



PENSACOLA-ESCAMBIA PROMOTION & DEVELOPMENT COMMISSION/FLORIDAWEST

March 19th, 2019 10:00 am

Co:Lab, 1st Floor Conference Room, Suite 103

418 W Garden Street

Pensacola, Florida

Joint PEDC/FloridaWest Board Meeting Agenda

- | | |
|---|---------------------------|
| 1. Call to Order/Welcome PEDC | Lewis Bear, Jr. |
| Call to Order/Welcome FloridaWest | Donnie McMahon |
| 2. Public Notice (February 25, 2019) | Melissa Stoker |
| 3. Public Comment | Lewis Bear, Jr. |
| 4. Action Items | |
| a. Bluffs RFP Acceptance (PEDC) | Scott Luth |
| 5. Discussion Items (No Board Action Anticipated) | |
| a. Triumph Update | Rick Harper |
| b. Current Statutory Requests Update | Sydney Fowler |
| c. Budget Request Status to City and County | Scott Luth |
| d. What Can You Do Video Update | Sena Maddison |
| e. City Project Updates | PC Wu/Sherri Myers |
| f. County Project Updates | Jeff Bergosh/Steven Barry |
| g. Business Development Update | Scott Luth |
| 6. Other Business & Closing Comments | Lewis Bear, Jr. |
| Other Business & Closing Comments FloridaWest | Donnie McMahon |

***First Floor Open House for Board Members immediately following.

PEDC Next Meeting: Tuesday, April 16th 10:00 am – 11:30 am

FloridaWest Next Meeting: Wednesday, April 10th 1:30 pm – 3:00 pm

**Financials and Minutes will be reviewed and approved at the following regularly scheduled meetings.



BOARD OF COUNTY COMMISSIONERS ESCAMBIA COUNTY, FLORIDA

OFFICE OF MANAGEMENT & BUDGET SERVICES

221 PALAFOX PLACE, SUITE 440
PENSACOLA, FL 32502
Phone: (850) 595-4960
Fax: (850) 595-4810
www.myescambia.com

Escambia County Agency Funding Request Application Checklist

Please use this helpful checklist to ensure all requested documentation has been submitted. For documents not provided, please explain below why the requested document is not available.

Escambia County is committed to making information accessible. As part of that effort, documents delivered to Escambia County as part of this project are to meet website guidelines for accessible design set forth by the U.S. Department of Justice under the Title II of the Americans with Disabilities Act (ADA) and web content accessibility guidelines and standards as provided by the World Wide Web Consortium to meet at least an AA success criterion as measured by the most current standards.

When submitting your completed application with all required documents, per the ADA provide your documents in original Word format or a direct PDF of the Word document. **Please limit scanned documents as much as possible.** If you have questions on how to submit your application in the correct format, please contact our office before submitting your application electronically. **Applications must be submitted electronically.**

Requested Documents	Document Provided	Document Not Provided
• Fully-Completed Agency Funding Request Application	X	
• Current W-9	X	
• IRS Letter of Determination		X
• 2018 or 2019 tax return (990 or 990-EZ with additional backup) You may submit a 2017 tax return along with an explanation for late filing.		X
• Most recent financial statements, with audit if applicable	X	

Explanation for any missing documents:

- PEDC, as a governmental entity, does not have a Letter of Determination from the IRS
- PEDC, as a governmental entity, does not submit a 990 form



FISCAL YEAR 2019 – 2020 ESCAMBIA COUNTY AGENCY FUNDING REQUEST APPLICATION

All agencies requesting funding from Escambia County must submit the below-listed information and complete the attached form. Failure to submit all of the required information or to complete the form will remove your organization from consideration for funding. Please submit the completed application packet electronically to klmacarthur@myescambia.com by Friday, March 1, 2019.

When submitting your completed application with all required documents, provide your documents in original Word format or a direct PDF of the Word document. **Please limit scanned documents as much as possible.**

Please submit:

- A fully-completed Agency Funding Request Application
- A copy of your organization's current W-9
- A Letter of Determination from the IRS confirming your organization's federally tax exempt status
- A copy of your organization's 2018 or 2019 tax return (Form 990 or 990-EZ with additional backup). You may submit a 2017 tax return along with explanation for late filing.
- A copy of your organization's most recent financial statements, with audit if applicable

Agency Name:

- **Pensacola-Escambia County Promotion and Development Commission (PEDC)**

Agency Address:

- **3 West Garden Street Suite 618
PO Box 1992
Pensacola, Florida 32591**

Program Name:

- **Pensacola-Escambia County Economic Development (PEDC) Funding Request**

Program Contact:

- **Lewis Bear, Jr., PEDC Board Chair**
- **Scott Luth, CEO FloridaWest EDA**

Contact Email:

- lbearjr@aol.com
- sluth@floridawesteda.com

Contact Phone:

- **FloridaWest Office: 850-898-2201**
Scott Luth Cell: 850-375-1060

25-Word Description of Program:

- **PEDC is the County's economic development authority created by state statute, and operates via a contract with FloridaWest EDA, for business development, existing industry expansion and retention, entrepreneurial development, asset development, workforce collaboration and promotion.**



**FISCAL YEAR 2019 – 2020
ESCAMBIA COUNTY
AGENCY FUNDING REQUEST APPLICATION**

Amount Requested:

- **\$625,000 – From the Local Option Sales Tax (LOST) Economic Development Trust Fund. The request is in line with our 5- Year Strategic plan and supports the current year program of work.**

Amount Received Last Year, if applicable:

- **\$550,000**

Briefly discuss how last year's funds were used. What is your agency's return to the County on this investment? If no funds were received last year, please mark N/A.

- **In FY 18-19, county dollars were used to support the development and marketing of the Bluffs project (FOIL) and the downtown technology campus; PEDC administration costs and a contract with FloridaWest EDA. FloridaWest used PEDC funds for programming, administration and personnel costs.**
- **For the \$550,000 investment approved this fiscal year, PEDC/FloridaWest have worked to generate over \$200 million in estimated economic impact for Escambia County as of March 1, 2019 (five months into the current fiscal year).**

Briefly discuss how the funding you are currently requesting will be used.

(Specific emphasis on "Programming" – What does your program do and why is it an asset to the County?)

- **The funding requested will be used to cover expenditures including programming activities, and administrative costs and a contract with FloridaWest EDA which also includes personnel costs.**
- **Programming costs include activities related to our scope of work: Business Retention and Expansion Activities, Entrepreneurial Development, Workforce Development, Attraction Activities and Asset Development. The companies targeted fall into specific high wage industry sectors (Aviation, Back Office/Financial Services, Cyber Security/Information Technology, Manufacturing, and Marine Services), and export over 85% of their product or service outside of the greater Pensacola area, thereby increasing the wealth (capital investment, payroll, employment) of Escambia County.**

Is your program a governmental function or requirement? Please explain.

- **Yes, according to Florida State Statute 125.045 —" County economic development powers". — (1) The Legislature finds and declares that this state faces increasing competition from other states and other countries for the location and retention of private enterprises within its borders. Furthermore, the Legislature finds that there is a need to enhance and expand economic activity in the counties of this state by attracting and retaining manufacturing development, business enterprise management, and other activities conducive to economic promotion, in order to provide a stronger, more balanced, and stable economy in the state; to enhance and preserve purchasing power and employment opportunities for the residents of this state; and to improve the welfare and competitive position of the state. The Legislature declares that it is necessary and in the public interest to facilitate the growth and creation of business enterprises in the counties of the state.**



FISCAL YEAR 2019 – 2020 ESCAMBIA COUNTY AGENCY FUNDING REQUEST APPLICATION

PEDC is an economic development authority created by Special Act Chapter 67-1365, Laws of Florida, as amended, and entitled the “Pensacola-Escambia Promotion and Development Commission Act” which establishes the PEDC as a governmental entity to promote economic development interests such as industry, tourism and commerce.

