

**THE ECONOMIC IMPACT OF FLORIDA'S NEW MARKETS DEVELOPMENT PROGRAM:  
*INTERIM ANALYSIS OF FLORIDA NMDP INVESTMENTS, 2010-2012***

Briefing Report Submitted to:

**The Florida Coalition for Capital**



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# **Florida New Markets Development Program**

## ***Summary of Interim Economic Impacts Through 2012***

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- Initially enacted in 2000, the federal New Markets Tax Credit program is an economic development tool that relies on a market-based approach to expand credit, capital and financial services to low-income communities.
  - **New Markets was twice recognized as a true innovation in economic development by the Kennedy School of Government at Harvard University.**
  - **Federal GAO reports in 2007 and 2010 cited information suggesting that New Markets Tax Credit program led to greater private sector investment in low-income communities, and noted no significant concerns regarding compliance with federal program rules.**
  
- The Florida New Markets Development Program (NMDP) brings private capital to small businesses and qualified projects in low-income communities through a unique structure requiring upfront investments in Florida businesses and projects, with investors receiving a delayed tax credit spread over seven years. Similar programs now exist in 14 states, including Florida<sup>1</sup>.
  - **State New Markets programs benefit from low administrative cost to the state due to federal oversight and investor familiarity and comfort based on U.S. Treasury's regulation.**
  
- Florida NMDP, modeled after the federal New Markets law administered by the U. S. Treasury Department's Community Development Financial Institutions Fund, began seeing initial investments in Florida small businesses and projects in late 2010 under Round One. The Legislature passed a second round of NMDP funding in 2012, and additional small business investments occurred in late 2012 and are continuing into 2013.
  - **The policy goals of incentivizing private investment creating and retaining high-paying jobs in areas most in need of economic development are being fulfilled by Florida New Markets.**
  
- Although the federal program began seeing investments in qualified businesses and projects nationally in 2003, Florida attracted a disproportionately small share of

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<sup>1</sup> [http://www.novoco.com/new\\_markets/nmtc/state\\_nmtc\\_programs.php](http://www.novoco.com/new_markets/nmtc/state_nmtc_programs.php)

New Markets investments. Upon enactment of Florida's NMDP in 2009, the program raised the capital required shortly after its start. The second round in 2012 likewise raised the necessary private capital within months of the law's passage. Raising capital efficiently allowed the program to function as designed.

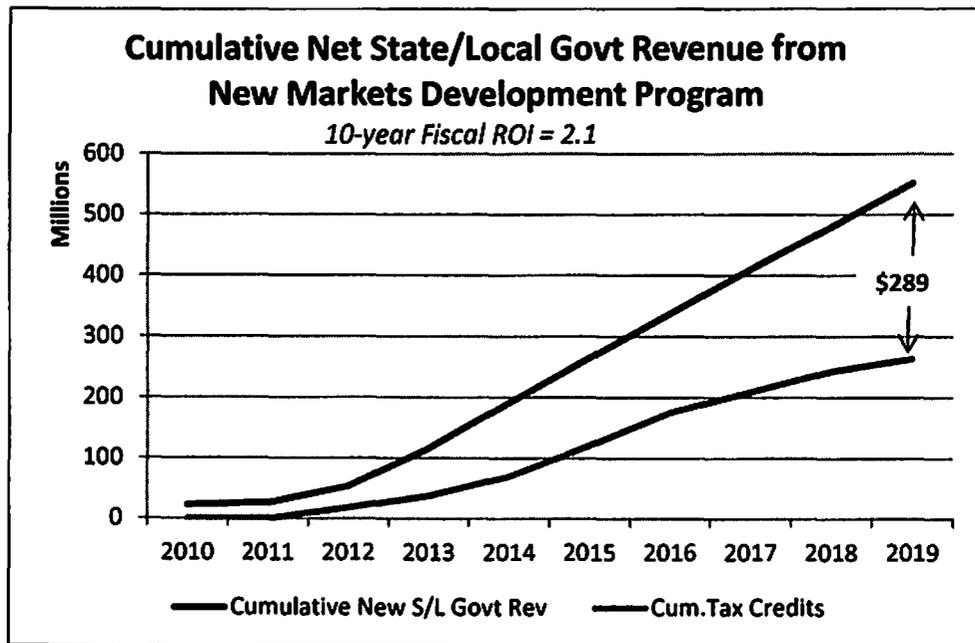
- **Between 2009 and 2010, after the Florida NMPD was established, federal New Markets investment in Florida increased 387 percent from an annual average of approximately \$30 million to over \$116 million.**
- **The incentive program provides a delayed state tax credit to companies that invest in qualified businesses in low-income communities. Tax credits are available over a seven-year period after the NMDP investment. Tax credits equivalent to 7 percent of the qualified investment begin in the third year followed by 8 percent credits annually for the fourth through the seventh year. The investments, of course, begin creating positive economic impacts from both capital expenditures and business operations in the first year and continue to contribute to Florida's economic growth in the following years. (See Tables 1 and 2 on page 6.)**
  - **This interim study is based on the most recent data available for 33 NMDP companies participating in the first and second round of tax credit allocations. Twenty-three (23) of the companies received investments from the first round of allocations and 10 received investments from the second round that is still underway. Redemption of tax credits from the first allocation began in 2012. Redemption of the tax credits from the second round will begin in 2014.**
- **The value of economic benefits to Florida from the NMDP far exceed the amount of the annual state revenue foregone through tax credits, as indicated by the program's experience since 2010. The program's success results from market-based evaluations of qualified businesses seeking NMDP investments and from the ability to leverage this funding source with Federal New Markets Tax Credits and private sector investments. The ability to leverage the NMDP investments, therefore, amplifies the economic development impacts of the State's tax credits.**
  - **NMDP tax credits in the amount of \$17.5 million were redeemed between 2010 and 2012. The economic activity incentivized by NMDP investments generated \$3.02 in state and local government revenue for each dollar of NMDP tax credits redeemed (a *fiscal ROI* of 3.02).**
- **While forty-one (41) qualified businesses have received NMDP investments since 2010, according to the Department of Economic Opportunity (see map on page 8), the economic impact analysis in this report is based on the investments and job**

