DEVALL OUTFALL TO: TWO MILE CREEK	REPLACE OR WIDEN BR CULVERT	3.440	60 CST				
4263171	ST. JOHNS AVENUE FROM: SR 19 TO: PALM AVENUE	RESURFACING	.693	17 CST				
Highways: Off State Hwy Sys/Off Fed Sys								
Item No	Project Description	Work Description	Length	2010	2011	2012	2013	2014
4263921	SR 100(ALONG SR 100) FROM: CLAY C/L TO: CR 315	BIKE PATH/TRAIL	.000	1 ROW 2,020 DSB				
Public Trans.: Intermodal								
Item No	Project Description	Work Description	Length	2010	2011	2012	2013	2014
4105722	PRIDE OF FLORIDA DOCK TERMINAL IMPROVEMENT AND FERRY BOAT PURCHASE	SEAPORT REVENUE/OPERAT PROJECT	.000	496 CAP				
4105721	ST.JOHNS RIVER WATER TAXI/ FERRYBOAT PROJECT (PALATKA)	SEAPORT REVENUE/OPERAT PROJECT	.000	573 CAP				

Item No	Project Description	Work Description	Length	2010	2011	2012	2013	2014
Public Trans.: Aviation								
Item No	Project Description	Work Description	Length	2010	2011	2012	2013	2014
4251711	PALATKA DESIGN & CONST AIRPORT DRAIN PFL0007505	AVIATION PRESERVATION PROJECT	.000				500 CAP	500 CAP
4074503	PALATKA CONST CORPORATE HANGAR UPIN: PFL0003551	AVIATION PRESERVATION PROJECT	.000	500 CAP				
4258771	PALATKA DESIGN & REHAB ACCESS/T-HANGER RD & AIRPORT DRAIN PFL004351	AVIATION PRESERVATION PROJECT	.000		700 CAP			
4074505	PALATKA DESIGN/CONST BULK HANGAR PFL0004347	AVIATION PRESERVATION PROJECT	.000			500 CAP		
Public Trans.: Transit								
Item No	Project Description	Work Description	Length	2010	2011	2012	2013	2014
4267731	ARRA PUTNAM COUNTY RIDE SOLUTION INC. 5311 PREVENTIVE MAINTENANCE	VEHICLE PREVENTATIVE MAINT	.000	224 CAP				
4233031	PUTNAM COUNTY FED SECT 5311 RURAL TRANSIT FUNDING	OPERATING/ADMIN. ASSISTANCE	.000	459 OPS	482 OPS			
4233231	PUTNAM COUNTY FED SECT 5311 RURAL TRANSIT FUNDING	OPERATING/ADMIN. ASSISTANCE	.000			486 OPS	511 OPS	558 OPS
4252891	5317 NEW FREEDOM PRG PUTNAM CO. - NON URBAN	OPERATING/ADMIN. ASSISTANCE	.000	131 OPS				

Source: Florida Department of Transportation, 2010

2. Rail Transportation

Rail service is offered to Putnam County by CSX Transportation. The company operates approximately 39 miles of Class 4 track in the County. Amtrak passenger trains and freight serve the County.

3. Air Service

The major air service for commercial carriers is supplied through the Jacksonville, Daytona Beach, Orlando/Sanford International Airports, or through Gainesville Regional Airport. There are approximately 90 departures daily at the Jacksonville International Airport.

The Palatka Municipal Airport at Kay Larkin Field is a local commercial/executive airport in Palatka with general aviation facilities. Through 2010, the following improvements have been budgeted by the Florida Department of Transportation at the Palatka Airport: T-hangar construction (2 projects); extend Airport Road; stormwater Master Plan; purchase refuel trucks; RCST / repair / overlay taxiway; construct / expand terminal facility; and construct / extend apron.

4. Water Transportation

The Putnam County Port Authority operates a barge port on the St. Johns River offering docking facilities. Downstream, the Port of Jacksonville provides a full service international deep-water port.

5. Electricity

Clay Electric Cooperative, Florida Power and Light Company and Seminole Electric Cooperative serve the energy needs of Putnam County. These utilities generate over 1699 megawatts of energy within the boundaries of the County. The County is linked to neighboring utilities via transmission facilities rated up to 500 KV.

6. Natural Gas

Natural gas is provided by the Palatka Gas Authority to the City of Palatka and Crescent City.

7. Potable Water

Potable water is available through municipal systems within the five incorporated areas in the County and the County East Palatka Water System. Business, industry and residents operating or living outside the cities must obtain water from wells or provide new potable water systems. For the most part, the current policy of municipalities requires annexation of the municipality are seeking public potable water services.

8. Sanitary Sewer

Wastewater treatment systems are located in the City of Palatka, Crescent City, and Welaka. Business, industry and residential users located outside of these municipal boundaries or within the boundaries of Interlachen and Pomona Park are required to have on-site septic tanks or provide new wastewater treatment systems. Current

municipal policy requires annexation into the corporate limits to receive sewer services.

A new central wastewater treatment and collection system is planned for the East Palatka area.

J. Health Services

Available health care services and practitioners are usually measured in the number available per 1,000 people in the general public. *Table I-22* shows the number of dentists, physicians and hospitals per thousand. The number of dentists per thousand increased to the year 1991, but then decreased through 2008. The number of physicians decreased in the mid 1990s, but increased substantially between 1999 and 2008.