Will these funds be used for salaries/administrative costs or direct programming costs? Please provide a breakdown by percentage within each category.

- Percentage for salaries/administrative costs: 63 %
- Percentage for direct programming costs: 37 %

Explain how you are the best partnering agency for your program. Please differentiate your program from a similar program.

- Unlike other business and community development organizations that have oversight and programming primarily for the benefit of its members and the community, PEDC is an economic development authority created by Special Act Chapter 67-1365, with direct oversight from two County Commissioners and two City Council Members. PEDC programming is developed to enhance and expand economic activity within the county. (PEDC has a contract with FloridaWest, a public/private non-profit economic development agency with a program of work that follows the legislative intent as outlined in State Statute 125.045). PEDC and FloridaWest work in the public interest to facilitate the growth and creation of business enterprises for the benefit of all residents of Escambia County.

If Escambia County funding can only fund a portion of your request, how will you offset the difference?

- 100% of PEDC operational funding is received through an Interlocal agreement between Escambia County and the City of Pensacola. If funding is reduced, it will significantly impact the economic development operations of PEDC and the program of work of its contract agency FloridaWest EDA.

If the funding you are applying for can be used as a match for other funding, please provide the details below and include the amount and match ratio:

- PEDC and its partners apply for Triumph, State and Federal funding to support specific ongoing projects. So far this FY the community has received over \$145 million. However, the operational funds requested from Escambia County are not used as a direct match.

Please detail the last 12 months of outcome for your agency’s funding. Please list statistics, trends, and successes.

- Please see the attached 2018 year-end and FY 18 -19 Q1 report.

Is there a duplication of funding? (Does your organization request funding from other local non-profit agencies? If so, list each agency you request funds from and the amount. Explain what those requested funds would be used for.

- PEDC does not receive funding from other local non-profit agencies. However, as programs are developed, FloridaWest may request non-profit grants specific to its program of work in the coming year.



**FISCAL YEAR 2019 – 2020
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AGENCY FUNDING REQUEST APPLICATION**

Provide “Specific and Measurable” metrics in the following three sections:

Please list the primary goal(s) that this program is targeting. Maximum of three.

For example, “reduce homelessness in Escambia County by “X”%”

- **Business Development:** Increase the number of primary sector jobs within our targeted industry sectors through the expansion/ retention of existing businesses, attraction of new industry and the development of new assets.
- **Workforce Development:** Programs and efforts to meet short term talent needs of companies within our target industry sectors. Increase student enrolment in our target industry career academies. Enhance community-based training and access to employment services.
- **Entrepreneurial Development:** Provide support to stage I & 2, potential high growth companies through business incubation. Increase the available incubation space.

Please list the performance measure(s) by which your organization will measure the success of your program. Maximum of three.

- **Direct involvement in new projects (business locations, expansions or incubation graduations) that result in an annual average of 400 committed 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.**
- **Maintain an 80 percent average annual occupancy rate and to expand the square footage of the existing Co:Lab by at least 30 percent.**
- **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.**

Please list the baseline statistics/agency metrics for the performance measure(s). Maximum of three.

For example, “number of families successfully transitioned into permanent housing and stabilized for 6 months in previous fiscal year.”

- **Please see the attached 2018 year-end and FY 18 -19 Q1 report.**

BUDGET

Please fill out the requested information in its entirety for the program for which you are requesting funding. It is not necessary to fill out information for the agency as a whole; only for the program for which funding is requested. If this is a new program, you are not required to complete the information for the previous budget year. Please add any additional income or expense sources to the table as necessary to complete your budget application. Please round figures to the nearest whole dollar.

Income

	Most Recently Completed Budget Year FY 17/18	Current Budget Year FY 18/19	Proposed Budget Year FY 19/20
Contributions/Donations from Private Sources	\$0	\$0	\$0
Programmatic Income	\$0	\$0	\$0



**FISCAL YEAR 2019 – 2020
ESCAMBIA COUNTY
AGENCY FUNDING REQUEST APPLICATION**

County Funding	\$550,000	\$550,000	\$625,000
City Funding	\$150,000	\$150,000	\$150,000
Local Non-Profit Funding	\$0	\$0	\$0
State Funding	\$3,100,000	\$500,000	\$2,500,000
Federal Funding	\$0	\$0	\$0
Memberships	\$0	\$0	\$0
Investment Income	\$400	\$400	\$400
Other Income	\$9,600	\$0	\$0
Total Income	\$3,810,000	\$1,200,400	\$3,275,400

Please explain any request listed in the “Other Income” line item.

- Interest income earned on a retirement fund for a prior PEDC employee

Expenses

	Most Recently Completed Budget Year FY 17/18	Current Budget Year FY 18/19	Proposed Budget Year FY 19/20
Total Staffing	7.2	7.2	8.2
Salaries and Wages	\$369,769	\$369,769	\$419,769
Employee Benefits	\$90,231	\$90,231	\$100,231
Professional Services	\$3,100,000	\$500,000	\$2,500,000
Contractual Services	\$18,500	\$18,500	\$18,500
Travel Expenses	\$20,000	\$20,000	\$25,000
Rentals and Leases	\$10,000	\$10,000	\$10,000
Communication	\$0	\$0	\$0
Postage and Freight	\$0	\$0	\$0
Repair and Maintenance	\$0	\$0	\$0
Printing and Binding	\$0	\$0	\$0
Marketing and Promotion	\$11,000	\$11,000	\$11,000
Fuel	\$0	\$0	\$0
Supplies	\$400	\$400	\$400
Event Expenses	\$0	\$0	\$0
Other Expenses	\$9,600	\$0	\$0
Capitalizable Assets/ Equipment	\$0	\$0	\$0
Incubator (CoLab)	\$100,000	\$100,000	\$110,000
Asset Development	\$80,500	\$80,500	\$80,500
Total Expenses	\$3,060,000	\$1,200,400	\$3,275,400
Net Income/Revenue minus Expense	\$0	\$0	\$0

Note: The expenses listed are estimates based on expenses from PEDC and FloridaWest

Please explain any capitalizable assets (vehicles, land, or equipment) contained in your request.

- N/A



FISCAL YEAR 2019 – 2020 ESCAMBIA COUNTY AGENCY FUNDING REQUEST APPLICATION

Please explain any request listed in the “Other Expenses” line item.

- Payment on a retirement fund for a prior PEDC employee

ECONOMIC DEVELOPMENT AGENCIES:

If you are an economic development agency, please complete the following supplemental questions:

What is your agency’s Strategic Plan?

- PEDC and FloridaWest EDA completed a new 5-year strategy for Economic Development. The plan was presented and approved by the Escambia County Commission and the City of Pensacola in FY 2017 – 2018. Please see the attached document.

What is your agency’s return on the County’s investment?

- For the \$550,000 investment approved this past fiscal year, PEDC/FloridaWest has worked to generate over \$200 million in estimated economic development impact for Escambia County as of March 1, 2019 (five months into the current fiscal year).
 - \$576,000 of City and private sector funding support
 - \$500,000 in state support for the Bluffs development
 - \$145 million in project Titan funding
 - \$65 million Business Development Economic Impact
 - \$60.0 million in earnings from 1325 direct and indirect jobs
 - \$5 million in state and local taxes annually
 - \$9.07 million Co:Lab Economic Impact
 - 26 unique businesses in varying stages of growth and development
 - \$8.7 million in earnings from 176 direct, indirect and induced jobs
 - \$370,000 of approximately federal, state and local tax impact

List all projects and outcomes.

- Please see the attached 2018 year-end and FY 18 -19 Q1 report.

Show supporting backup on procurement activities.

- PEDC procured the services of a project manager and engineer for the Bluffs Grant. The supporting backup for our procurement activities can be found on the following website.
<https://www.floridawesteda.com/notice-of-request-for-letters-of-interest>

What is the net cost per job created?

