



FloridaWest/PEDC **FIVE-YEAR STRATEGIC PLAN**

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Pensacola, Florida 32502



Dear Friends,

Serving as president of the FloridaWest Board of Directors for the past year has been an honor and a pleasure for me. It has been truly inspiring to work with other community volunteers to help create more and better paying jobs for our citizens.

One of our goals this past year was to develop a five-year strategic plan that could guide the efforts of Florida West and the PEDC — a plan that acknowledges the efforts of many community partners and builds on our collective strengths to accomplish more.

We want you to have this copy of the FloridaWest five-year strategic plan because we understand it takes all of us rowing in the same direction to be successful. This plan will help unite us in continuing to make life better for the people who live, work and play here. It also provides real-time measurements, so we can better apply resources to make a difference.

Once you've read the plan, I encourage you to get involved in helping us accomplish our goals and initiatives. You can do that by joining FloridaWest or joining First Place Partners, our private sector support organization.

Only by working together can we build a thriving community for ongoing economic growth and prosperity. Welcome aboard.

Sincerely,

A handwritten signature in blue ink, appearing to read "WES Smith".

Wendell Smith



I. MISSION STATEMENT

FloridaWest will focus on wealth creation for Escambia County—supporting businesses that produce a product or service in the region and sell it elsewhere, thereby bringing revenues in to our community.

FloridaWest will primarily work to increase capital investment and high wage jobs by attracting new businesses, retaining and expanding existing businesses and helping new businesses grow.

II. OUR ECONOMY

Escambia County has a growing economy—more than 4,200 net new jobs were added in 2017, and the population has grown from 299,000 in 2011 to more than 315,000 in 2016. While there is steady growth, Escambia County lags behind the state and the nation in per capita income (\$39,582 for Escambia vs. \$46,858 for the state of Florida) and has a higher poverty rate (15.2 percent) than the state (14.8 percent).

Escambia County's employment picture shows a heavy reliance on Government and Military employment (28.7 percent), Trade, Transportation and Utilities (32.8 percent), Education and Health (30.3 percent) and Leisure and Hospitality (24.1 percent). Manufacturing employment—a typical source of higher wage jobs—has fallen sharply from a high of 14 percent in 1970 to today's percentage of total jobs of less than 4 percent. As a comparison, Alabama's state average for manufacturing employment is 13.2 percent, Mississippi is 12.7 percent, while Indiana leads the nation with 17.3 percent. The state of Florida has an average of 4 percent while the U.S. average is 9 percent.



WHY THIS PLAN?

Attracting and growing businesses strengthens the Escambia County economy and results in increased opportunities for citizens, increased taxes that provide vital services, and payroll dollars that ripple through our community.

Economic development attracts and retains diverse and talented people to our community, which adds to the vibrancy, intellectual capital and an entrepreneurial spirit of our community.

Economic development attracts and nurtures private investment in our community which funds stable and long-term growth, making our community a place for individuals and families to be successful.

Why this plan? We must make a concerted effort to recruit high wage jobs. A good job cures a lot of economic and social ills for a family and for a community.

Good jobs are the best way to sustain the economy for all citizens. This plan is an important part of that concerted effort.

III. FLORIDAWEST STRATEGIC INITIATIVES

This strategy will address six areas of work, all designed to improve economic outcomes for our citizens and communities. This will be accomplished by increasing the number of high wage jobs available in the community, increasing the local tax base, and improving educational opportunities in specific target industry sectors.

The organization will play a primary role in business attraction, expansion and incubation. FloridaWest will play a secondary role in developing a workforce and helping to create high quality business parks and sites. In addition, FloridaWest will carry out strategies to ensure organizational effectiveness and sustainability.

FloridaWest does not have the resources nor the inclination to operate in a vacuum, rather it will depend on many partnerships within Escambia County and its cities to carry out strategies.