creation between 2010 and 2012 of the 33 companies for which we have complete data. The businesses receiving NMDP investments from April 2010 through March 2013 raised an additional \$205 million in capital investment in addition \$140 million raised through NMDP for a total of \$345 million.

- The businesses receiving NMDP investments since the start of the program were responsible for 8,389 Florida jobs in 2012 through operations, construction and capital expenditures, which provided approximately \$434 million in labor income to Florida's economy at an average of \$51,700 in wages and benefits per worker. The relatively high income, of course, results in valuable buying power to sustain consumer spending in the State's economy.
- Approximately, one-third of 2,824 direct jobs were new jobs, while two thirds represented jobs retained during a difficult economic environment.
- Businesses receiving NMDP investments also spent an estimated \$310 million on capital equipment, and new commercial construction or building renovation, providing support for construction jobs and other jobs in a diverse group of industries.
- Summary of economic impacts **from operations** of companies receiving NMDP investments from 2010 to 2012 (see Table 1):
  - In 2012, NMDP businesses supported 7,100 jobs in Florida from their direct hiring, the jobs indirectly resulting from purchases of goods and services along the supply chain, and induced consumer spending from the additional salaries and wages of direct and indirect employees. The average salary and benefits of the affected workers is estimated at \$51,700.
  - The NMDP tax credits incentivizing business expansion and retention contributed \$367 million in labor compensation to Florida working households in 2012.
  - The program supported Florida's Gross State Product by \$579 million in 2012.
  - State and local government revenue impacts in 2012 using the Florida IMPLAN model indicate additional revenues of \$45 million originating from the economic activity associated with NMDP, with approximately \$28 million accruing to the state and \$16.5 million to local governments (mainly from property taxes).

- **Summary of economic impacts from capital expenditures of NMDP supported businesses, in addition to those impacts from operations (see Table 2):**
  - NMDP supported businesses made an estimated \$310 million in capital expenditures (construction or equipment) from 2010 through 2012.
  - The economic impact of those expenditures over a three-year period resulted in supporting 1,300 jobs/year and nearly \$68 million/year in labor income for Florida working households.
  - These capital expenditures supported Florida's Gross State Product by almost \$100 million/year between 2010 and 2012.
  - The fiscal benefits to state and local governments generated from the capital spending associated with NMDP investments are estimated at \$8.3 million/year.
  
- **The State's economic environment has stabilized and there are good signs that economic growth is likely to accelerate in 2013 and 2014. An improved economic climate suggests that the economic contributions of NMDP businesses will continue to expand in the next 2-3 years and that a new round of NMDP allocations may very well be even more successful than the previous two rounds. A third round with the same level of success as the last, however, will provided an additional boost to Florida's economy and to the communities within the State that directly benefit from the program.**
  
- **An analysis of potential economic impacts associated with a third round NMDP allocation from the operations of businesses receiving NMDP investments by 2014, assuming a third round was the same as the first round and authorized \$97.5 million in state tax credits (see Table 3):**
  - **Employment** – direct jobs generated by businesses receiving NMDP investment increases to 4,440 jobs, while the total impact on jobs (including indirect and induced effects) rises to 11,150.
  - **Labor Income** – compensation to Florida working households increases to \$577 million (adjusted for inflation).
  - **Aggregate Economic Activity** – NMDP businesses contribute \$911 million/year to Florida's Gross State Product by 2014.
  - **Fiscal Impact** – State and local government tax revenues that result from the NMDP tax incentives rise to \$70 million.

- Summary of potential economic impacts from capital expenditures associated with a third round of NMDP allocations, as well as investments from prior allocations that are expected to be completed (see Table 4):
  - Additional employment of 741 jobs/year is expected from additional capital expenditures over the 2013 and 2014.
  - Additional labor compensation – \$39 million/year.
  - Additional Florida Gross State Product – \$56.5 million/year.
  - Additional state and local government fiscal revenues – \$4.7 million.
  