- Since 2014 Escambia County has funded PEDC a total of \$2.75 million and supported the creation/retention of approximately 7,200 jobs which equals a net cost of approximately \$380.00 per job. (Project Example: Project Titan - \$15 million county support / 1,725 Jobs = \$8,700/job one time cost – Local Payroll Impact: \$77 million per year)

Provide the appropriate level of detail for activities.

- Please see the attached 2018 year-end and FY 18 -19 Q1 report.

What was done by your agency to address the “Pockets of Poverty”?



**FISCAL YEAR 2019 – 2020
ESCAMBIA COUNTY
AGENCY FUNDING REQUEST APPLICATION**

- PEDC, and its contract partner FloridaWest, are the only organizations focused specifically on long-term programs to increase and retain the number of companies and jobs opportunities in the community that pay above the current county average wage and increase the number of training and hiring opportunities available to Escambia Citizens within our target industry sectors (specific business development and entrepreneurship information is available in the attached 2018 year-end report). If programs are fully funded and supported, Escambia County citizens that participate will have access to training and education resources and jobs that pay above the ALICE threshold.

Specifically, FloridaWest coordinates “The Greater Pensacola Career Pathways (GPCP) initiative”. Our partners include: Pensacola State College, Escambia County School District, University of West Florida, CareerSource Escarosa, Gulf Power Co., and private sector businesses in our target industry sectors.

As part of our 5-year strategic plan, FloridaWest has 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 is also working with all our training/education/employment providers to enhance existing programs and develop new target industry education initiatives directed to individuals with in the “Pockets of Poverty” areas.

Are the funds being used for salaries or projects?

- PEDC funds are used for both salaries and project work. When Escambia County funds are combined with the City of Pensacola and Private Sector funds, about 50% of all funding is for salaries and 50% is for programming and programming support.

Did your agency receive any grants? List the amount and a detailed use of the funds.

PEDC/FloridaWest and its partners apply for Triumph, State and Federal funding to support specific ongoing projects and initiatives.

- PEDC/FloridaWest have applied/received the following grants for “The Bluffs” engineering and planning:
 - \$3.0 million in 2014– State Funded and Received
 - \$2.3 million in 2016– State Funded and Received
 - \$3.1 million in 2017– State Funded and Received
 - \$0.5 million in 2018 – State Funded and Received
 - \$8.0 million in 2018 – Triumph Requested
 - \$2.5 million in 2019 – State Requested
- PEDC/FloridaWest have facilitated workforce grant requests for:
 - \$1.8 million – PSC Governors Florida Job Growth Grant– State Funded
 - \$2.7 million – Escambia County School District – Triumph Requested
- PEDC/FloridaWest have participated in grant request for:
 - \$14 million – Commercial Aircraft MRO Campus – DEO Funded
 - \$45 million – Commercial Aircraft MRO Campus – FDOT Funded
 - \$66 million – Commercial Aircraft MRO Campus – Triumph Funded
 - \$7 million – Commercial Aircraft MRO Campus – EDA Requested



**FISCAL YEAR 2019 – 2020
ESCAMBIA COUNTY
AGENCY FUNDING REQUEST APPLICATION**

- \$27.5 million – UWF Innovation Network– Triumph Requested
 - \$5.0 million – Pensacola State College - Co:Lab Expansion – Triumph Requested
- PEDC/FloridaWest are supporting grant request for:
 - \$16.0 million – Marine Maintenance Repair Overhaul– Triumph Requested
 - \$29.0 million – OLF8/OLFX Land Swap with DOD – Triumph Requested
 - \$11.0 million – Beulah Interchange Connector– Triumph Requested

Was there any increase in membership?

- The PEDC is a Florida statutorily created entity with an appointed board structure.
- FloridaWest was not created to be a membership organization like a Chamber of Commerce. We have public sector appointees and business sector dues paying members. We are currently reaching out to expand our membership to include additional dues paying members.
 - Business Sector Members
 - Electric – Gulf Power
 - Water/Sewer – ECUA
 - Natural Gas – Pensacola Energy
 - Engineering – Baskerville Donovan
 - Small/Minority Business – Engineering & Planning Resources, Inc.
 - Warehouse/Distribution – Lewis Bear Co.
 - Information/Technology – Cox Cable, Inc. (New Member)
 - Healthcare – To be filled
 - Construction – To be filled
 - Legal – To be filled

What are your agency's statistics on business creation and minority businesses?

- Please see the attached 2018 year-end and FY 18 -19 Q1 report.

Can we reduce the taxpayer subsidy?

- The use of public funds for economic development and PEDC programming is not perceived to be a taxpayer subsidy by most citizens of Escambia County. It is understood to be an important governmental function as authorized in Florida State Statute 125.045 and the passage of the LOST IV referendum (which includes economic development funding) by majority vote of the citizens on November 4, 2014. 100% of the PEDC operational funding is received through an Interlocal agreement between Escambia County and the City of Pensacola. If funding is reduced, it will significantly impact the economic development operations of PEDC and the program of work of its contract agency Florida West EDA



OUTSIDE AGENCY FUNDING APPLICATION - FISCAL YEAR 2020

General Application Information:

The deadline to submit funding applications for Fiscal Year 2020 is 5:00 p.m. on Monday, March 4, 2019. Completed applications must include all required items and be submitted by the deadline to be considered.

The City of Pensacola will consider funding requests from agencies committed to providing community service programs that fulfill a public purpose in that the services to be performed benefit, promote, serve and enhance the quality of life for the Pensacola community at large for a cost or in a manner that the City could not provide more efficiently or for less costs.

Additionally, the City of Pensacola will consider funding requests from agencies that promotes the concept that the most efficient use of taxpayer funds for contributions to outside agencies are direct contributions that are used for the intended purpose of providing community service programs.

Questions regarding the application may be directed to Yvette McLellan, Budget Manager at ymclellan@cityofpensacola.com or (850) 435-1820.

Completed application packets should be submitted to:

Yvette McLellan, Budget Manager
City of Pensacola
Financial Services Department
Post Office Box 12910
Pensacola, Florida 32521

Or an electronic version of the application packet can be submitted to ymclellan@cityofpensacola.com

City of Pensacola
Outside Agency Funding Request Summary Sheet
Fiscal Year 2020

Date: Mar 3, 2019 Name of organization: Community Economic Development Association (dba FloridaWest EDA)
Amount requested: \$190,000.00 Name of project/program: Economic Development Funding

Brief description of program/project:

Programming include activities related to our scope of work: Business Retention and Expansion Activities, Entrepreneurial Development, Workforce Development, Attraction Activities and Asset Development. The companies targeted fall into specific high wage industry sectors (Aviation, Back Office/Financial Services, Cyber Security/Information Technology, Manufacturing, and Marine Services), and export over 85% of their product or service outside of the greater Pensacola area, thereby increasing the wealth (capital investment, payroll, employment) of Escambia County.

One-time request?: ☐ Yes ☒ No

If no, state desired length of funding: Annually

Past recipient of City funding?: ☒ Yes ☐ No

If yes, please provide the amount of funding and year funded: Year: 2018 Amount: \$190,000.00

All recipients of City funding are required to provide agency budget and program information at the City's request and are required to provide progress reports on funded programs at least annually and more frequently at the City's request. By signature of an authorized representative below, the agency agrees to these conditions if funding is approved.

Scott Luth

Digitally signed by Scott Luth
Date: 2019.02.26 14:34:08 -06'00'

Name

CEO, FloridaWest EDA

Title

City of Pensacola
Outside Agency Funding Request

Fiscal Year 2020

Name of organization: Community Economic Development Association (dba FloridaWest EDA)
Name of project/program: Economic Development Funding
Date: Mar 3, 2019

Organizational Information

Main address: 3 West Garden Street, Suite 618

City: Pensacola State: Florida Zip code: 32502

Mailing address: PO Box 1992

City: Pensacola State: Florida Zip code: 32591

Telephone number: 850-898-2201 Fax number: _____

E-mail address: sluth@floridawesteda.com

Executive Director: Scott Luth

Total number of employees: 8

Total number of volunteers: 0

How many years has the organization been providing service?: 5

**City of Pensacola
Outside Agency Funding Request**

Fiscal Year 2020

Governing Body

Name: Community Economic Development Association (dba FloridaWest EDA)

Chairman of the Board: Donnie McMahon

Number of board members: 9

Number of City residents on board: 2

How many times a year does the board meet: 10 - 12 Times a Year

Organizational Mission

Describe the mission of the organization:

The Community Economic Development Association, dba FloridaWest Economic Development Alliance, exist to build, grow, and sustain the economic development potential and prosperity of Northwest Florida.