The six areas of our program of work are:

1. **BUSINESS INCUBATOR**—Operate a business incubator to encourage entrepreneurship and grow new businesses.
2. **BUSINESS EXPANSION**—Encourage business retention and expansion of existing industries.
3. **BUSINESS DEVELOPMENT**—Attract new employers with wages higher than the state average.
4. **WORKFORCE DEVELOPMENT**—Provide support to help create a well-trained target industry workforce that attracts new employers to the community, meets the skills-training needs of area residents and supports existing industry.
5. **SITES AND BUILDINGS**—Work with PEDC, private and public entities to support and advocate for the development of high quality business parks and sites.
6. **ORGANIZATIONAL SUPPORT**—Pursue organizational strategies to increase the needed resources and partnerships to carry out the mission.



FLORIDAWEST/PEDC FIVE YEAR ECONOMIC DEVELOPMENT BUDGET

Income	Oct 18-Sep 19	Oct 19-Sep 20	Oct 20-Sep 21	Oct 21-Sep 22	Oct 22-Sep 23	5 Year Total
Membership/Grants	\$ 370,000	\$ 430,000	\$ 470,000	\$ 510,000	\$ 510,000	\$ 2,290,000
County	\$ 600,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 3,100,000
City	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
Co:Lab	\$ 180,000	\$ 180,000	\$ 193,000	\$ 193,000	\$ 193,000	\$ 939,000
Total Income	\$ 1,450,000	\$ 1,535,000	\$ 1,588,000	\$ 1,628,000	\$ 1,628,000	\$ 7,829,000

Expense	Oct 18-Sep 19	Oct 19-Sep 20	Oct 20-Sep 21	Oct 21-Sep 22	Oct 22-Sep 23	5 Year Total
Co:Lab	\$ 381,794	\$ 404,547	\$ 417,180	\$ 431,818	\$ 426,818	\$ 2,062,157
Retention/Expansion	\$ 213,470	\$ 225,411	\$ 234,938	\$ 241,165	\$ 243,165	\$ 1,158,150
Attraction - Mfg.	\$ 215,939	\$ 234,862	\$ 244,401	\$ 249,170	\$ 250,670	\$ 1,195,043
Attraction - Cyber	\$ 201,052	\$ 219,528	\$ 228,606	\$ 232,902	\$ 234,402	\$ 1,116,491
Workforce Dev	\$ 170,913	\$ 179,803	\$ 188,516	\$ 193,176	\$ 193,176	\$ 925,584
PEDC Asset Dev	\$ 169,686	\$ 171,342	\$ 172,755	\$ 175,047	\$ 175,047	\$ 863,877
Organizational Dev	\$ 97,145	\$ 99,507	\$ 101,605	\$ 104,721	\$ 104,721	\$ 507,699
Total Expense	\$ 1,450,000	\$ 1,535,000	\$ 1,588,000	\$ 1,628,000	\$ 1,628,000	\$ 7,829,000

IV. FLORIDAWEST PROGRAM OF WORK

To diversify employment and increase wages and per capita income, FloridaWest has targeted its business development efforts on several targeted industry sectors:

Manufacturing:
Advanced, Aviation, Chemical Processing,
Marine Services, MRO

Cyber & I.T.:
Corporate Locations, Cybersecurity, Financial
and Back Office Services, and R&D.

The objective of this strategy will be for FloridaWest/ PEDC to have direct involvement in new projects (business locations, expansions or incubation graduations) that result in an annual average of 400 documented new jobs with average wages higher than the state average, (\$44,790 In 2017) for a total number of 2,000 documented new jobs by 2023.



IMPACT OF 2,000 NEW JOBS			
Metrics	Direct Impact	Additional Impact	Total Impact
Employment	2,000	2,031	4,031
Earnings (Payroll)	\$89,580,000	\$75.150,000	\$164,730,000
New employment is projected to generate:			
Economic Impact			\$390,700,000
Income Increase			\$289,300,000
Escambia County Gross Revenues (2024)			\$3,560,000
Ad Valorem			\$915,000
Local Option Sales Tax			\$83,000
Source: University of West Florida — Haas Center Report 6.29.2018			

THE FOLLOWING SIX AREAS OF WORK AND THEIR TACTICS have been designed by the FloridaWest and PEDC boards to reach the strategy objective of 2,000 announced new jobs by 2023.