- The chart below illustrates the cumulative net fiscal impact of three rounds of Florida New Markets (2010, 2012 and a proposed round for 2013-14). Successful job creation and economic impacts, together with the two-year delay between the allocation of tax credits and the starting date for their redemptions ensure that new tax revenues from incentivized economic growth exceed foregone state revenues from Florida’s New Markets program in every year. The combined programs generate \$552 million in new revenues to state and local governments over 10 years compared to \$263 million in cumulative tax credits.



Source: The Washington Economics Group.

**Table 1. The Economic Impact of Florida's New Markets Development Program  
Economic Contribution to Florida's Economy in 2012 from NMDP Investments**

Impact Source	Employment	Labor Income	Wages and Benefits per Worker	Florida's Gross State Product	Gross Business Revenues (Output)	State and Local Govt Revenues
	<i>Jobs</i>	<i>Million \$</i>	<i>Annual</i>	<i>Million \$</i>		
Direct Effect	2,824	\$155.9	\$55,222	\$218.3	\$729.5	\$23.2
Indirect Effect	2,153	\$120.0	\$55,704	\$193.3	\$382.6	\$12.2
Induced Effect	2,116	\$90.9	\$42,957	\$167.9	\$289.2	\$9.2
<b>Total Effect</b>	<b>7,094</b>	<b>\$366.8</b>	<b>\$51,709</b>	<b>\$579.4</b>	<b>\$1,401.3</b>	<b>\$44.6</b>

Note: Economic impacts estimated using Florida MIG IMPLAN model.

Source: The Washington Economics Group

**Table 2. The Economic Impact of Florida's New Markets Development Program  
Economic Contribution to Florida's Economy From Capital Expenditures: from 2010-2012.**

Impact Source	Average Annual Employment	Average Annual Labor Income	Wages and Benefits per Worker	Florida's Gross State Product	Gross Business Revenues (Output)	State and Local Govt Revenues
	<i>Jobs per Year</i>	<i>Million \$/year</i>	<i>Annual Avg.</i>	<i>Million \$/year</i>		
Direct Effect	604	\$35.1	\$58,148	\$42.7	\$97.3	\$4.1
Indirect Effect	300	\$15.9	\$53,039	\$25.0	\$48.1	\$2.0
Induced Effect	392	\$16.8	\$42,932	\$31.0	\$53.5	\$2.2
<b>Total Effect</b>	<b>1,295</b>	<b>\$67.8</b>	<b>\$52,367</b>	<b>\$98.8</b>	<b>\$198.9</b>	<b>\$8.3</b>

Note: Economic impacts estimated using Florida MIG IMPLAN model.

Source: The Washington Economics Group

Table 3. The Potential Economic Impact of NDMP with Third Round of Allocations  
Economic Contribution to Florida's Economy in 2014 from NMDP Investments

Impact Source	Employment	Labor Income	Wages and Benefits per Worker	Florida's Gross State Product	Gross Business Revenues (Output)	State and Local Govt Revenues
	<i>Jobs</i>	<i>Million \$</i>	<i>Annual</i>	<i>Million \$</i>		
Direct Effect	4,440	\$245.2	\$55,222	\$343.2	\$1,146.8	\$36.5
Indirect Effect	3,385	\$188.6	\$55,704	\$303.9	\$601.4	\$19.1
Induced Effect	3,327	\$142.9	\$42,957	\$263.9	\$454.7	\$14.5
<b>Total Effect</b>	<b>11,152</b>	<b>\$576.6</b>	<b>\$51,709</b>	<b>\$910.9</b>	<b>\$2,202.9</b>	<b>\$70.1</b>

Notes: Economic impacts estimated using Florida MIG IMPLAN model. Economic impact estimates are based on \$250 million third round of allocations, monetary impacts are shown in 2012 dollars.

Source: The Washington Economics Group

Table 4. The Potential Economic Impact of NDMP with Third Round of Allocations  
Economic Contribution to Florida's Economy From Capital Expenditures: from 2012-2013.

Impact Source	Average Annual Employment	Average Annual Labor Income	Wages and Benefits per Worker	Florida's Gross State Product	Gross Business Revenues (Output)	State and Local Govt Revenues
	<i>Jobs per Year</i>	<i>Million \$/year</i>	<i>Annual Avg.</i>	<i>Million \$/year</i>		
Direct Effect	346	\$20.1	\$58,148	\$24.4	\$55.7	\$2.3
Indirect Effect	171	\$9.09	\$53,039	\$14.3	\$27.5	\$1.1
Induced Effect	224	\$9.62	\$42,932	\$17.8	\$30.6	\$1.3
<b>Total Effect</b>	<b>741</b>	<b>\$38.8</b>	<b>\$52,367</b>	<b>\$56.5</b>	<b>\$113.8</b>	<b>\$4.7</b>

Notes: Economic impacts estimated using Florida MIG IMPLAN model. Economic impact estimates are based on \$250 million third round of allocations, monetary impacts are shown in 2012 dollars.