Describe key programs offered by the organization:

FloridaWest works to encourage existing and new business/industry investment and job growth. This also includes startup companies (entrepreneurial efforts), and workforce development, which focuses on programs and efforts to align educational strategies with target industry talents. Most of all the companies FloridaWest will work with under the current economic development structure make or create a product or service that is sold primarily (over 85%) outside the region.

How many clients were served last calendar or fiscal year?: N/A

How many City residents were served last year?: N/A

Does the organization have a strategic plan?: ☒ Yes ☐ No

List any other public or private organizations/agencies that provide similar services in the Pensacola area:

FloridaWest is the sole economic development organization in the area. However, economic development is a team effort. We work with public and private stakeholders at the local, regional and national level, including the Florida Chamber, Enterprise Florida. DEO. FDOT, the utility companies, our universities, and many other partners to support our efforts.

City of Pensacola
Outside Agency Funding Request

Fiscal Year 2020

Financial/Budget Information

Total budget amount this fiscal year:	<u>\$1,350,000.00</u>
Total budget amount last fiscal year:	<u>\$1,176,000.00</u>
Total operating budget amount this fiscal year:	<u>\$1,350,000.00</u>
Total operating budget amount last fiscal year:	<u>\$1,176,000.00</u>

Has the organization received City financial support previously?: ☒ Yes ☐ No

If yes, list amount and program(s) funded:

The 2018-2019 Miscellenous Agreement, a public-private partnership between the City of Pensacola and FloridaWest, awarded FloridaWest \$190,000 for two seats on the Board of Directors, funds which in their entirety pay for the salaries and benefits of FloridaWest employees.

Name of Chief Financial Officer: J.David Lister, Allison Jones, Philip de Boer with Saltmarsh, Cleaveland & Gund, CPA

Budget Request Project/Program Information

Amount requested: \$190,000.00

Total cost of project/program: \$1,350,000.00

Describe project/program to be funded:

City monies received by FloridaWest are allocated to the salaries and benefits of FloridaWest employees.

List other sources of funding available for this project/program:

We receive funding from Escambia County through the government entity Pensacola-Escambia Develoment Commission (PEDC) and from our private partners.

City of Pensacola
Outside Agency Funding Request

Fiscal Year 2020

Budget Request Project/Program Information (continued)

Will this project/program be recurring?: ☒ Yes ☐ No

If yes, will the organization request future financial support from the city?: ☒ Yes ☐ No

How many City residents will be served by this project/program?: _____

Is the organization willing to provide a report to the City on the success of the project/program and provide evidence that the funds received were spent as intended? ☒ Yes ☐ No

Additional Information

In order for the City to consider this request, the following items will need to be provided:

- ☒ This form and summary sheet completed in their entirety
- ☒ A copy of the current budget of the organization
- ☒ A copy of the prior year financial statements
- ☒ A copy of any published goals of the organization
- ☒ A report of prior year accomplishments
- ☒ A copy of the minutes from the last board meeting
- ☒ A copy of IRS determination letter of 501(c)(3) tax exempt status

Chairman of the Board

Scott Luth
Executive Director

Digitally signed by Scott Luth
Date: 2019.03.03 16:14:39 -06'00'

Date

Mar 3, 2019
Date

Eligible Agencies:

An eligible agency must be a not-for-profit (public or private), charitable (public or private), governmental or quasi-governmental entity organized and existing under Florida Law. The agency must be recognized by and provide proof of tax-exempt status under Section 501(c) of the Internal Revenue Code of the United States, unless the agency is a governmental or quasi-governmental entity.

An agency complying with this provision, but whose proposed service program or project fails to meet the evaluation criteria may not receive funds from the City.

An agency complying with this provision, but whose proposed service program or project duplicates services or projects provided by another agency may not receive funds from the City.

Procedures:

- The City of Pensacola should receive all funding requests from outside agencies no later than March 4, 2019 at 5:00 p.m. for consideration for funding in the Fiscal Year 2020 Budget. This allows for consideration of the funding requests as part of the development of the operating budget for Fiscal Year 2020.
- Funding available for outside agency requests will be reviewed on an annual basis as part of the budget process.
- The availability of funds awarded will be subsequent to October 1, 2019 for the funding cycle of each year and released accordingly upon receipt of invoice and any required supporting documentation.
- City operations and capital expenditures will receive priority over all funding requests from outside agencies. Funding requests from outside agencies will be treated as the lowest priority in the budget process and will be considered only after meeting the other needs of the City government.
- The City of Pensacola reserves the right to terminate funding for outside agencies at any time. Approval of funding for one fiscal year does not impose a commitment on the City for funding in future years.
- No funding decision shall be considered final until the City Council adopts the budget and all aspects of the agency's responsibilities and the conditions under which payment for the agency's services will be rendered have been met.
- City funding shall only be used for the purpose and service for which the funding is requested and approved by the City. Any deviation from the approved funding request may be made only by the City's prior, written approval. If not, funds must be returned immediately to the City.

Evaluation Criteria:

The criteria listed below will be used in the evaluation and prioritization of funding requests:

- Agency's ability to demonstrate the effectiveness and relevancy of a project or service to the community.
- The ability to meet a specific or relevant need in the community.
- The likelihood the project will produce successful results.
- Service impact or benefit to the businesses and citizens of Pensacola and the number of citizens/businesses, geographic areas and specific impact (quantified).
- The effectiveness of the services and/or program and the impact on the City of Pensacola community based on measurable performance data.
- The agency's history of success.
- Effective use of requested funding, including matching contributions, additional sources, and effort of outside search for financial assistance.
- The financial need of the agency and its ability to implement the services and/or programs based upon available resources.
- The ability of the agency to continue the project or service after the funding cycle without an ongoing operational contribution from the City to this service.
- The amount of previous funding requests and the amount received from the City of Pensacola.
- Budgetary constraints on available funds.

Submittal Instructions:

Agencies must adhere to the following instructions for submittal of the Funding Requests:

- The following information must be submitted either electronically or physically to the City of Pensacola no later than 5:00 p.m., Monday, March 4, 2019.
 - o Outside Agency Funding Request Application and Summary Sheet completed in its entirety.
 - o A copy of the current budget of the organization.
 - o A copy of the prior year financial statements.
 - o A copy of any published goals of the organization.
 - o A report of prior year accomplishments.
 - o A copy of the minutes from the last board meeting.
 - o A copy of IRS determination letter of 501(c)(3) tax exempt status.