K. Public Finance

Governmental revenues and expenses have undergone major changes in the past few years. Federal sources have been cut, so the revenues have had to be made up by each locality and the state. Although total revenues have followed a predictable rate of increase, the sources of the revenues have changed. Revenues for Putnam County have continued to increase as have expenses. *Table I-23* shows that in 2007, revenues per capita amounted to \$1,488 while expenses were \$1,641 per capita.

Table I-22
HEALTH CARE SERVICES AND PRACTITIONERS, 1980-2008

Year	Number Of Dentists	Dentists Per Thousand	Number Of Physicians	Physicians Per Thousand	Number Of Hospitals	Total Hospital Beds	Beds Per Thousands
1980	11	0.22	31	0.61	1	120	2.6
1985	13	0.23	48	0.84	1	120	2.2
1990	16	0.25	64	0.98	1	141	2.2
1991	17	0.26	67	1.02	1	141	2.1
1992	15	0.22	65	0.96	1	141	2.1
1995	15	0.22	73	1.05	1	161	2.3
1997	16	0.21	69	0.98	1	161	2.3
1998	14	0.20	60	0.84	1	161	2.3
1999	15	0.21	61	0.84	1	161	2.2
2004	13	0.18	74	0.98	na	na	na
2008	12	0.16	73	1.0	1	141	1.91

na = data not available

Source: Bureau of Economic and Business Research, University of Florida.

Prepared by: NERFC, 2010

**Table I-23
PUBLIC FINANCE:
GOVERNMENT REVENUES / EXPENDITURES PER CAPITA, 1985-2007**

Year	Revenues Total (\$1,000)	Expenses Total (\$1,000)	Revenues Per Capita (\$)	Expenses Per Capita (\$)
1985-86	29,702	31,006	508	530
1990-91	47,173	48,920	715	741
1991-92	47,759	45,325	705	669
1992-93	49,972	52,861	739	782
1996-97	63,709	58,655	907	835
2000-01	73,937	72,795	1,030	1,028
2001-02	77,850	74,530	1,088	1,045
2006-07	129,242	392,062	1,448	1,641

Source: State of Florida Local Government Financial Report 1985, 1992-93.

Florida County Perspective, Bureau of Economic and Business Research

Bureau of Economic and Business Research Florida Statistical Abstract, 2009.

Prepared by :NEFRC, 2010

L. Tourism

Tourism was part of the early economy of Putnam County. During the 1880's, Putnam County and many of its towns along the St. Johns River and its tributaries were tourist destinations. Steamers operated daily, taking visitors to various destinations up and down the river.

In more recent years, sports fishing and tournaments have attracted visitors to the County. In addition, many festivals are held annually in Putnam County.

In 1993, the tourist development tax was passed and the County Commission, by ordinance, established the Tourist Development Council to oversee the tourist development promotional and advertising activities. The tourist development tax produced over \$217,000 in revenue in 2009. The County Commission also contracted with the Putnam County Chamber of Commerce to coordinate the Council's affairs.

Rather than plunge into the modern day tourism industry, a conceptual plan for tourism development for the County was prepared through the joint effort of the County, the Chamber of Commerce, the Putnam County Tourist Development Council, the Florida Sea Grant College, the Sea Grant Extension Program, and the Cooperative Extension Service at the University of Florida.

During the planning process, one of the major potential features identified for the County to develop was the broad area of eco-tourism. The County's outstanding natural resources enhance a nature-based tourism initiative. An inventory of tourist-based services was prepared that included accommodations, restaurants, recreation facilities, shopping and other services needed to support the tourism industry.

Based upon findings, a broad-based group from the community took the original "conceptual schematic" and began to further identify Putnam County's tourist "product" and the "product improvement" and began to further identify Putnam County's tourism development initiative. The product improvements identified for the Tourism Marketing

Plan were:

1. Improve waterfront areas, as appropriate, to accommodate river boat tours and related water enterprises.
2. Encourage and support improvement in the visual appeal of the County and its roadways.
3. Assess the feasibility of showcasing and promoting the uniqueness of Putnam County's towns to lend authenticity to tourism attraction and improve the tourist "product" package.
4. Develop a uniform tourism information signage system for use with self-guided tours, gateways, and tourist sites.
5. Work to increase and/or upgrade bed and breakfast facilities, motels and hotels, and campgrounds as needed.
6. Provide assistance to new and existing tourism-related retail sector businesses.
7. Identify and support preservation of natural, agricultural, recreational, and historic sites that lend themselves to tourist use.
8. Develop new nature-oriented attractions that attract tourists.
9. Identify and develop nature, art, and history related activities that attract tourists.
10. Develop outdoor facilities that attract tourists such as bike lanes and trails, hiking trails, canoe trails and horse trails.
11. Identify and develop tourism activities using existing natural resources.
12. Promote the development of guide type businesses for historic, cultural, and nature-based tourism.

The County has instituted the local option tourist development tax and the Chamber of Commerce serves as the administering agency for the Tourist Development Council. As such, the Chamber makes recommendations on programs and activities and administers any grants made by the Council. Three counties in the northeast Florida region have instituted this tax: Duval, Flagler and St. Johns. These funds are made available to the local government to make needed improvements to help to accommodate tourism locally.

IV. Public Sector Involvement in Economic Development

The public sector, consisting of federal, state and local units of government, can play an important role in shaping the business climate for creating jobs. These agencies can provide assistance and offer a number of incentives to promote economic development.