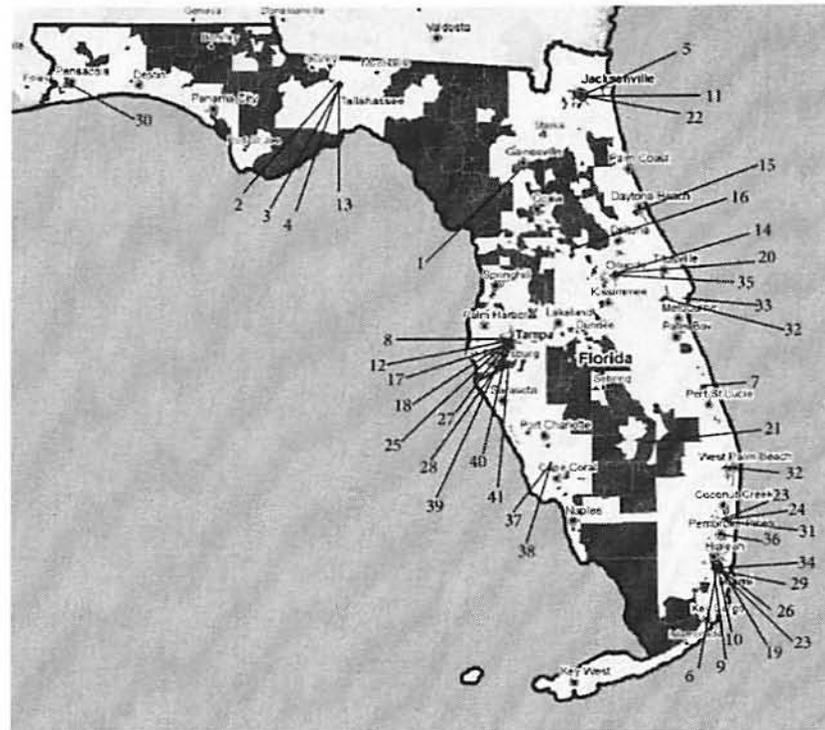
Source: The Washington Economics Group

# Map of Florida New Markets Development Program

Examples of companies and projects funded under the Florida New Markets Development Program

## Qualified Census Tract

1. **Prioria Robotics** - unmanned aerial device manufacturing
2. **SolarSink** - solar heat sink manufacturing
3. **Sunnyland Solar** - solar array manufacturing
4. **Solar Distributors of America** - solar manufacturer
5. **KJB Specialties** - manufacturing
6. **Summit Aerospace** - aircraft part repair/manufacturing
7. **Tropical Imports by Damar** - manufacturing
8. **MannaPro** - manufacturing
9. **American Spice** - manufacturing
10. **Atlas Paper Mills** - manufacturer of recycled paper products
11. **Jerome BBQ** - condiment and spice manufacturer
12. **DCR Engineering** - full service engineering
13. **Solar Distribution of America** - alternative energy
14. **Summit Broadband** - cable, internet provider
15. **Halifax Media** - print & web publisher
16. **Lake Montessori by Weston** - education
17. **Glazer's Children Museum** - education
18. **DACCO** - drug abuse treatment
19. **Advanced Footcare** - specialized medical facility
20. **Harvill's Produce** - produce wholesale and distributor
21. **Okeechobee Funeral Home** - funeral services
22. **Litmark** - shipping and logistics
23. **Patriot Risk** - back office service provider
24. **Contego Service Group** - business services
25. **Tampa Bay Arena** - sports and event arena
26. **International Cruise Food and Hotel Supplies** - food supplier
27. **Tampa Bay History Center** - museum
28. **University Plaza** - nursing home/skilled nursing
29. **Sunburst Farms** - wholesale and distributor
30. **Community Maritime Park** - multi-use community facility
31. **BN Biofuels** - alternative energy
32. **Cocoa Expo Sports** - sports facility
33. **Orlando Historic Aloft Hotel** - lodging establishment
34. **Aspiria of Florida** - education
35. **Engineering Support Personnel** - engineering and technical services
36. **ABC's of Learning and Growing** - education
37. **Harlem Heights Community Center** - multi-use community facility
38. **Goodwell Industries of Southwest Florida** - workforce services
39. **Miracle Place, Inc.** - family shelter
40. **Granex Inc.** - exporter and importer of stone and marble
41. **Allied Molded** - manufacturer and exporter of plastic furnishings



**NEW MARKETS TAX CREDIT (NMTC):**  
**A MARKET-BASED APPROACH TO ECONOMIC DEVELOPMENT**

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***The Federal Program***

The New Markets Tax Credit (NMTC) program is a federal economic development tool that relies on a market-based approach to expand the capacity of financial institutions to provide credit, capital and financial services to economically distressed areas, referred to as Low-Income Communities. This program provides tax incentives to encourage private investments in businesses and real estate development projects located in Low-Income Communities. The intent of the New Markets program is to stimulate job growth, raise household incomes and improve living standards in areas of the country where economic development is sorely needed. The New Markets program was authorized by Congress in 2000, with the first tax credit allocations being made in 2003.

This program is designed to channel private investments to qualified businesses through qualified financial intermediaries.<sup>2</sup> Those intermediaries are responsible for, and have a financial interest in, properly vetting the businesses and/or real estate projects receiving New Market investments. This is one of the strengths of the New Markets program. The financial intermediaries are referred to as *Community Development Entities* (CDEs) and may be for-profit or not-for-profit corporations or partnerships. The primary mission of each CDE is to provide capital for investments in Low-Income Communities. The CDEs have governing boards that promote accountability to the residents they serve.