FloridaWest (CEDA)
Profit & Loss Budget Performance
October through December 2018

	Oct - Dec 18	Budget	\$ Over Budget	% of Budget
Income				
4200 · Associate Membership Dues	2,500.00	40,000.00	-37,500.00	6.25%
4000 · Membership Dues	50,000.00	280,000.00	-230,000.00	17.86%
4410 · Non-Dues Income	22,000.00	50,000.00	-28,000.00	44.0%
4420 · Government Income	37,500.00	150,000.00	-112,500.00	25.0%
4430 · PEDC	150,000.00	650,000.00	-500,000.00	23.08%
4500 · CIE - Rent	20,944.78	179,000.00	-158,055.22	11.7%
4512 · Miscellaneous Income	0.00	1,000.00	-1,000.00	0.0%
Total Income	282,944.78	1,350,000.00	-1,067,055.22	20.96%
Gross Profit	282,944.78	1,350,000.00	-1,067,055.22	20.96%
Expense				
5005 · Bank & Credit Card Fees	39.64	1,000.00	-960.36	3.96%
5060 · Marketing, Adv & Promo/Investor	29,485.72	125,000.00	-95,514.28	23.59%
5066 · Database/Research	1,687.50	20,000.00	-18,312.50	8.44%
5100 · Audit Expense	14,400.00	35,000.00	-20,600.00	41.14%
5105 · Legal Fees	1,770.00	10,000.00	-8,230.00	17.7%
5120 · Auto Travel	2,370.94	15,000.00	-12,629.06	15.81%
5140 · Business Travel	14,320.70	60,000.00	-45,679.30	23.87%
5190 · Depreciation Expense	0.00	15,000.00	-15,000.00	0.0%
5200 · Dues & Subscriptions	3,068.48	10,000.00	-6,931.52	30.69%
5310 · Insur-D&O/Liab/Umbrella/EPLI	4,001.78	6,000.00	-1,998.22	66.7%
5410 · Maint & Repair- Computers	4,728.36	15,000.00	-10,271.64	31.52%
5440 · Meeting Expense	786.30	2,500.00	-1,713.70	31.45%
5500 · CoLab Expenses	7,776.60	148,000.00	-140,223.40	5.25%
5559 · Workforce Marketing	517.72	20,000.00	-19,482.28	2.59%
5600 · Miscellaneous Expense	184.11	1,000.00	-815.89	18.41%
5610 · Postage	139.86	500.00	-360.14	27.97%
5680 · High Growth Companies	639.01	20,000.00	-19,360.99	3.2%
57000 · Employee Wages & Benefits	163,574.63	785,000.00	-621,425.37	20.84%
5800 · Supplies	534.50	2,000.00	-1,465.50	26.73%
5915 · Telephone	1,006.94	3,000.00	-1,993.06	33.57%
5925 · Cell Phones	1,693.71	6,000.00	-4,306.29	28.23%
5954 · Copier Expense	413.82	2,000.00	-1,586.18	20.69%
5980 · Rent Expense	11,303.91	48,000.00	-36,696.09	23.55%
Total Expense	264,444.23	1,350,000.00	-1,085,555.77	19.59%
Net Income	18,500.55	0.00	18,500.55	100.0%

FloridaWest (CEDA)
Balance Sheet
As of December 31, 2018
Dec 31, 18

ASSETS

Current Assets

Checking/Savings

1000 · Checking- Private Hancock -363 479,627.85

1010 · Checking - Public Hancock- 355 34,125.09

Total Checking/Savings 513,752.94

Accounts Receivable

11000 · Accounts Receivable 80,000.00

Total Accounts Receivable 80,000.00

Total Current Assets 593,752.94

Fixed Assets

1750 · Construction in Progress 61,576.10

1702 · Accum Depr-Leasehold Improvemen -4,070.00

1655 · Leasehold Improvements 61,050.00

1600 · Furniture and Fixtures 42,086.60

1650 · Computers 25,754.22

1700 · Accum Depreciation Computers -7,798.31

1701 · Accum Depreciation Furn & Fix -8,447.41

Total Fixed Assets 170,151.20

Other Assets

1800 · Security Deposit 1,000.00

Total Other Assets 1,000.00

TOTAL ASSETS 764,904.14

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Other Current Liabilities

2300 · Other Payables

2350 · Christmas Club Payable 1,550.00

Total 2300 · Other Payables 1,550.00

2400 · Payroll Liabilities 3,677.00

Total Other Current Liabilities 5,227.00

Total Current Liabilities 5,227.00

Total Liabilities 5,227.00

Equity

3200 · Unrestricted Net Assets 741,176.59

Net Income 18,500.55

Total Equity 759,677.14

TOTAL LIABILITIES & EQUITY 764,904.14



MINUTES – December 12th, 2018 1:30 PM
FloridaWest Economic Development Alliance – Board of Director's Meeting
Co: Lab- 418 W Garden Street - 3rd Floor Conference Room

Members Present: Donnie McMahon, Jim Waite, Tim Haag, Lewis Bear, Rebecca Ferguson, Karen Sindel, Verdell Hawkins, Bonita Player

Associate Members Present:

Staff Present: Scott Luth, Melissa Stoker, Danita Andrews, Kelly Reeser, Sena Maddison, Patrick Rooney Margaret Stopp

Members/Associate Members Not Present: Jonathan Tucker

Public Citizens Present: John Hutchinson, John Singley, Mike Langston, Patrick Burke, David Lister, Allison Gunn, Melissa Pino

1. **Call to Order:** The meeting was called to order by Donnie McMahon at 1:30 PM
2. **Public Notice:** This meeting was publicly noticed on November 28th, 2018
3. **Public Comment:** Donnie McMahon asked if there was any public comment. There were none.
4. **Action Items**
 - a. **Approve November 14th, 2018 Meeting Minutes:**

Remove Bonita Player from Members Not Present as she was listed as in attendance.
Karen Sindel motioned to approve.
Verdell Hawkins seconded.
Approved unanimously.
 - b. **Approve November 2018 Financials:**

No modifications needed.
Karen Sindel motioned to approve.
Tim Haag seconded.
Approved unanimously.
 - c. **Approval of FloridaWest Audit:**

David Lister expressed that the audit went well and was clean. Allison Jones reviewed the audit packet provided.
Rebecca Ferguson motioned to approve.
Karen Sindel seconded.
Approved unanimously.
5. **Discussion Items:**
 - a. **Bluffs Update:** Mike Langston and Patrick Burke from Baskerville-Donovan presented the three alternative options that were presented at the November PEDC Board Meeting for the Bluffs. They also reviewed the decision made by the PEDC Board to proceed with Alternative B with a roundabout as the first preference with Alternative C with a roundabout as the backup option.
 - b. **Sunshine Briefing:** Margaret Stopp provided an overview of Sunshine Law and how it pertains to FloridaWest. Scott Luth indicated this is the annual review of information.

- c. **FloridaWest Office Space:** After receiving direction from the FloridaWest Board at the November meeting, all available office options and costs were explored and were presented to the Board for review. Karen Sindel was able to provide a perspective after viewing the SCI building option as an alternative to staying where we are. She shared her opinion on the pros and cons of the prospective new space.

Karen Sindel motioned to give staff the authority to sign a multiple year lease options at the current location (Blount Building) if space and costs were comparable to the SCI building. If those options were not available, then staff is authorized to move to the SCI building.

Verdell Hawkins seconded.

Approved unanimously.

d. **ED Project Updates:**

- i. Cybersecurity Implementation Update: We have the Cybersecurity Planning Meeting #2 on Friday, December 14th.
- ii. Co:Lab: Kelly Reeser reported that we are at just over 80% capacity. We do have a potential new video game developer prospect tenant. The first-floor tenant spaces are available to be rented to one tenant collectively or to individual tenants. Startup weekend is slated for February 2019. Scott Luth reported that we are exploring options for the path forward for Co:Lab as Kelly Reeser departs. Patrick Rooney will be supporting us during the transitional period.
- iii. Business Development: Danita Andrews reviewed the Business Development Report provided. She also recapped her time at EconoMix in Nashville during the past week.
- iv. Marketing/Workforce: Sena Maddison reported that the Quarterly Report will be ready in January. She is also working on a board packet for pitching to potential new board members. The Annual Report will also be professionally printed. Sena Maddison also shared that she has been asked to serve on Mayor Grover Robinson's transition team. She requested involvement from Board Members. Rebecca Ferguson echoed the request for involvement from Board Members.

- e. **ED Calendar Review:** The next Mayor Transition Team meeting is tomorrow.