A. Incentives

One type of incentive that Putnam County offers is Industrial Revenue Bonds (IRBs). IRBs may be issued by the County Development Authority on behalf of any company that is credit-worthy and can guarantee the repayment of the bonds. The advantage of an IRB is that it may carry a lower interest rate than other forms of financing. The Development Authority can also buy land, construct buildings and sell or lease them to private parties in order to promote economic development.

The Board of County Commissioner created an economic development fund to be used to induce business development within the County. Tax credits are given to new or expanding industries based upon new capital investment, number of new primary jobs created, average annual wage of the new jobs, total payroll and projected payroll. The amount of the tax credit in any year shall not exceed the amount of ad valorem taxes paid by the industry.

B. State Involvement In Economic Development

Enterprise Florida, a public/private partnership, has taken over the functions of the Florida Department of Commerce. Public and private monies fund this organization. The Chamber of Commerce, as the designated economic development representative for Putnam County, is an affiliate of Enterprise Florida.

Florida offers a number of incentives for business expansion and relocation in the State. For example the Economic Development Transportation Fund is available to local governments to fund road improvements that are needed for business expansion or relocation within their jurisdiction. Other incentives are the Qualified Target Industry Refund Program, the Quick Response Training Program, and the Qualified Defense Contractor Tax Refund Program.

A number of other State agencies provide assistance to new and expanded businesses. One is the Florida State Rural Economic Development Initiative, which promotes assistance for rural counties and municipalities. This Council has assisted with funding the East Palatka water/sewer system. Through the efforts of the Council, the Rural Community Development Revolving Loan Fund Program was enacted and funded during the 1996 legislative session.

Under the Rural Economic Development Initiative, the area encompassed by Baker, Bradford, Columbia, Dixie, Gilchrist, Hamilton, Jefferson, Lafayette, Levy, Madison, Putnam, Suwannee, Taylor, and Union Counties was designated as a Rural Area of Critical Economic Concern in 1999 and then in 2003 was given the designation as a Rural Area of Critical Economic Concern (RACEC) by the Florida Governor. This designation was recertified in 2008 for the North Central region covering Baker, Bradford, Columbia, Dixie, Gilchrist, Hamilton, Jefferson, Lafayette, Levy, Madison, Putnam, Suwannee, Taylor and Union Counties. Such designation entitles priority assignment for the Rural Economic Development Initiative and the criteria, requirements, or provisions of the economic development incentives may be waived.

The State of Florida has a number of agencies that provide assistance to local government units in furthering economic development within communities:

- The Florida Enterprise Zone Act offers corporate income tax credits as incentives for job creation. Currently, Putnam County has a 20 square mile area that has

been designated as a Florida Rural Enterprise Zone, including portions of the Palatka urban area, Crescent City, and the Town of Interlachen. To be designated as a Florida Rural Enterprise Zone, the nominating county or city must have a population of 75,000 or less; or, have a population of 100,000 or less and be contiguous with a population of 75,000 or less. The Putnam County Enterprise Zone Development Agency is the governing body for the zone in this area

- The Community Development Block Grant Program promotes job creation by partially funding for-profit business ventures that create jobs. The program also provides for infrastructure funding to assist in the siting of a business that creates new jobs. The Community Development Corporation Support and Assistance Program is designed to provide interest-free funds to local community development corporations which, in turn, make below market-interest loans to businesses located in areas targeted for revitalization.
- The Business Assistance Committee has been created by the Chamber of Commerce and the First Coast WorkForce Development Board to provide assistance to existing businesses. The committee regularly visits Putnam County businesses and industries and surveys them to determine their needs, particularly in the area of training.
- The Putnam County Chamber of Commerce provides both existing and new businesses access to the University of North Florida's Small Business Economic Development Center for business counseling and assistance.
- Small and minority owned businesses can also obtain assistance, advice and counseling from the Minority Business Development Centers and the Small Business Development Centers.

V. Private Sector Participation in Economic Development

The Chamber of Commerce represents the business and professional community in the County. For many years, the Chamber has taken the lead role in promoting economic development by:

- Compiling and disseminating information on County demographics and economic conditions.
- Providing business and residential relocation information.
- Providing tourism and visitor information.
- Offering "Quality" training to local businesses.
- Working to enhance the educational system of the County.
- Keeping members informed on issues important to the business community.

VI. Public/Private Partnership

In 1996, the Chamber of Commerce formed the Committee of 100, which is now the Putnam County Economic Development Council, to bring together public and private resources to foster the countywide attraction of new competitive wage-paying companies and the creation of employment through the retention and expansion of existing business and industry.

Through the Putnam County Economic Development Council, a public/private partnership was created to further economic development. The County and; Crescent City, Interlachen, Palatka, Pomona Park, and Welaka are participating partners with the Committee of 100. Each governing body has a seat on the Steering Committee and participates in the decision-making process.

As a result of this partnership, a strategic plan for Putnam County was developed by a diverse group of elected officials, business executives, community leaders and Chamber staff. This plan is updated annually (see Appendix A: *A Five-Year Strategic Plan for the Putnam County Economic Development Council*).

During the development of the strategic marketing plan, the strengths and weaknesses of Putnam County were identified. Internal and external audiences were identified, goals and objectives were established and success measures were adopted. The marketing plan, along with goals, objectives and polices of this Element should provide the impetus and guidance of future economic development activities of the public/private partnership. As a result of the formation of this partnership, the Putnam County Commission, by contractual agreement, officially designates an economic development representative, to carry out economic development programs and activities in the County.