1. BUSINESS INCUBATOR

Operate a business incubator to encourage entrepreneurship and create new businesses. (Five Year Budget: \$2,062,000)

Co:Lab will provide entrepreneurs with work space, equipment, training and other support elements to help new businesses get off the ground. The mission is to create high-wage jobs and sustain long-term economic growth for the area. Co:Lab will also support a number of events to promote entrepreneurship in the community. **Co:Lab will work to maintain an 80 percent average annual occupancy rate and to expand the square footage of the existing Co:Lab by at least 30 percent.**



Strategic Tactics

A. Hold monthly meetings in conjunction with the Greater Pensacola Entrepreneurial Support Ecosystem Gathering. Co:Lab will also co-host ITEN WIRED, an annual event that brings together entrepreneurs in the Tech sector; Startup Weekend; 1 Million Cups Pensacola; the Innovation Awards and CodeFest.

Why do this? Bringing entrepreneurs together helps generate ideas and identify opportunities for growth and for solving problems. New ideas, new services, new business connections are all fostered through these events.

This helps the entrepreneurial community, which often lacks start-up resources, grow together exponentially.



2017 ITEN WIRED



B. Promote open communication between Co:Lab tenants and outside resources. Monthly consultation meetings will be conducted with each client to assess their business model and progress, to ensure the business is accountable to Co:Lab leadership and to aid the business in goal setting. Lunch and Learns and special topic series will be conducted. Quarterly Founder's Talks and a Co:Lab Demo Day will be held. Co:Lab will review best practices with clients and help the businesses build formal mentor relationships. Information about grants, workforce training and seed capital will be provided—all essential information for FloridaWest to ensure these start-up businesses have the resources they need to be successful.

Why do this? These activities will provide opportunities for companies to connect with others both inside and outside the program thereby increasing their chance of success and deepening their roots in the Pensacola area.



C. Ensure reliable and effective facilities at Co:Lab. This includes ensuring stable internet connectivity, a secure access control system, and ensuring office space and equipment is up-to date and aesthetically pleasing.

Why do this? Co:Lab clients need a seamless, productive workplace environment to be successful.

2. BUSINESS EXPANSION

Encourage business retention and expansion of existing industries.
(Five Year Budget: \$1,158,000)

Strategic Tactics

A. Aid existing businesses - FloridaWest will build ongoing relationships to understand individual business needs, opportunities and risks. FloridaWest will visit at least 100 existing target industry businesses per year to gather information and assist existing industries in retaining and expanding operations and job creation. In addition, FloridaWest will travel to the outside corporate headquarters of 3 existing businesses per year.

Why do this? To retain and help existing businesses expand, we must understand their business models, their challenges and their opportunities. What are their workforce needs? Supplier challenges? Do existing businesses have transportation problems? How do they compare with other company facilities in other states? Are they considering expansions, new product lines or hiring more workers? Only by visiting our existing businesses can we understand what FloridaWest and its partners need to be doing to help them continue to be successful.



B. Convene 3 target sector specific industry roundtables with existing businesses per year to encourage the sharing of ideas, problem solving and the development of strategies to make the industry sector more competitive in Escambia County.

Why do this? When businesses talk to each other resources can be shared to make everyone more successful and collaborative efforts can take advantage of economies of scale to help the sector thrive.

C. Develop ongoing mechanisms/programs to help companies identify and access new market opportunities regionally, nationally, and globally.

Why do this? By connecting local businesses to regional and state international trade resources, we can help our local companies expand into new markets leading to growth opportunities.



3. BUSINESS DEVELOPMENT

Attract new employers with wages higher than state average.
(Five Year Budget: \$2,311,000)

While it is true that over 80% of the community's new jobs will come from existing companies, a significant number of those jobs are from the direct and indirect impacts of the companies that were located to the community by prior economic development efforts.