- f. **Triumph/Legislative Funding Requests:** Scott Luth reported on current status of efforts. Local delegation is meeting Monday evening. Scott Luth will be there as representation to ask for the continued support of our local delegation. We are looking at \$1.5-\$1.8M in funding for the Bluffs interchange for delegation to support. The request for support in changing the PEDC legislation will also be discussed.

g. **Other Business:**

- i. Membership: Donnie McMahon is pitching to prospective new board members. We are not going to drop below the \$10,000 membership level.
- ii. Local Marketing: Karen Sindel met with two representatives from the County Commissioners office yesterday afternoon for about an hour and a half. She is also reaching out to the ECUA Board in January. The FloridaWest staff is working together to create a one sheet tool for meeting with other local organizations and the media to keep them aware of what we are doing.
- iii. Workforce Development: Scott Luth indicated that we have narrowed the Director of Workforce Innovation position down to two candidates. He is

hoping to have a decision next week. Scott Luth discussed how this role is vital in achieving our 5-Year Strategic Plan as a holistic facilitator and advocate.

- iv. PEDC Bylaw Review Update: Scott Luth reported that we received a majority vote of approval from the County and the City provided conditional approval with a final vote scheduled in January.

6. Adjourn: The board adjourned at 3:35 pm by Donnie McMahon.

The next FloridaWest Board of Director's Meeting will take place on January 9th, 2018 at 1:30pm.

Respectfully Submitted By:

Rebecca Ferguson, Secretary/Treasurer
FloridaWest EDA

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **JAN 27 2016**

COMMUNITY ECONOMIC DEVELOPMENT
ASSOCIATION OF PENSACOLA AND
ESCAMBIA COUNTY INC
117 W GARDEN ST
PENSACOLA, FL 32502-5617

Employer Identification Number:
47-1954665
DLN:
206019120
Contact Person:
CHRIS BROWN ID# 31503
Contact Telephone Number:
(877) 829-5500

Accounting Period Ending:
September 30
Form 990/990-EZ/990-N Required:
Yes
Effective Date of Exemption:
October 16, 2014
Contribution Deductibility:
No
Addendum Applies:
No

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(6). This letter could help resolve questions on your exempt status. Please keep it for your records.

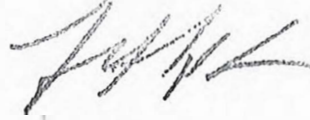
If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-NC" in the search bar to view Publication 4221-NC, Compliance Guide for Tax-Exempt Organizations (Other than 501(c)(3) Public Charities and Private Foundations), which describes your recordkeeping, reporting, and disclosure requirements.

COMMUNITY ECONOMIC DEVELOPMENT

Sincerely,

A handwritten signature in dark ink, appearing to read 'J. Cooper', with a stylized flourish at the end.

Jeffrey I. Cooper
Director, Exempt Organizations
Rulings and Agreements



OUTSIDE AGENCY FUNDING APPLICATION - FISCAL YEAR 2020

General Application Information:

The deadline to submit funding applications for Fiscal Year 2020 is 5:00 p.m. on Monday, March 4, 2019. Completed applications must include all required items and be submitted by the deadline to be considered.

The City of Pensacola will consider funding requests from agencies committed to providing community service programs that fulfill a public purpose in that the services to be performed benefit, promote, serve and enhance the quality of life for the Pensacola community at large for a cost or in a manner that the City could not provide more efficiently or for less costs.

Additionally, the City of Pensacola will consider funding requests from agencies that promotes the concept that the most efficient use of taxpayer funds for contributions to outside agencies are direct contributions that are used for the intended purpose of providing community service programs.

Questions regarding the application may be directed to Yvette McLellan, Budget Manager at ymclellan@cityofpensacola.com or (850) 435-1820.

Completed application packets should be submitted to:

Yvette McLellan, Budget Manager
City of Pensacola
Financial Services Department
Post Office Box 12910
Pensacola, Florida 32521

Or an electronic version of the application packet can be submitted to ymclellan@cityofpensacola.com

City of Pensacola
Outside Agency Funding Request Summary Sheet
Fiscal Year 2020

Date: Mar 3, 2019 Name of organization: Pensacola-Escambia Development Commission (PEDC)
Amount requested: \$150,000.00 Name of project/program: PEDC Economic Development Funding Request

Brief description of program/project:

PEDC is the City and County's economic development authority created by state statute, and operates via a contract with FloridaWest EDA, for business development, existing industry expansion and retention, entrepreneurial development, asset development, workforce collaboration and promotion.

One-time request?: ☐ Yes ☒ No

If no, state desired length of funding: Annually

Past recipient of City funding?: ☒ Yes ☐ No

If yes, please provide the amount of funding and year funded: Year: 2018 Amount: \$150,000.00

All recipients of City funding are required to provide agency budget and program information at the City's request and are required to provide progress reports on funded programs at least annually and more frequently at the City's request. By signature of an authorized representative below, the agency agrees to these conditions if funding is approved.

Scott Luth

Digitally signed by Scott Luth
Date: 2019.02.26 14:34:08 -06'00'

Name

CEO, FloridaWest EDA

Title

City of Pensacola
Outside Agency Funding Request

Fiscal Year 2020

Name of organization: Pensacola-Escambia Development Commission (PEDC)
Name of project/program: PEDC Economic Development Funding Request
Date: Mar 3, 2019

Organizational Information

Main address: 3 West Garden Street, Suite 618

City: Pensacola State: Florida Zip code: 32,502

Mailing address: PO Box 1992

City: Pensacola State: Florida Zip code: 32,591

Telephone number: 850-898-2201 Fax number: _____

E-mail address: sluth@floridawesteda.com

Executive Director: Scott Luth

Total number of employees: 0

Total number of volunteers: 0

How many years has the organization been providing service?: 52

City of Pensacola Outside Agency Funding Request

Fiscal Year 2020

Governing Body

Name: Pensacola-Escambia Development Commission (PEDC)

Chairman of the Board: Lewis Bear, Jr.

Number of board members: 8

Number of City residents on board: 2

How many times a year does the board meet: 10 - 12 Times a Year

Organizational Mission

Describe the mission of the organization:

The "Pensacola-Escambia Promotion and Development Commission Act" Special Act Chapter 67-1365, Laws of Florida, establishes the PEDC as a governmental entity whose mission is to promote economic development interests such as industry, tourism, and commerce.

Describe key programs offered by the organization:

PEDC is the County's economic development authority created by state statute, and operates via a contract with FloridaWest EDA, for business development, existing industry expansion and retention, entrepreneurial development, asset development, workforce collaboration and promotion.

How many clients were served last calendar or fiscal year?: N/A

How many City residents were served last year?: N/A

Does the organization have a strategic plan?: ☒ Yes ☐ No

List any other public or private organizations/agencies that provide similar services in the Pensacola area:

Unlike other business and community development organizations that have oversight and programming primarily for the benefit of its members and the community, PEDC is an economic development authority created by Special Act Chapter 67-1365, with direct oversight from two County Commissioners and two City Council Members. PEDC programming is developed to enhance and expand economic activity within the county. (PEDC has a contract with FloridaWest, a public/private non-profit economic development agency with a program of work that follows the legislative intent as outlined in State Statute 125.045). PEDC and FloridaWest work in the public interest to facilitate the growth and creation of business enterprises for the benefit of all residents of Escambia County.

**City of Pensacola
Outside Agency Funding Request**

Fiscal Year 2020

Financial/Budget Information

Total budget amount this fiscal year:	<u>\$3,275,400.00</u>
Total budget amount last fiscal year:	<u>\$3,700,000.00</u>
Total operating budget amount this fiscal year:	<u>\$3,275,400.00</u>
Total operating budget amount last fiscal year:	<u>\$3,700,000.00</u>

Has the organization received City financial support previously?: ☒ Yes ☐ No

If yes, list amount and program(s) funded:

PEDC funding provided through an interlocal agreement between the City and the County.