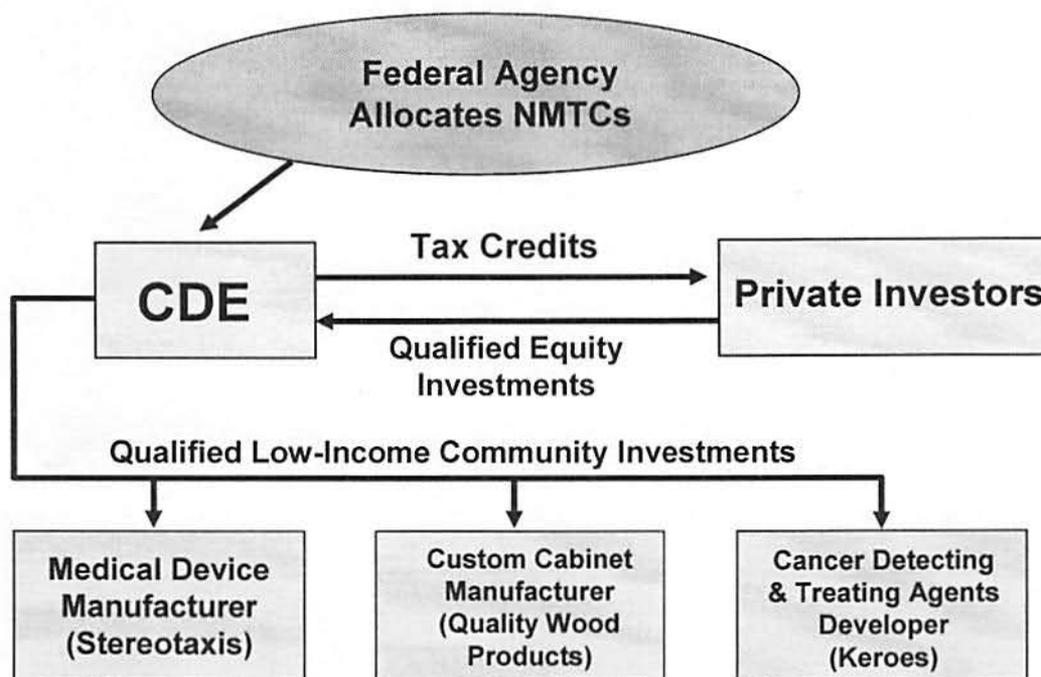
The (for-profit) CDEs apply to the U.S. Treasury's Community Development Financial Institutions Fund (CDFI Fund) for allocations of New Market tax credits, which have been authorized by Congress. The CDEs use their allocations to raise equity capital that is then used to make *qualified low-income community investments*. These investments take the form of loans or equity positions in qualified active businesses or real estate projects. Private investors in the NMTC program receive income tax credits equal to 39 percent of their *qualified equity investments* in the CDE. These tax credits are spread over a period of 7 years, with a 5 percent tax credit in years 1 through 3 and 6 percent in years 4 through 7. Figure 1 provides an illustration of the process through which the New Markets tax credits increase capital investment in Low-Income Communities.

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<sup>2</sup> Federal regulations clearly articulate the requirements that must be met for businesses and real estate projects to be eligible to receive such investments, and, therefore, referred to as "qualified" businesses and "qualified" investments. The CDEs must also meet specific requirements and their applications for an allocation of tax credits are subject to a competitive review process by the U.S. Treasury.

Congress authorizes the issuance of tax credits, and CDE's apply to the Community Development Financial Institutions (CDFI) Fund for a portion of those tax credits. The CDE's that receive an allocation of tax credits then seek out private equity investments in the CDE. The private investors then receive federal tax credits in accordance with their investments and the schedule of tax credits provided in the NMTC legislation. The CDE's then invest (either directly or indirectly through another CDE) in qualified active businesses or real estate projects in low-income communities.<sup>3</sup>

**Figure 1. The New Markets Tax Credit Program**



***The Experience with New Markets Tax Credits***

The program has been viewed as a success in bringing additional capital investments to Low-Income Communities in the relatively short time period since the first allocations were made by the CDFI Fund.<sup>4</sup> A January 2007 Government Accountability Office (GAO)

<sup>3</sup> The qualified investments shown in Figure 1 are for illustrative purposes, and more information on the types of investments that qualify under the NMTC may be found on the CDFI Fund website: [www.cdfifund.gov](http://www.cdfifund.gov).

<sup>4</sup> In general, a Low-Income Community is defined as a census tract (1) in which the poverty rate is at least 20 percent or (2) outside a metropolitan area in which the median family income does not exceed 80 percent of median statewide family income or within a metropolitan area in which the median family income does not exceed 80 percent of the greater statewide median or the metropolitan area median family income. For the most current definition of low-income community as this term relates to the NMTC program, visit the Community Development Financial Institutions Fund website: [www.cdfifund.gov](http://www.cdfifund.gov).