In addition, Putnam County is also in partnership with the First Coast Marketing Coalition, which is known as "Cornerstone". Included in this partnership are Putnam, Flagler, St. Johns, Baker, Duval, Clay, and Nassau Counties.

VII. Community Vision

In the fall of 2001, Putnam County began a series of public workshops and hearings regarding the EAR-based update to the County's Comprehensive Plan. During these workshops and hearings it was recognized that there was a need to develop a long-term community vision to prepare a more meaningful Comprehensive Plan that would adequately address problems and issues unique to Putnam County and achieve a desired future for the citizens. This visioning process was known as the "Better Place Plan".

The community visioning workshops focused on four target issue areas of interest: (i) quality of life; (ii) economic development; (iii) natural resources and recreation; and (iv) transportation and infrastructure. The three most popular responses for improving economic development in the County were: (i) improve education, training and workforce development; (ii) conduct sound planning for economic development including the identification of business parks and utilization of enterprise zones, and (iii) promote nature-based tourism, heritage, cultural and natural resources and establish a riverboat. Other ideas for improving economic development that also ranked high included:

- Better shopping and entertainment opportunities;
- Attract clean business and industry;
- Community appearance and code enforcement;
- Improve infrastructure;
- Fix homestead exemption/tax everyone;
- Recreational opportunities; and
- Improve tax base.

The results of the community needs assessment survey confirmed the input received at the visioning workshops. When asked what factors are important to the quality of life in Putnam County, 49 percent of survey respondents chose job opportunities followed by quality of education (40%) and the condition of roads (26%). When survey respondents were asked to rank the quality of life on a scale of one to 10, with 10 being the highest and one the lowest ranking, the average score was 5.31, indicating there is significant room for improvement. When survey respondents were asked if they were optimistic about the economic future of the County, sixty 60 percent responded “yes”, and 36 percent responded “no” with four percent “not sure”.

Survey respondents indicated that the three most important strengths for retaining and bringing businesses and jobs to Putnam County are quality schools and training (39%), skilled workforce (28%) and real estate costs (27%). The biggest weaknesses perceived by survey respondents are unskilled workforce (47%), community appearance (36%) and inadequate infrastructure (26%) and permitting process (26%).

From 2003 to 2010 Putnam County has used Better Place funds for over seventy projects and has committed or expended \$44,808,451 of the \$45, 995,726 total revenues (these are finances sources received to date from the fiscal year 2003 through 2010). In the year 2010 the total funds remaining were \$1,723,741.

Eight-six percent of the expenditures were for roads or transportation infrastructure projects while three percent of the expenditures are for recreation/quality of life projects. The summary below identifies the types of projects and the associated expenditures.

PROJECTS - COMMITMENTS/EXPENDITURES

COMMITMENT	EXPEND. TO DATE	REMAINING COMMITMENT	BPP PROJ. CODE	COMMENTS
			03-2003-003	E. Putnam Regional Water - 275,000 max/annum (Loan Payment-if needed)
(782,215)	782,215	Completed	03-2003-006	CR309 Resurface/Widen (Plus FDOT 1,024,000)
(328,860)	343,940	Completed	03-2003-007A	Resurface County Paved Roads - Phase I
(776,569)	726,942	Completed	03-2003-007B	Resurface County Paved Roads - Phase II
(1,634,180)	1,356,010	Completed		Resurface County Paved Roads - FY 2007
(367,459)	366,595	Completed	03-2003-008	3 Pieces of Equipment for Drainage Crew
(20,000)	20,000	Completed	03-2003-009	Transportation Hub - Train Station Renovations

(400,000)	357,580	Completed	03-2003-010	Emergency Communications - Towers at San Mateo & Hollister
(346,612)	346,243	Completed	03-2003-012	Senior Citizens Center & Crescent City Library Parking
(69,488)	69,488	Completed	03-2003-015	Sportsman Harbor Roads Resurfacing
(3,000,000)	2,470,153	Completed		Road Resurfacing Projects
(25,975,032)	21,551,372	Completed	12-2003-021	Dirt Road Improvement Program - 50 miles in 5 years
(40,000)	32,460	Completed	12-2003-022	River Street Resurfacing
(48,373)	48,373	Completed	12-2003-023A	Fair Authority - Tilton Arena Roof Replacement
(25,000)	65,692	Completed	12-2003-023B	Fair Authority - Install new Wastewater System
(410,000)	400,749	Completed	1-2004-024	Triangle Recreation Facility Expansion
(30,000)	30,000	Completed	1-2004-025	Francis Recreation Facility Improvements
(282,137)	282,137	Completed	06-2004-026	Bostwick Community Center Rebuild
(224,472)	224,472	Completed	12-2005-37	FDOT06-SCRAP-Bardin Road Widening & Resurfacing (Completed)
(380,924)	380,924	Completed		CR309C Widening/Improvements (Completed)
(24,700)	24,700	Completed		BPP006-Marvin Jones Road (Completed)
(34,704)	34,704	Completed		FDOT10-SCOP-Yelvington Road (Completed)
(1,200,000)	858,869	Completed		BPP006-Beecher Springs Road
(939,827)	939,827	Completed		FDOT07-SCRAP-CR308 (Completed)
(600,000)	82,066	Completed		FDOT08-CR309-Phase 2
(504,367)	504,367	Completed	06-2006-044	West Tocol, Phase II (Completed)
(568,090)	566,766	Completed		Cisco Dirt Road Paving Project
(367,110)	366,858	Completed		Kelly Smith/Gail/Peoples Paving Project
(151,352)	141,582	Completed	M9G301	Tropic/Palm way Dr. Paving Project
(25,870)	103,028	Completed		St. John - Moody Turn Lane & Floridian Club Road Paving
(570,716)	170,738	Completed		Pleasant Street Paving & Drayton Island Paving
(1,331,685)	-	Completed	07-2006-045	San Mateo Road (1.34 miles of dirt-to-pavement)
(575,000)	-	(575,000)	07-2006-048	Frances Area Resurfacing and Paving Project
(412,637)	412,637	Completed		BPP06 - Davis Lake Road Paving (Completed)