Strategic Tactics

A. Participate with regional and state economic development marketing organizations—Florida's Great Northwest and Enterprise Florida host a number of outbound missions to site location consultants annually. **FloridaWest will target at least 4 such missions each year that align with our industry sectors.**

Why do this? Site consultants are used by our target industry sectors to find expansion locations. They are hired by companies to find communities and sites in those communities where the business can expand or relocate.

Consultant-managed projects represent a small percentage of all location projects, but a high percentage of all large location projects use a site location consultant. We must build strong relationships with site location consultants so we will be on their radar screen when projects that match our assets come along.

B. Attend targeted trade shows with regional and state partners to build relationships and market Escambia County for new investment and jobs. **FloridaWest will participate in at least 7 trade shows per year that align with our industry sectors. .**

Why do this? Industry trade shows bring prospective companies together in one place, allowing the FloridaWest staff to pitch Escambia County to many prospects in a short period of time. Obviously, this is much more cost effective and timely than visiting prospective companies one-at-a-time.

C. Initiate a Marketing Program to reach out to target sector companies and site consultants, including trade show materials, social media and paid advertising where and when appropriate. As community sites and buildings become available, FloridaWest will market those assets to specific targets. FloridaWest will also develop marketing campaigns around our cybersecurity strategy.

Why do this? This represents another venue to communicate Escambia County's attributes to target industry sectors. Business recruitment is very competitive and communicating through advertising and social media is essential in today's market.

D. Develop lists of outside companies in each target sector that match the community assets for success. FloridaWest will then visit at least 3 of those companies—both domestic and international—per year to develop business relationships and to promote Escambia County as a location for success. FloridaWest will use several different companies to assist in identifying specific business leads in “high-cost business” markets such as Southern California, Illinois, Washington D.C., New York, etc.

Why do this? It's important to have one-on-one meetings with prospective companies to fully promote Escambia County as a great place for them to do business. These company visits will often serve as “follow-up” meetings with contacts made at trade shows.

Home/corporate office visits give FloridaWest an extended opportunity to bring community partners to the table with prospects to answer questions and give first-hand data on doing business in Escambia County.

E. Pensacola has a unique opportunity to become a regional and national leader in cybersecurity. Working with its partners, FloridaWest will hire a Cyber/IT business development specialist to put together a team of community associates to pursue the implementation of the cybersecurity strategy.

That strategy includes:

- Building a thriving cybersecurity workforce
- Strengthening partnerships to enhance cybersecurity innovation and economic development
- Enhancing technology infrastructure and optimize cybersecurity business climate
- Marketing the Pensacola region's “Live Coastal. Work Cyber” brand

Why do this? The University of West Florida has been named a Center of Excellence for Cybersecurity and has instituted degree programs and curriculum aimed at turning out students trained in this discipline. Also, the military in Pensacola has a large cybersecurity presence. With major university and military training programs under way in the county, this strategy to grow cybersecurity jobs is a natural fit.

4. WORKFORCE DEVELOPMENT

Provide support to help recruit and create a well-trained, diverse, target industry workforce that attracts new employers to the community, meets the skills-training needs of area residents and supports existing industry. (Five Year Budget: \$926,000)

FloridaWest will hire a workforce development specialist in partnership with CareerSource Escarosa and Achieve Escambia to work with employers in the region to understand their human resource needs and connect them with available training/education/employment programs. FloridaWest will work with all our training/education/employment providers to enhance existing programs and develop new target industry education initiatives.

Strategic Tactics

A. Connect businesses to state and local programs that help pay for or provide worker training—IWT, QRT, EWT, OJT, Regional Workforce Boards and others. This includes tracking and supporting companies in obtaining grants and other available funds.

Why do this? Businesses—particularly out-of-state prospects—are usually not aware of incentives or programs designed to help them establish or grow their workforce in Escambia County. By making sure they know the full menu of workforce programs, Escambia County will be more competitive with other states.

B. Collect data on area workforce needs to report to the board and to assist training providers in developing programs that match up with available or desirable jobs.