Report to Congress concluded that, conservatively, based on the analysis of the data then available, i.e., from fiscal years 2003 to 2005, the NMTC program “may be increasing investments in low-income communities.”<sup>5</sup> Although the experience with NMTC from 2003 to 2005 provides strong evidence that the program is in fact increasing investments in Low-Income Communities, the relatively short time period for which national data was available prompted GAO to draw a cautious conclusion. Nevertheless, the available information shows that the NMTC program has grown rapidly, and the types of investments financed through the program have become more diverse.

Banks and large corporations account for the greatest share of NMTC investors, and the typical NMTC investor already had prior experience investing in Low-Income Communities. Nearly two-thirds of NMTC investors reported increasing the share of Low-Income Community investments in their total capital investment budgets as a direct result of NMTC. While the tax incentives effectively raise the after tax rate of return to NMTC investors, a sense of corporate social responsibility also appears to be a motivating factor. Ninety (90) percent of the investors reported that the desire to improve economic conditions in Low-Income Communities was a moderate-to-great influence on their investment decision.<sup>6</sup> Eighty-eight (88) percent of investors reported that they would not have made the same investment without the NMTC incentive, and 75 percent reported that they would not have made a similar investment in the same community without the NMTC.

The Low-Income Community investments generated through the NMTC program exceed the amount of the tax credits. This is partly the result of the design of the tax credit program – tax credits are limited to 39 percent of the investment. More importantly, CDE investments in Low-Income Communities are often one important component of a larger capital investment project. NMTC-supported investments in low-income communities tend to be combined with other economic incentive programs and other private-sector investment participation. For example, from 2003 to 2005, 37 percent of low-income community investment by CDE’s included state and/or local tax abatements in the total capital financing package. Historic rehabilitation tax credits were present in 28 percent of CDE supported investments, and 24 percent of CDE investments also received empowerment zone or enterprise zone community funding.

Combining NMTC with other economic development incentives facilitates efforts of CDE’s to attract qualified equity investments, and, therefore, their ability to bring additional financial resources to fund qualified investments in Low-Income Communities. NMTC and other economic development incentives are mutually reinforcing, and in those cases where

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<sup>5</sup> *New Markets Tax Credit Appears to Increase Investment by Investors in Low-Income Communities but Opportunities Exist to Better Monitor Compliance.* Government Accountability Office, Report to Congressional Committees, Report number GAO-07-296, January 2007.

<sup>6</sup> Government Accountability Office, Report to Congressional Committees, GAO-07-296, January 2007, page 26.

state/local incentives were present, it is doubtful that those projects could have gone forward if one of the components had been missing.

Low-Income Community investments made possible through the NMTC program have the potential to generate significant economic and social benefits. The community economic benefits are measured in terms of jobs and income generation that in turn strengthen the market potential of the local community and support higher sales for local businesses. As a Low-Income Community's economy is strengthened, the area becomes a more attractive location for new businesses and for retention of existing businesses, and serves as a catalyst to further development. Economic development occurs in concert with positive social benefits such as lower crime rates and better health outcomes when new jobs include employer-supported health insurance or when community service facilities are developed with NMTC financing.

**APPENDIX I:**

**THE WASHINGTON ECONOMICS GROUP, INC.  
PROJECT TEAM AND QUALIFICATIONS**



**J. ANTONIO VILLAMIL**  
Founder and Principal Advisor

Tony Villamil is a nationally recognized economist, with over 30 years of successful career as a business economist, university educator and high-level policymaker for both federal and state governments. He has served as a Presidential appointee as US Undersecretary of Commerce for Economic Affairs, and he is the founder of a successful economic consulting practice, The Washington Economics Group, Inc. (WEG). Since August 2008, Tony is the Dean and Professor of Economics at the School of Business of St. Thomas University, while continuing to serve as Principal Advisor to the clients of WEG.

Dr. Villamil is a recent member of the President's Advisory Committee on Trade Policy and Negotiations in Washington, DC. He is the immediate past Chairman of the Governor's Council of Economic Advisors of Florida, and during 1999-2000, he directed the Tourism, International Trade and Economic Development Department of the State of Florida in the Office of Governor Jeb Bush. Presently, he is on the Board of Directors of the Spanish Broadcasting System (NASDAQ), Pan-American Life Insurance Group (PALIG) and Enterprise Florida – the State's principal economic development organization. He was most recently appointed by the US Secretary of Commerce to serve in the Florida District Export Council.

Among professional and civic leadership positions, Tony is currently Chairman of the Economic Roundtable of the Beacon Council—Miami-Dade County's official economic development organization. Dr. Villamil also serves as Senior Research Fellow and Vice Chair of the Council of Economic Advisors of Florida TaxWatch, an established fiscal and policy research organization of the State. Tony is a member of the Superintendent's Business Advisory Council of Miami-Dade County Public School System, one of the largest school systems in the nation.

Dr. Villamil earned bachelor and advanced degrees in Economics from Louisiana State University (LSU), where he also completed coursework for the PhD degree. In 1991, Florida International University (FIU) awarded him a doctoral degree in Economics (hc), for "distinguished contributions to the Nation in the field of economics." He frequently speaks to business, government and university audiences on economic topics, and was until the summer of 2008 a member of the Graduate Business Faculty of Florida International University in Miami, FL.