(317,755)	317,755	Completed	08-2006-049	Shaggy Lane Paving (\$317,460 BPP/\$169,510 MSBU) (Completed)
(800,000)	243,734	Completed		Lake Serena Drive Paving
(60,000)	60,000	Completed		Palmer Sawmill Paving (Completed)
(329,289)	693,508	Completed		Ashley St./Rutledge Rd. MSBU Paving (\$325,500 BPP/\$323,506 MSBU)
(98,490)	98,490	Completed	05-2006-043	County Health Building Expansion (Completed)
(14,883)	10,000	Completed	03-2005-027	Welcome Wall Contribution
(17,262)	17,262	Completed	03-2005-028	Restrooms-Triangle Park
(1,125,000)	1,930,355	Completed	05-2005-031	Purchase of Old BellSouth building for Emergency Operations Center
(90,000)	89,124	Completed		CR315 Widening - In-house
(82,121)	82,121	Completed	06-2006-047	Interlachen Branch Library Expansion (\$500,000 Grant/\$100,000 BPP)
(2,467,238)	2,467,238	Completed		Business Park Shell Bldg. (To be reimbursed from sale of bldg.)
(500,000)	275,000			Water System Debt Retirement
(4,462,382)	4,462,382	(0)		Debt Service Costs - Including closing costs on financing

44,808,452

Source: Putnam County, 2010

TOTAL EXPENDITURES TO DATE

APPENDIX A

PUTNAM COUNTY

Chamber of Commerce

A FIVE-YEAR STRATEGIC PLAN

for the

Putnam County Economic Development Council
Palatka, Florida

2005-2010

PUTNAM COUNTY ECONOMIC DEVELOPMENT PLAN

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This plan was developed by gathering input from business and community leaders across the county, convening a planning session on October 5, 2001, and updated during a planning session on November 22, 2004, utilizing county and regional economic data.

PUTNAM COUNTY'S ECONOMIC DEVELOPMENT VISION STATEMENT

To promote an improved standard of living throughout Putnam County by implementing a focused approach to business and industry development using public and private resources that foster the attraction of new competitive wage paying companies and the creation of new employment opportunities through the retention and expansion of existing businesses and the location of new businesses in a way that enhances Putnam County's image as a progressive and business-friendly place.

ROLE OF THE PUTNAM COUNTY CHAMBER OF COMMERCE

The role of the Chamber of Commerce is to act as the County's economic development agency, with specific responsibilities to:

- Continue working relationship with government officials to foster coordinated economic development activities through the Putnam County Economic Development Council.
- Promote an environment where all government entities within the County work cooperatively on economic development projects and growth management issues.
- Promote the health and expansion of existing businesses;
- Attract new businesses, especially industries that pay competitive wages;
- Provide technical assistance to businesses and help businesses access the broad array of economic development programs;
- Market Putnam County to target industries and regions;
- Maintain information and databases relevant to economic development;
- Identify infrastructure and land use issues, including industrial/commercial sites, and participate in planning efforts to ensure these issues are considered;
- Support community development efforts that increase the attractiveness of the community; and
- Support workforce efforts that increase the skill and education level of the county's labor force.
- Provide recommendations and support local governments regarding implementation of the "Better Place Plan".
- Promote and expand existing and future regional, state and federal relationships.

CRITICAL ECONOMIC TRENDS

Over the past several decades many factors affecting economic development have changed. These trends have affected how economic development agencies proactively address and respond to drivers of a new economy. The following are economic trends that influence the future of Putnam County.

- The United States has moved from a goods-producing industry to a service-oriented economy. Increasingly, technical and professional jobs are found in the service sector. This allows competitive wage jobs to be located in commercial areas and downtowns, as well as industrial sites.
- Technology has shifted from the industry sector to being a tool for all industries. Therefore, the need for basic computer skills and other information service occupations transcends almost all manufacturing, trade and service jobs.
- Attracting new jobs is as much about attracting workers as it is about attracting the firms themselves. Because of this, quality of life issues such as the attainment level of K-12 education system, quality housing, recreation and cultural opportunities become important economic contributors.
- Vibrant and attractive central cities are now viewed as an advantage over communities with less active downtowns.
- Because we have moved from a goods to a service producing economy, transportation has become as much about moving people as it has raw materials and products.
- Approximately 80 percent of all new jobs come from the expansion and spin-offs of existing companies.
- The wage gap between those with a high school education and those with a college degree continues to increase. More jobs require a college education, and those that do not require a college degree demand basic computer, math, and communications skills.
- Economies are no longer local—they are regional and global in nature. Businesses and their workers view “home” as a multi-county region. The need for collaboration among government and economic development councils is a growing necessity if any region is to be successful.
- Quality and innovation drive the creation of primary jobs. Therefore, promoting an area on cheap land and labor is no longer a primary advantage to attract industries that pay competitive wages.
- The competitiveness of existing manufacturing industries will be critical as low cost production continues to move overseas. Issues of market access and a skilled workforce, as well as the cost of doing business will increasingly drive the location of manufacturing jobs in Florida and the US.