Why do this? Unless workforce programs match up with workplace needs, resources are misdirected and neither the business nor the worker are helped. Data is needed to validate these connections.

C. Work with training providers to develop industry-driven curriculum and new programming for target industry workforce development. FloridaWest will also identify possible grants and other funding sources for training development. (Information Technology/Cyber Security, Aviation/Aerospace, Manufacturing).

Why do this? Workforce development is often the number one factor when businesses choose to locate in a community or expand an existing operation. Unless we have training programs tied to those needs and future opportunities, we will be less competitive with other communities.

5. SITES AND BUILDINGS

FloridaWest will work with PEDC to support and advocate for the development of high quality business parks and industrial sites.

(Five Year Budget: \$864,000)

Available sites and buildings are crucial to attracting new jobs to the area and providing room for existing businesses to expand. High quality, “shovel ready” certified sites are needed to compete with other regions for companies wishing to relocate quickly with few surprises and with speed to market. This initiative requires strong partnerships with local, state and federal governments, the business community and infrastructure providers.



FloridaWest will work with PEDC to have at least 2 certified sites in the next five years.

Strategic Tactics

A. Work with PEDC to successfully establish business parks, industrial sites and available buildings.

Why do this? One of the first considerations for relocating, starting or expanding a business is where to do this. Without viable, well maintained sites, businesses will look elsewhere.

B. Work with partners to establish a two-county GIS Property Data base of available sites and buildings with Santa Rosa County.

Why do this? Having this data base makes it easy for prospects to find the right site with the right amenities that fit their needs —i.e. rail, gas lines, water capacity, interstate access. This also increases Escambia County’s chances of landing a new business and ensuring that the right business is placed in the right place.

C. Work with PEDC to develop a proposal for a spec building program, with engagement from city, county and private resources.

Why do this? Many prospects are looking for speed to market—they want to relocate or expand as quickly as possible to make their business more competitive and productive. Having available buildings is critical to a successful recruitment program. We have very few available buildings in Escambia County that meet industry needs. Having a spec building program will make us more competitive with other communities and ensure speedy start-ups for new jobs.

6. ORGANIZATIONAL SUPPORT

FloridaWest will pursue organizational strategies to increase the needed resources and partnerships to carry out the mission. *(Five Year Budget: \$508,000)*

Strategic Tactics

A. Develop an annual budget for board approval and have an annual audit conducted of financial activities.

Why do this? To ensure fiscal responsibility and transparency FloridaWest needs a detailed budget to make sure public and private dollars are being spent and monitored as efficiently as possible.

B. Identify personnel needs—including a workforce development coordinator and a cybersecurity business development specialist—for accomplishing strategies and pursuing funding sources.

Why do this? To be an effective economic development organization FloridaWest needs full time staff dedicated to each area of work. A workforce development coordinator aligned with community partners is a key to community success. Workforce training needs are often the number one issue for job creation for citizens and businesses. In addition, Pensacola has a unique opportunity to become a regional and national leader in cybersecurity. A cyber/IT business development specialist focused on the implementation of the cybersecurity strategy can leverage our competitive position as one of the premier cyber hubs.

C. Increase private sector membership in FloridaWest, adding an average of 4 new members per year for a five-year total of 20 new members.

Why do this? Private sector dollars aid in supporting the efforts of FloridaWest, and can help ease the pressure of acquiring public funds. Also, by increasing private sector membership, FloridaWest brings more business expertise and more private sector engagement and support to job growth efforts.

D. Increase public awareness and input for FloridaWest programs and impacts. FloridaWest will develop a communication plan to provide ongoing communications to stakeholders—PEDC, city, county, board, private sector organizations—on prospect activity, program goal attainment and other information. FloridaWest will make a concerted effort to engage stakeholders in activities and to take advantage of private sector resources to accomplish goals.

Why do this? Economic development is a team sport. All of the players need to be on the same page, marshaling all the available resources and working as one unit to attract new jobs. This requires constant, focused and relentless input and feedback from all players. The best communities do the best job of building community understanding and focus.