**Robert D. Cruz, Ph.D**  
Chief Economist, Miami-Dade County

Dr. Cruz was appointed to the position of Chief Economist on January 14, 2008. He is responsible for analyzing current economic conditions, economic trends, economic policies, and preparing economic impact studies and forecasts. His responsibilities also include providing policy recommendations on County programs and initiatives having significant socio-economic impacts.

Dr. Cruz is a recognized expert in quantitative economic analysis with particular specialization in regional economic development, macroeconomic forecasting, and modeling and simulation analysis. Prior to joining Miami-Dade County, he established a successful career spanning over twenty-five years as a university professor, academic researcher and economics consultant to private sector firms and public sector agencies. Dr. Cruz held the rank of full professor in the Andreas School of Business at Barry University, and was a full-time faculty member in the economics department at Florida International University for 11 years prior to joining the Barry University faculty.

Dr. Cruz received his PhD in Economics from the University of Pennsylvania in 1985, and his Bachelor of Arts degree from Georgetown University in 1978.



**MARY SNOW**  
Managing Director of Client Services

Mary Snow is the Managing Director of Client Services at The Washington Economics Group, Inc. (WEG). She serves as WEG's client liaison, working with clients to facilitate their business interests and achieve their goals.

Prior to joining WEG, Mary was a governmental consultant for Robert M. Levy & Associates with offices in Miami and Tallahassee. She represented clients' interests at the local level and to the State Legislature.

Mary received her undergraduate degree in Political Science with a minor in Education from Florida State University. Mary is a resident of Coral Gables, Florida.



**HAYDEE M. CARRION**  
Executive and Senior Research Assistant

Ms. Carrion has been Executive Assistant to Dr. Villamil since the firm's founding in 1993. Ms. Carrion is a specialist in multi-media presentations and in the preparation and design of reports and documents for clients.

She also is the Senior and Project Research Assistant and has extensive experience in the preparation of electronic data, presentation of quantitative information, Internet research and desktop publishing.

Haydee has been with WEG since 1993. Ms. Carrion holds AA and AS degrees in Business Administration and Office System Technologies from Miami-Dade College. Haydee is a resident of Miami-Dade County.

**The Washington Economics Group, Inc. (WEG)** has been successfully meeting client objectives since 1993 through economic consulting services for corporations, institutions and governments of the Americas. We have the expertise, high-level contacts, and business alliances to strengthen your competitive positioning in the growing marketplaces of Florida and Latin America.

**Our roster of satisfied clients, over the past 19 years, includes multinational corporations, financial institutions, public entities, and non-profit associations expanding their operations in the Americas.**

#### **EXCLUSIVE CONSULTING APPROACH:**

Each client is unique to us. We spend considerable time and effort in understanding the operations, goals, and objectives of clients as they seek our consulting and strategic advice. We are not a mass-production consulting entity nor do we accept every project that comes to us. We engage a limited number of clients each year that require customized consulting services in our premier areas of specialization. These premier and exclusive services are headed by former U.S. Under Secretary of Commerce, Dr. J. Antonio Villamil, with over 30 years of experience as a business executive and as a senior public official of the US and most recently of Florida.

#### **PREMIER CONSULTING SERVICES:**

##### **Comprehensive Corporate Expansion Services**

Our seamless and customized service includes site selection analysis, development of incentive strategies and community and governmental relations.

##### **Economic Impact Studies**

Highlight the importance of a client's activities in the generation of income, output and employment in the market area serviced by the entity. These studies are also utilized to analyze the impact of public policies on key factors that may affect a client's activities such as tax changes, zoning, environmental permits and others.

##### **Strategic Business Development Services.**

These services are customized to meet client objectives, with particular emphasis in the growing marketplaces of Florida, Mexico, Central and South America. Recent consulting assignments include customized marketing strategies, country risk assessments for investment decisions and corporate spokesperson activities and speeches on behalf of the client at public or private meetings.

**For a full description of WEG capabilities and services, please visit our website at:**

**[www.weg.com](http://www.weg.com)**

**The Washington Economics Group, Inc.**  
**Representative Client List**  
**1993-2012**

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**Multinational Corporations**

Ameritech International  
Bureau Veritas (BIVAC)  
Carrier  
Esso Inter-America  
FedEx Latin America  
Genting Group  
IBM  
Joseph E. Seagram & Sons, Inc. (Vivendi)  
KPMG  
Lockheed Martin  
Lucent Technologies  
MasterCard International  
MediaOne/AT&T  
Medtronic  
Merck Latin America  
Microsoft Latin America  
Motorola  
Pheps Dodge  
SBC Communications  
Telefonica Data Systems  
Visa International