How Economic Trends Affect Putnam County

- Increasingly, livable wage job opportunities will be found in service sector industries. In addition to large employers, there will be an increasing number of smaller businesses, providing an opportunity to redevelop existing commercial sites that already have basic infrastructure.
- Skilled workers will continue to dominate location and expansion decisions for all industries. It is no longer sufficient to just have available workers—they must have strong basic skills.
- Job creation will hinge primarily on existing business and industry. Therefore, it is important that Putnam County works to ensure that the local industry base is healthy and competitive.
- Community development and quality of life issues will play an increasingly role in economic development. City and county governments need to understand the importance of supporting and funding related economic attractors such as water and sewer, quality housing and community appearance or land use and zoning that enhance property values.

PUTNAM COUNTY'S DESIRED FUTURE

This economic development plan is built on the desire that by the 2010. Putnam County's economy would:

- Attract at least 500 new quality sustainable jobs annually that pay competitive, wages, with employment opportunities to keep young people here;
- Have a prepared workforce with an increase in the skill and education level of residents;
- Possess available commercial and industrial sites to attract new firms and meet the needs of local expansions;
- Complete four-lane transportation infrastructure in north-south and east-west directions;
- Have telecommunications infrastructure throughout all parts of the county; and
- Extend water and sewer capacity beyond city limits to encourage development of competitive wage jobs.

Supporting the economic vision would be community development outcomes that include:

- Increase in property values by having more upscale housing that includes rental and ownership.
- Improvements in the appearance of communities; and
- Planned development of the St. Johns riverfront.

PUTNAM COUNTY ECONOMIC STRENGTHS & WEAKNESSESPutnam County Economic Strengths*Overall*

- Strong local leadership receptive to new business
- Cooperation with regional and state organizations
- Access to state incentives and rural programs
- Have strategies for community improvement (“Better Place Plan”)

Infrastructure

- Fiber and telecommunications backbone
- Available industrial and commercial land
- Adequate electrical capacity
- “Magnet” building
- Class “A” business park

Job & Business Development

- Strength of our “backbone” industries
- Location--Proximity to large metro areas (Jacksonville and Orlando) and to air and sea ports
- Rural Enterprise Zone

Workforce

- Growing workforce development and educational network
- Available non-unionized workforce
- Increasing diversity of population and workers

Community

- Low cost of living index
- Quality of life and small town atmosphere with high level of community involvement
- Natural resource base, unspoiled beauty, recreational opportunities

Putnam County Economic Weaknesses*Overall*

- An anemic tax base--High percent of non-tax paying individuals

Workforce

- Limited skilled workforce--small percent with college degrees or vocational-technical training
- Low average wages and per capita income

Infrastructure

- Few developed industrial sites
- Inadequate road and water/sewer infrastructure near industrial sites
- Limited access to fiber optics with (DSL)

Diversity of Jobs

Loss of manufacturing jobs and low concentration of other primary jobs
Limited ability to grow tourism and nature-based tourism
Limited public understanding of resources required for long-term job creation -
inadequate funding of economic development efforts

Community

Community appearance and external image
Disproportional amount of low-income housing, lack of upscale housing
Lack of entertainment venues for all ages

STRATEGIC FRAMEWORK

In essence, the critical factors affecting Putnam County will be:

- **Developing quality, regionally competitive wage jobs**
- **Providing a sustainable business environment**
- **Having qualified people to fill jobs**
- **Ensuring an attractive community**

The Chamber has a role as a leader in some critical factors, and a supporter in others. For example, workforce development is a very critical issue for job creation, yet WorkSource is the organization designated to lead workforce efforts. In addition, many community development and infrastructure issues must be driven by other agencies in city and county governments. Therefore, for some economic development issues the role of the Chamber of Commerce becomes that of a supporter and advocate.

The following framework outlines the four issues critical to Putnam County economy and the role of the Chamber of Commerce in addressing each issue.

Primary Functions

Developing Quality Jobs & Businesses

- **Recruitment & Marketing**
 - ***Identify target industries:*** Identify target industries that build on local and regional strengths;
 - ***Build awareness:*** Market to target industries and selected regional markets; and
 - ***Provide Incentives:*** Improve the desire for businesses to locate in Putnam County by offering comprehensive incentives.
- **Expansion & Retention**
 - ***Retain and expand existing business:*** Help existing businesses become more competitive and promote the expansion of local firms; and
 - ***Provide technical assistance:*** Help businesses to access assistance including grants, economic development initiatives, and financial programs.

Secondary Functions

Providing a Competitive Place To Do Business

- **Identify key issues and participate in planning and marketing efforts that**
- **Continue to improve infrastructure:** Identify critical improvements to road, water and sewer, and telecommunication infrastructure; and participate in planning efforts to include these issue as community and county priorities.
- **Promote the availability of sites:** Work to complete the business park and identify other industrial and commercial site needs; clean up and redevelop existing commercial and industrial sites; and work with area developers to market facilities.