V. PEDC PROGRAM OF WORK



The role of the Pensacola/Escambia Development Commission is to establish the economic development vision and priorities for the cities and county. PEDC is responsible for securing the funding for economic development programs and resources, reporting the successes and challenges of FloridaWest to the county and cities and for advocating for sound economic development programs and policies.

Over the next five years, PEDC should:

A. Work with the county to secure a dedicated source of recurring funding for economic development. This will allow PEDC/FloridaWest to:

- Engage in long range planning for recruitment and marketing programs.
- Provide stability for staff and allow for long range staff development planning.
- Develop future budgets and plan for project grant and private sector fund raising.

B. PEDC will lead efforts to secure suitable industrial sites and commerce parks for business attraction and expansion, including these ongoing projects:

Downtown Technology Park

Airport Aviation Park

Port of Pensacola

The Bluffs

Central Commerce Park

Mid-Town Commerce Park

OLF 8 (I-10 Commerce Park)

Saufley Field

C. Develop a regular communication program with stakeholders—particularly the city and county administration and county commissioners. This should include:

- A quarterly, written report to the County Administrator, City of Pensacola and City of Century on Economic Development activities.
- A quarterly appearance at a county commission and city council meetings to report on economic activities and issues.

VI. PARTNERS

1. Local Government:

Escambia County
The City of Pensacola
The City of Century

Ongoing financial support from local governments is critical to the day-to-day operation and long-term programs of PEDC/FloridaWest. Per state statute, government plays an important economic development role in encouraging private investments and creating high quality business sites and parks. Governments are crucial partners to install the infrastructure necessary to make sites optimum for business operations.

2. Florida's Great Northwest

Florida's Great Northwest is the regional economic development marketing organization for our region. A confederacy of local EDO's and private investors, FGNW works with the state of Florida to arrange trade show marketing visits, including setting up meetings with company CEO's, developing marketing materials, visiting company booths at trade shows. FGNW also helps with leads and RFP's from companies interested in locating in Northwest Florida.

3. First Place Partners

An organization of private businesses in Escambia and Santa Rosa counties, First Place Partners works to promote economic development in the area through a variety of committees including Sites and Buildings, Governmental Affairs, and Workforce Development. They also convene Economic Development Roundtable meetings with other organizations in the community

4. Enterprise Florida/DEO

The state economic development organizations, Enterprise Florida and the Florida Department of Economic Opportunity provide leads to FloridaWest, help with incentives for business attraction, retention and expansion and provide opportunities for local EDO's to participate in state-sponsored economic development marketing events.

5. Workforce Partners

To create effective workforce training programs for target industries, FloridaWest works with Gulf Power Company, CareerSource Escarosa, Achieve Escambia, local school districts, George Stone Technical Center, Pensacola State College and the University of West Florida.

6. Others

Local and state chambers of commerce, Visit Pensacola, The Florida SBDC at UWF, business and trade associations, civic clubs and many others are all important associates in ensuring that Pensacola and Escambia County are the premier place for visitors, citizens and businesses. FloridaWest partners with each of these organizations to create a community-wide economic development effort.





VII. GOAL ALIGNMENT

The goals outlined in this plan align with the goals of Northwest Florida Forward—the regional economic development strategy developed by Florida’s Great Northwest—with ongoing participation by FloridaWest. These goals also align with those of Enterprise Florida.

Specific areas of alignment include:

Business Development

The plans of FloridaWest and Northwest Florida Forward both target Aerospace, Financial Services, Advanced Manufacturing and Cybersecurity for business recruitment and expansion. Both plans call for similar marketing plans—out of market trips to specific companies and participation in trade shows, along with other regional partners and the state of Florida.

Workforce Development

The regional strategy calls for a focus on STEM areas of training as well as developing skills needed by area employers. The FloridaWest strategy includes tactics to connect businesses to state and local programs to provide desired training. Plus, FloridaWest will work with training providers to develop industry-driven curriculum and new programming for target industries.