Name of Chief Financial Officer: J.David Lister, Allison Jones, Philip de Boer with Saltmarsh, Cleaveland & Gund, CPA

Budget Request Project/Program Information

Amount requested: \$150,000.00

Total cost of project/program: \$3,275,400.00

Describe project/program to be funded:

The monies collected by the PEDC fund the salaries and benefits of the administrative and management workers in FloridaWest Economic Development Alliance, who perform economic development activities on behalf of the PEDC. These activities include business retention and recruitment, business development, workforce collaboration, and asset development.

List other sources of funding available for this project/program:

Escambia County and FDOT for Bluffs Engineering Work

City of Pensacola
Outside Agency Funding Request

Fiscal Year 2020

Budget Request Project/Program Information (continued)

Will this project/program be recurring?: ☒ Yes ☐ No

If yes, will the organization request future financial support from the city?: ☒ Yes ☐ No

How many City residents will be served by this project/program?: _____

Is the organization willing to provide a report to the City on the success of the project/program and provide evidence that the funds received were spent as intended? ☒ Yes ☐ No

Additional Information

In order for the City to consider this request, the following items will need to be provided:

- ☒ This form and summary sheet completed in their entirety
- ☒ A copy of the current budget of the organization
- ☒ A copy of the prior year financial statements
- ☒ A copy of any published goals of the organization
- ☒ A report of prior year accomplishments
- ☒ A copy of the minutes from the last board meeting
- ☒ A copy of IRS determination letter of 501(c)(3) tax exempt status

Chairman of the Board

Scott Luth
Executive Director

Digitally signed by Scott Luth
Date: 2019.03.03 16:14:39 -06'00'

Date

Mar 3, 2019
Date

Eligible Agencies:

An eligible agency must be a not-for-profit (public or private), charitable (public or private), governmental or quasi-governmental entity organized and existing under Florida Law. The agency must be recognized by and provide proof of tax-exempt status under Section 501(c) of the Internal Revenue Code of the United States, unless the agency is a governmental or quasi-governmental entity.

An agency complying with this provision, but whose proposed service program or project fails to meet the evaluation criteria may not receive funds from the City.

An agency complying with this provision, but whose proposed service program or project duplicates services or projects provided by another agency may not receive funds from the City.

Procedures:

- The City of Pensacola should receive all funding requests from outside agencies no later than March 4, 2019 at 5:00 p.m. for consideration for funding in the Fiscal Year 2020 Budget. This allows for consideration of the funding requests as part of the development of the operating budget for Fiscal Year 2020.
- Funding available for outside agency requests will be reviewed on an annual basis as part of the budget process.
- The availability of funds awarded will be subsequent to October 1, 2019 for the funding cycle of each year and released accordingly upon receipt of invoice and any required supporting documentation.
- City operations and capital expenditures will receive priority over all funding requests from outside agencies. Funding requests from outside agencies will be treated as the lowest priority in the budget process and will be considered only after meeting the other needs of the City government.
- The City of Pensacola reserves the right to terminate funding for outside agencies at any time. Approval of funding for one fiscal year does not impose a commitment on the City for funding in future years.
- No funding decision shall be considered final until the City Council adopts the budget and all aspects of the agency's responsibilities and the conditions under which payment for the agency's services will be rendered have been met.
- City funding shall only be used for the purpose and service for which the funding is requested and approved by the City. Any deviation from the approved funding request may be made only by the City's prior, written approval. If not, funds must be returned immediately to the City.

Evaluation Criteria:

The criteria listed below will be used in the evaluation and prioritization of funding requests:

- Agency's ability to demonstrate the effectiveness and relevancy of a project or service to the community.
- The ability to meet a specific or relevant need in the community.
- The likelihood the project will produce successful results.
- Service impact or benefit to the businesses and citizens of Pensacola and the number of citizens/businesses, geographic areas and specific impact (quantified).
- The effectiveness of the services and/or program and the impact on the City of Pensacola community based on measurable performance data.
- The agency's history of success.
- Effective use of requested funding, including matching contributions, additional sources, and effort of outside search for financial assistance.
- The financial need of the agency and its ability to implement the services and/or programs based upon available resources.
- The ability of the agency to continue the project or service after the funding cycle without an ongoing operational contribution from the City to this service.
- The amount of previous funding requests and the amount received from the City of Pensacola.
- Budgetary constraints on available funds.

Submittal Instructions:

Agencies must adhere to the following instructions for submittal of the Funding Requests:

- The following information must be submitted either electronically or physically to the City of Pensacola no later than 5:00 p.m., Monday, March 4, 2019.
 - o Outside Agency Funding Request Application and Summary Sheet completed in its entirety.
 - o A copy of the current budget of the organization.
 - o A copy of the prior year financial statements.
 - o A copy of any published goals of the organization.
 - o A report of prior year accomplishments.
 - o A copy of the minutes from the last board meeting.
 - o A copy of IRS determination letter of 501(c)(3) tax exempt status.

Pensacola Escambia County Promotion Development Comm

Profit Loss Budget Performance
October 2018 through January 2019

	Oct '18 - Jan 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4000 · City of Pensacola Income	50,000.00	150,000.00	-100,000.00	33.33%
4100 · Escambia County Income	183,333.00	600,000.00	-416,667.00	30.56%
4520 · FOIL Income	467,897.50	2,000,000.00	-1,532,102.50	23.4%
4800 · Interest Income	0.00	300.00	-300.00	0.0%
Total Income	701,230.50	2,750,300.00	-2,049,069.50	25.5%
Gross Profit	701,230.50	2,750,300.00	-2,049,069.50	25.5%
Expense				
5004 · Economic Development	300,000.00	650,000.00	-350,000.00	46.15%
5010 · Foreign Trade Zone	1,250.00	2,000.00	-750.00	62.5%
5100 · Audit Fees	6,000.00	10,000.00	-4,000.00	60.0%
5310 · Insurance - D&O Liability	0.00	1,500.00	-1,500.00	0.0%
5320 · Legal Expenses	6,885.00	7,500.00	-615.00	91.8%
5330 · Bank Service Charges	15.30	1,000.00	-984.70	1.53%
5340 · Special District Fees	175.00	300.00	-125.00	58.33%
5400 · Technology Park Expenses	4,590.67	62,000.00	-57,409.33	7.4%
5420 · FOIL Expenses	347,792.46	2,000,000.00	-1,652,207.54	17.39%
5500 · New Project Expense	7,380.00	15,000.00	-7,620.00	49.2%
5600 · Miscellaneous Expense	0.00	1,000.00	-1,000.00	0.0%
Total Expense	674,088.43	2,750,300.00	-2,076,211.57	24.51%
Net Ordinary Income	27,142.07	0.00	27,142.07	100.0%
Net Income	27,142.07	0.00	27,142.07	100.0%

Pensacola Escambia County Promotion & Development Comm
Balance Sheet

As of January 31, 2019
Jan 31, 19

ASSETS

Current Assets

Checking/Savings

1010 · Checking - Compass 999,685.06

Total Checking/Savings 999,685.06

Accounts Receivable

1200 · Accounts Receivable 233,333.00

Total Accounts Receivable 233,333.00

Total Current Assets 1,233,018.06

Fixed Assets

1500 · Land 8,325,000.00

1600 · Land Improvements 3,243,106.03

1799 · Allowance for Fair Value Adj -5,718,106.03

Total Fixed Assets 5,850,000.00

TOTAL ASSETS 7,083,018.06

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Other Current Liabilities

2122 · Tech Park Payable - County LOC 2,168,065.98

2140 · Grant Funding payable - County 680,285.00

Total Other Current Liabilities 2,848,350.98

Total Current Liabilities 2,848,350.98

Total Liabilities 2,848,350.98

Equity

32000 · Unrestricted Net Assets 4,094,017.81

3202 · Economic Development Projects 61,198.00

3203 · Commerce Park Impr/Mktg 52,309.20

Net Income 27,142.07

Total Equity 4,234,667.08

TOTAL LIABILITIES & EQUITY 7,083,018.06



PENSACOLA-ESCAMBIA PROMOTION & DEVELOPMENT COMMISSION

December 18th, 2018 – Co:Lab, 3rd Floor Conference Room
418 W Garden Street - 3rd Floor Conference Room - Pensacola, Florida 32502