**Construction & Real Estate Development Firms**

Areas USA, Inc.  
Barron Collier Companies  
Boca Developers  
CDS International  
Century Homebuilders  
Codina Realty  
Empire World Towers, LLC  
Ferro Investment Group, LLC  
Flagler Development  
Inland Port Systems, LLC  
LXR Luxury Resorts  
Miami Asset Management Company, Inc.  
Miapolis, LLC  
Odebrecht Construction, Inc.  
Palazzo Las Olas Group, LLC  
The Allen Morris Company  
The Related Group, Inc.  
The Rouse Company  
The St. Joe Company  
Trammel Crow Company  
WCI Development Companies

**Engineering, Planning and Design Firms**

AECOM (DMJM Harris)  
Atkins (PBSJ)  
CDM Smith (Wilbur Smith Associates)  
Golder Associates  
Kimley-Horn and Associates  
Parsons Brincherhoff

**Colleges and Universities**

Alabama State University  
Barry University  
Embry-Riddle Aeronautical University  
Florida Agricultural & Mechanical University  
Florida International University  
Full Sail University  
Keiser University  
Los Angeles Film School  
Miami-Dade College  
Rocky Mountain College of Art and Design  
Sistema Universitario Ana G. Méndez  
St. Thomas University  
Universidad Politécnica de Puerto Rico  
University of Florida  
University of Miami  
UM's Rosenstiel School of Marine and Atmospheric Science  
University of South Florida/ENLACE

**Law Firms**

Becker & Poliakoff  
Carlton Fields  
Colson Hicks Eidson  
DLA Piper  
Dunbar & Dunbar  
Gloria Roa Bodin, Esq  
Greenberg Traurig, LLP  
Holland & Knight, LLP  
Steel Hector & Davis  
Tew Cardenas, LLP

**Other Florida-Based Companies**

AmericanAirlines Arena  
BMI Companies  
Communikatz  
Dosal Tobacco  
Farm Stores  
Fishkind & Associates  
Florida Hospital  
Florida Marlins  
Florida Power & Light  
Flo-Sun Sugar Corp.  
Greater Ft. Lauderdale Alliance  
Greater Miami Convention & Visitors Bureau  
Homestead Miami Speedway  
Iberia Tiles  
International Speedway Corporation  
Jungle Island  
Mercy Hospital  
Miami Dolphins  
Resorts World Miami (RWM)  
Ron Sachs Communications  
Sprint of Florida

**Financial Institutions**

ABN-AMRO Bank  
Advantage Capital  
Allen & Company  
BNP Paribas  
Bank Atlantic Corp.  
BankUnited, FSB  
Banque Nationale de Paris  
Barclays Bank  
ESJ Capital Partners  
Espirito Santo Bank  
Fiduciary Trust International  
First Union National Bank (Wells Fargo)  
Hemisphere National Bank  
HSBC/Marine Midland  
International Bank of Miami (First United Bank)  
Lazard Freres & Co.  
Mercantil Commercebank N.A.  
Pan American Life Insurance Group  
PointeBank, N.A.  
Seitlin Insurance  
Sun Trust Corporation  
The Equitable/AXA Advisors  
Union Planters Bank of Florida (Regions)

**Non-Florida-Based Corporations**

Darlington Raceway  
Georgia Retail Federation  
Illinois Retail Merchant Association  
Indiana Retail Council  
Kansas Speedway  
Martinsville Speedway  
Progress Energy  
Richmond International Raceway  
Talladega Superspeedway  
Washington Retail Association  
Watkins Glen International

**Latin America-Based Institutions**

Allied-Domecq, Mexico  
Association of Peruvian Banks  
Federation of Inter-American Financial Institutions (FIBAFIN)  
Fonalledas Enterprises, Puerto Rico  
*Mercantil Servicios Financieros, Venezuela*  
Peruvian Management Institute (IPAE)  
The Brunetta Group of Argentina

The Biltmore Hotel/Seaway  
The Heat Group  
Ultra Musical Festival  
Daytona International Speedway  
Homestead-Miami Speedway  
International Speedway Corporation

**Public Institutions and Non-Profit Organizations**

Baptist Health South Florida  
City of Plantation  
City of West Palm Beach  
Economic Development Commission of Collier County  
Economic Development Commission of Lee County  
Economic Development Commission of Mid-Florida  
Enterprise Florida, Inc.  
Farm Share, Inc.  
Flagler Development  
Florida Bankers Association  
Florida Citrus Mutual  
Florida International Bankers Association  
Florida League of Cities  
Florida Nursing Homes Alliance  
Florida Outdoor Advertising Association  
Florida Ports Council  
Florida Retail Association  
Florida Sports Foundation  
Inter-American Development Bank  
Jackson Health Systems  
Jacksonville Chamber of Commerce  
Louisiana Committee for Economic Development  
Miami Marine Stadium  
Miami Museum of Science  
Miami-Dade County Public Schools  
Miami-Dade Expressway Authority  
Port of Miami  
SEUI Healthcare Florida  
Space Florida  
State of Florida  
SW Florida Regional Chamber of Commerce  
Sylvester Comprehensive Cancer Center  
Tampa-Hillsborough Expressway Authority  
The Beacon Council  
The Florida Bar  
The Florida Chamber Foundation  
United Nations Economic Development Program  
United Teachers of Dade  
Visit Florida  
Zoological Society of Florida

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