Business Incubator

The Northwest Florida Forward plan calls for programs that develop entrepreneurship and connect start-up businesses with assets, services, networks, facilities and expertise. The FloridaWest strategy does these things through Co:Lab, the business incubator that provides all of these services.

Sites and Buildings

The FloridaWest and the Northwest Florida Forward strategies both call for the development of sites and buildings for business expansion and recruitment, along with the desire for certified sites.

VIII. SUMMARY OF MEASURES IN PLAN

STRATEGY OBJECTIVE

FloridaWest will have direct involvement in new projects (business locations, expansions, or incubation graduations) that result in an average of 400 documented new jobs per year, for a total number of 2,000 documented new jobs by 2023, all with wages above the state average wage (\$44,790 in 2017).

Documented Jobs: Jobs that are either contracted for by a company as part of a PEDC/ FloridaWest assisted incentive or training agreement approved by the city, county, or state, or a job that is created with the assistance of a PEDC/FloridaWest, company verified, initiative or program.

Programmatic Goal 1

Co:Lab provides entrepreneurs with work space, equipment, training and other support elements to help new businesses get off the ground. The goal is to maintain an average annual occupancy rate of 80 percent.

Programmatic Goal 2

The mission of the Co:Lab is to create high-wage jobs and sustain long-term economic growth for the area. This is accomplished by keeping the facility occupied by as many qualified companies as possible. The goal is to expand the square footage of the Co:Lab by at least 30 percent.

Programmatic Goal 3

To aid existing businesses, FloridaWest will build ongoing relationships to understand individual business needs, opportunities and risks. The goal is to visit at least 100 existing target industry businesses per year to gather information and assist existing industries in retaining and expanding operations and job creation.

Programmatic Goal 4

Meeting with our local companies' headquarters or corporate office helps to ensure positive engagement with local existing employers and can lead to new or expanded investment in the community. The goal is to visit outside corporate headquarters of 3 local target sector businesses per year.



Programmatic Goal 5

When representatives from a similar industry sector meet, it creates an environment where they are encouraged to share ideas, problem solve and develop strategies to make the industry sector more competitive in Escambia County. The goal is to convene 3 target sector specific industry roundtables with existing businesses per year.

Programmatic Goal 6

FloridaWest will participate with the regional economic development marketing organization—Florida’s Great Northwest—and Enterprise Florida in outbound missions to site consultants. The goal is at least 4 such missions each year.

Programmatic Goal 7

FloridaWest will participate in targeted trade shows with regional and state partners to build relationships and market Escambia County for new jobs (Industry trade shows allow staff to meet with a high number of prospective companies in one location). The goal is to participate in at least 7 trade shows per year.



Programmatic Goal 8

FloridaWest will develop a list of outside companies in each target sector that match the community assets for success. Meetings will be scheduled to develop business relationships and to promote Escambia County as a location for investment (FloridaWest will use several different companies to assist in identifying specific business leads in “high-cost business” markets such as Southern California, Illinois, Washington D.C., New York, etc.). The goal is to visit at least 3 outside, target sector companies—both domestic and international—per year.

Programmatic Goal 9

Available sites and buildings are crucial to attracting new jobs to the area and for providing room for existing businesses to expand. High quality, “shovel ready” certified sites are needed to compete with other regions for companies wishing to relocate quickly with few surprises and with speed to market. The goal is to have at least 2 certified sites in the next five years.

Programmatic Goal 10

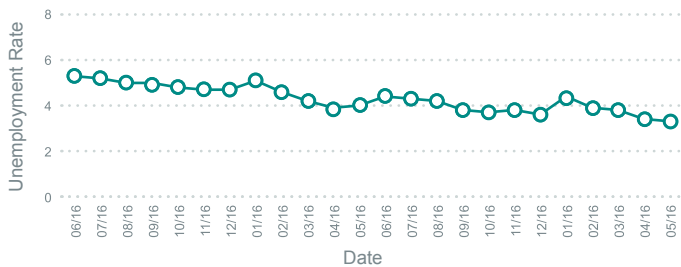
Successful economic development organizations are best structured as a public/ private partnership. FloridaWest will make a concerted effort to engage stakeholders in activities and to take advantage of private sector resources to accomplish the goals of the community. The goal is to add an average of 4 new private sector members per year for a five-year total of 20 new members.