Support Functions

Having Qualified People to Fill Jobs

- **Support county workforce development initiatives** that increase education and skill levels, enhance incumbent worker training, improve vocational training efforts for non-college bound students, and align workforce development initiatives with business recruitment and expansion efforts.

Ensuring an Attractive, Destination Community

- **Support municipal and county efforts to enhance the overall appearance of our communities and increase property values and enhance the tax base.**

ACTION PLAN

Primary Functions: Developing Quality Jobs

A. Marketing and Business Recruitment

The role of the Putnam County Chamber of Commerce is to take an active role in marketing to and assisting businesses interested in locating in Putnam County.

Goal:

- *To increase the standard of living in Putnam County by creating new regionally competitive wage jobs and implementing a focused approach to economic development.*

Objective A-1: Provide marketing services to raise awareness of Putnam County as a place to do business.

Actions:

- Leverage limited marketing funds by participating in regional marketing efforts, including those of the First Coast Marketing Coalition.
- Maintain up to date demographic and economic information, as well as industrial and commercial lands inventory on Putnam County and continue to maintain information on Chamber of Commerce's website and in written materials.
- Enhance the promotion of Putnam County's fiber infrastructure and other economic development assets to regional partners.
- Provide, upon request, information about Putnam County to site consultants, businesses, and developers.
- Establish relationships with regional economic development organizations
- Promote and expand existing and future regional, state and federal relationships.

Objective A-2: Identify target industries for Putnam County and link to First Coast regional industry clustersActions:

- Update the target industry list based on the study conducted by Cornerstone and
- develop a set of target industries for Putnam County that:
 - Establish value or supply chains within industry clusters that build on and expand the area's existing industry base of livable wage jobs including wood & paper products, health care, and information technology.
 - Have strong potential for future development given Putnam County's asset base. These could include transportation and distribution, and primary manufacturing such as concrete, machinery, or fabricated metals.
- Continue to work with Cornerstone and other regional partners, the First Coast Marketing Group, and Enterprise Florida to promote Putnam County's target industries.

Objective A-3: Develop a plan to enhance and coordinate distribution facilitiesActions:

- Establish a link between the airport and business park in Palatka.

- Identify sites along four lane corridors and work with cities and the county to ensure they have the infrastructure ready for development or redevelopment.
- Develop marketing information targeting highway 207 as a center for distribution and transportation services.

Objective A-4: Maintain networking opportunities to enhance the development of incentives and other recruiting tools to attract new businesses and the expansion of existing businesses.

- Actively participate in professional economic development coalitions.
- Proactively participate in professional economic development organizations.
- Attend economic development training courses/workshops.

Primary Partners	Available Chamber Resources
Cornerstone First Coast Marketing Coalition Putnam County Government & Commission Municipal governments in Putnam County Enterprise Florida, Inc.	Marketing efforts currently funded at a level of <u>\$17,000</u> . No funding for additional recruitment and target industry efforts.

B. Business Expansion, Retention, and Technical Assistance

The role of the Putnam County Chamber of Commerce is to take an active leadership role in helping existing businesses.

Goal:

- *To promote the expansion, and increase the health and competitiveness, of existing businesses in Putnam County.*

Objective B-1: Provide one-on-one assistance to businesses wanting to expand.

Actions:

- Regularly call on businesses to obtain feedback on needs; Monitor data generated by the Synchronist system to ensure timely response to ongoing needs.
- Develop materials on programs, grants and incentives that could be of assistance to expanding businesses.
- Provide ongoing visits to companies who have indicated plans to expand.

- Provide one-on-one assistance to businesses expanding by connecting them to available financial resources, helping to troubleshoot permits, and linking them to qualified state programs.

Objective B-2: Help existing businesses to access state and federal resources available for rural and distressed communities

Actions:

- Continue to act as a repository for information on state and federal economic development programs and funds for rural and distressed communities.
- Actively communicate the availability of programs and funds to businesses within the county.
- Assist businesses, as needed, in accessing programs.
- Provide Enterprise Zone information to businesses in the zone.

Objective B-3: Actively support state efforts to reduce regulatory burdens on existing companies

Actions:

- Work with regional and state partners to address and reform Florida’s worker compensation laws.
- Support, as needed, statewide efforts to reduce the regulatory and cost burden of doing business in Florida.
- Support the Rural Development Council’s efforts to enhance economic development in Florida’s rural counties.

Objective B-4: Examine local incentives to promote the use of area businesses as suppliers or contractors

Actions:

- Investigate means to implement preferred vendor or first source type agreements to promote the use of local firms in public and private development activities.

Primary Partners	Available Chamber Resources
Putnam County Government & Commission Municipal governments in Putnam County Enterprise Florida, Inc. Rural Economic Council Legislators	Business incentives and climate efforts are unfunded.

Secondary Functions: Ensuring A SUSTANIABLE BUSINESS ENVIRONMENT

C. Infrastructure

The role of the Putnam County Chamber of Commerce is to take a secondary leadership role in assisting local governments and developers to plan for and implement infrastructure and site enhancements.

Goal:

- *To work with partners to ensure a long-range plan for Putnam County's infrastructure that supports economic development and community image plans.*

Objective C-1: Complete the Putnam County Business Park and attract businesses with regionally competitive wage jobs

Actions:

- Work with Putnam County to complete roads and infrastructure within the Park.
- Work in cooperation with regional partners to market the business park to target industries fitting the Park's user profile
- Respond to requests and assist businesses interested in locating in the Park.