IX. COMMUNITY ECONOMIC INDICATORS

In addition to specific program-of-work measurements, FloridaWest and PEDC will report quarterly on a number of community economic indicators such as:

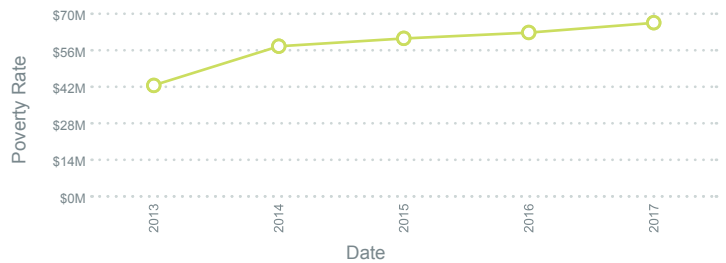
UNEMPLOYMENT RATE

Escambia County



SALES TAX COLLECTION

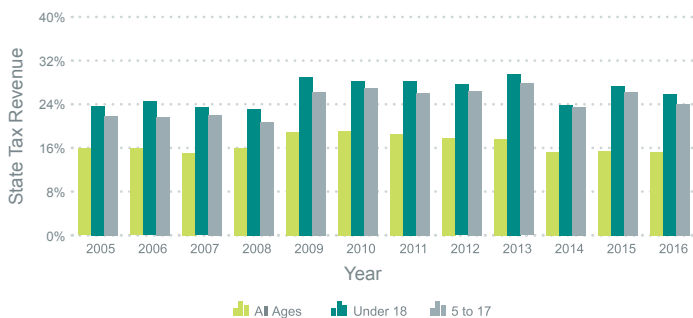
Escambia County



This is the amount of Local Option Sales Taxes collected by fiscal year.

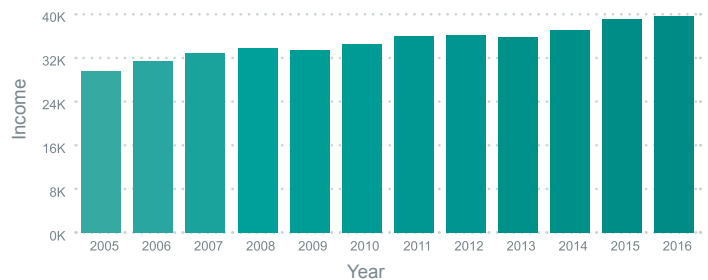
POVERTY RATES

Escambia County



PER-CAPITA INCOME

Escambia County



Income per person for this area.



The Pensacola-Escambia Promotion & Development Commission

Lewis Bear, Jr., *Chairman*
Clorissti Johnson, *Vice-Chair*
Dave Hoxeng, *Secretary-Treasurer*
Pensacola City Councilman Andy Terhaar
Pensacola City Councilman P.C. Wu
County Commissioner Jeff Bergosh (District 1)
County Commissioner Steven Barry (District 5)
City of Century Mayor Henry Hawkins
Adam Principe, *Escambia County Representative*



The FloridaWest EDA Board of Directors

Wendell Smith, *Gulf Power Company, President*
Donnie McMahon, *McMahon & Hadder, Vice President*
Karen Sindel, *Escambia County Representative, Secretary/Treasurer*
Lewis Bear, Jr., *Lewis Bear Company*
Rebecca Ferguson, *City of Pensacola*
Tim Haag, *ECUA*
Bonita Player, *Engineering & Planning Resources*
Jim Waite, *Baskerville-Donovan*
Jonathan Tucker, *Associate Member, Cox Business*

FloridaWest EDA

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Scott Luth, *CEO*
Danita Andrews, *Director of Business Development*
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