Objective C-2: Work with local governments to identify a long-term supply of commercial and industrial sites, including redevelopment of existing sites.

Actions:

- Work with local planning departments to identify existing industrial and commercial sites, including the infrastructure readiness of those sites.
- Identify key sites for redevelopment where infrastructure already exists. Target those sites in critical locations. Initiate any code enforcement to clean up sites.
- Provide information to regional economic partners and developers.
- Lobby legislature to institute legislation to allow rural counties to amend their comprehensive plan as needed.

Objective C-3: Examine means to expand water & sewer to unincorporated areas, considering annexation where appropriate

Actions:

- Use the results of Objective C-2 (long-term commercial and industrial site planning) to help local governments identify the physical locations in need of water and sewer.
- Support the expansion of central water and sewer throughout Putnam County.

- Build business and community support for appropriate expansion options.

Objective C-4: Participate in transportation planning for the future ensuring access to both residential and commercial/industrial use

Actions:

- Develop an economic strategy that identifies critical transportation issues in the county including air and road access.
- Participate in local and regional planning efforts to use this information for transportation (air and road) development.
- Assist the county in developing plans to improve maintenance on existing county roads.
- Support and advocate paving of county arterial and collector roads, in order or priority established by the Board of County Commissioners.

Objective C-5: Proactively market the expandable magnet/spec building in the Business Park.

- Work with Putnam County Development Authority, Board of County Commissioners, and other entities to obtain grants and other funding to finance the marketing campaign.

Primary Partners	Available Chamber Resources
Putnam County Commission Rural Economic Development Council First Coast Marketing Coalition Enterprise Florida	Develop marketing materials. Develop and conduct marketing campaign.

Support Function: Having Qualified People To Fill Jobs

D. Workforce Development

The role of the Chamber of Commerce is to be an active supporter of workforce development efforts to increase education and skill levels of residents by being a facilitator and advocate for workforce efforts.

Goal

- To support local and regional efforts to build a qualified and skilled workforce for current and future jobs.

Objective D-1: Identify and provide feedback on workforce needs.

Actions:

- Continue to survey business and industry on workforce development needs, collaborating with WorkSource and the community college in developing the survey and gathering input. *Survey two industry clusters or 25 businesses per year.*
- Distribute results of the survey to WorkSource and other education and training organizations throughout the county and region.

Objective D-2: Act as a resource to business.

Actions:

- Gather information on countywide education and training initiatives from WorkSource.
- Communicate to business and industry the workforce development resources available in the county and region through a written resource list and posting on the Chamber website.

Objective D-3: Assist businesses in connecting to training efforts.

Actions:

- Actively encourage businesses to take advantage of the various training efforts, including incumbent worker training.
- Provide an interface for business with the Putnam County School System, St. Johns Community College, First Coast Technical Institute and the Workforce Development Board in making connections to appropriate education and training organizations.
- Assist WorkSource in identifying target markets for specific workforce efforts.
- Support programs and initiatives that will increase literacy and work skills of underemployed adults who have not obtained a high school diploma or GED.

Objective D-4: Participate in community events.

Actions:

- Continue to participate in career and workforce events; encourage business and industry to participate.
- Facilitate networking among Chamber members to help identify and resolve mutual challenges and opportunities.

Primary Partners	Available Chamber Resources
WorkSource/First Coast Workforce Development Board St. Johns Community College Putnam County K-12 School System First Coast Technical Institute	Currently un-funded, activities are based on staff availability

Support Function: ENSURING AN ATTRACTIVE COMMUNITY**E. Community Appearance**

The role of the Putnam County Chamber of Commerce is to work with county and municipal governments to support zoning, minimum appearance and maintenance standards and code enforcement.

Goal

- *To support efforts to enhance the county's community image and the ability to develop quality housing.*

Objective E-1: Enhance the attractiveness of city/county entrances, thoroughfares and business sites**Actions:**

- *Educate businesses on the county and city regulations and reporting processes related to code enforcement and zoning in order to initiate cleanup; distribute to Chamber member.*
- Encourage the formation of and participate in city/county joint planning efforts and sector planning to identify ways to address appearance issues throughout the county.
- Encourage the county and its municipalities to adopt minimum maintenance standards.
- Actively encourage members to participate in clean up efforts, starting with their own business.
- Emphasize Putnam County's positives while working to eliminate the negatives.

Objective E-2: Facilitate a unified business voice for zoning and code enforcement**Actions:**

- Encourage evening hearings so businesses can participate; provide key talking points for business people who testify.
- Encourage members to e-mail local elected officials on key matters and have e-mails read into hearing records.
- Utilize local media to provide editorials from various Chamber members on the importance of community image.

Objective E-3: Support the development of upscale housing to support the county’s professional workforce.

Actions:

- Identify sites with the potential to be successful housing developments.
- Identify the number of jobs and other demographic information in Putnam County with that support the development of middle and upper scale housing; widely distribute this information to local and regional developers.
- Look at how infrastructure expansions (roads, water/sewer, and telecommunications) to commercial and industrial sites can also be an attractor to upscale housing.
- Develop partnerships with financial institutions, builders and others.
 - Encourage incentives that include infrastructure for developers to develop upscale housing.

Primary Partners	Available Chamber Resources
City and county governments Local and regional developers Area businesses	Currently unfunded, activities are based on staff availability