Members Present: Chairman Lewis Bear Jr., Vice Chair Clorissti Johnson, Secretary/Treasurer Dave Hoxeng, Jeff Bergosh, Adam Principe, Steven Barry, PC Wu (Via Teleconference)

Absent Members: Henry Hawkins, Andy Terhaar

Staff: Attorney Richard Sherrill, Scott Luth, Danita Andrews, Sena Maddison, and Melissa Stoker

Guests: Philip de Boer, David Lister, Rachel Witbracht, Sydney Fowler, Rebecca Ferguson, Melissa Pino

1. **Call to Order:** The meeting was called to order by Chairman Lewis Bear at 10:01 am
2. **Public Notice:** This meeting was publicly noticed on December 4th, 2018
3. **Public Comment:** Chairman Lewis Bear Jr. requested public comment. Representation from Florida House of Representatives, Alex Andrade's office expressed his apologies for not attending the Board Meeting but has sent representation on his behalf and in our support.
4. **Action Items**
 - a. **Approval of November 14th Minutes:**

Steven Barry motioned.
Jeff Bergosh seconded.
Passed unanimously.
 - b. **Approval of November 2018 Financials:**

Steven Barry motioned.
Vice Chair Clorissti Johnson seconded.
Passed unanimously.
 - c. **Approval of PEDC Audit**

Philip de Boer and David Lister from Saltmarsh presented draft audit findings to the Board.
Vice Chair Clorissti Johnson motioned to accept draft as final.
Secretary/Treasurer Dave Hoxeng seconded.
Passed unanimously.
Scott Luth publicly recognized positive working relationships and efforts of the FloridaWest bookkeeper, Lydia Miller, as well as Cindy Anderson as directly impacting successful audits for both FloridaWest and PEDC.
5. **Discussion Items**
 - a. **Sunshine Briefing**

Attorney Richard Sherrill provided an overview of the Sunshine laws and how they pertain to PEDC. Richard Sherrill provided pocket guides to each Board Member for reference.

b. PEDC Statute and Bylaws

Scott Luth provided an update on the status of the PEDC Statute and Bylaws. Representative Andrade has agreed to sponsor this effort. Rachel Witbracht from Representative Andrade's office indicated that as long as all goes well at the January City Council meeting, Representative Andrade is good to proceed with his sponsorship. PC Wu motioned to approve. Secretary/Treasurer Dave Hoxeng seconded. Passed unanimously.

c. Other Business:

1. TechPark

Scott Luth reported that the formal letter requesting funding for the lighting has been drafted and sent to Atkins. The board also discussed the current prospect status of the TechPark and the need to look at additional options as the UWF project moves through Triumph. The board directed Scott to gather current pricing for land in the downtown Pensacola area for board review.

2. Bluffs Update

A request for \$1.8M was made for Chemstrand Road intersection on Monday night at the Legislative Delegation Meeting.

3. Workforce Innovation Director Position

Workforce Development: Scott Luth indicated that we have narrowed the Director of Workforce Innovation position down to two candidates. He is hoping to have a decision next week.

4. Co:Lab Director Position

Scott Luth reported that we are exploring options for the path forward for Co:Lab as Kelly Reeser departs. Patrick Rooney will be supporting us during the transitional period.

Chairman Lewis Bear Jr. asked if there was any other business. There was none.

Chairman Lewis Bear adjourned the meeting at 11:51 am.

The next PEDC Board of Director's Meeting date is Tuesday, January 15th at 10:00 am.

Respectfully Submitted By:

Dave Hoxeng, Secretary-Treasurer
Pensacola-Escambia Promotion & Development Commission

ARTICLE XII. - PROMOTION AND DEVELOPMENT COMMISSION

Section 1. - Short title.

This act may be cited as the "Pensacola-Escambia County Promotion and Development Commission Act."

(Laws of Fla., Ch. 67-1365, § 1; Laws of Fla., Ch. 80-579, § 1(1))

Section 2. - Definitions.

When used in this act the following words and terms, unless a different meaning appears clearly from the context, shall have the following meanings:

- (1) *Commission* shall mean the Pensacola-Escambia Promotion and Development Commission created by this Act.
- (2) *Promotion* shall be deemed to mean the promotion of the advantages of Escambia County and all municipalities therein (including that portion of Santa Rosa Island under the jurisdiction of the Santa Rosa Island Authority), and the promotion and development of industrial, tourist, and commercial attributes and facilities of said area including the promotion of conventions, convention facilities and visitors to said area and also encompassing the dissemination of information with reference to the foregoing through the media of advertising, personal contact and such other activities as are deemed customary to the sound development and promotion of an area.
- (3) *Appointing authority* shall be deemed to mean that body whose duty it is to appoint specific members of the commission.
- (4) *Development* shall be deemed to mean the improvement of the County of Escambia and all municipalities therein (including that portion of Santa Rosa Island under the jurisdiction of the Santa Rosa Island Authority) through the increase of employment opportunities, enhancement of the economic environment, expansion of the tax base, enticement of industry and other business to the area, and acquisition, lease and construction of facilities within the subject area.

(Laws of Fla., Ch. 67-1365, § 2; Laws of Fla., Ch. 80-579, § 1(2))

Section 3. - Created.

For the purpose of performing such acts as shall be necessary for the sound promotion and development (as those terms have heretofore been defined) of Escambia County, there is created a body corporate and politic to be known as the Pensacola-Escambia County Promotion and Development Commission, which shall be deemed to be a public corporation by that name, and which body may contract and be contracted with and sue and be sued in all courts of law and equity.

(Laws of Fla., Ch. 67-1365, § 3; Laws of Fla., Ch. 80-579, § 1(3))

Section 4. - Composition; appointments; terms of office.

The commission shall be composed of nine (9) members each of whom shall be a freeholder and a qualified elector of Escambia County. The commission shall consist of the following:

- (1) Two (2) members shall be commissioners of Escambia County who shall be appointed by the board of county commissioners of Escambia County. Two (2) members shall be councilmen of the City of Pensacola who shall be appointed by the city council of the City of Pensacola. One member shall be a member of the town council of the Town of Century and shall be appointed to serve on the commission by the council of the Town of Century. One member shall be the president of the Pensacola Area Chamber of Commerce. One member, to be appointed by the president of the Pensacola Area Chamber of Commerce, shall be the chairman of the Committee of 100 or the chairman of the Tourist Advisory Council. One member at large shall be appointed by the board of county commissioners of Escambia County. One member at large shall be appointed by the city council of the City of Pensacola.
- (2) The term of office of each of the members, excepting those holding specific offices, shall be for a term of two (2) years; except initial appointments for one member of the board of county commissioners and one member of the Pensacola City Council shall be for one year.

Members of the commission shall be terminated should they fail to attend three (3) consecutive regular meetings without a proper excuse.

(Laws of Fla., Ch. 67-1365, § 4; Laws of Fla., Ch. 80-579, § 1(4); Laws of Fla., Ch. 86-449, § 1; Laws of Fla., Ch. 89-443, § 1; Laws of Fla., Ch. 481, § 1)

Section 5. - Officers.

The commission shall elect from its membership at its organizational meeting, and annually thereafter, a chairman, vice-chairman, and secretary-treasurer.

(Laws of Fla., Ch. 67-1365, § 6; Laws of Fla., Ch. 80-579, § 1(5))

Section 6. - Quorum; transaction of business.

Any five (5) members of the commission shall constitute a quorum for the transaction of the ordinary business of the commission. No business shall be transacted except at regularly and specially called meetings and when duly recorded in the minutes thereof.

(Laws of Fla., Ch. 67-1365, § 7; Laws of Fla., Ch. 80-579, § 1(6))

Section 7. - Compensation.

Members of the commission shall serve without compensation from the commission, but may be reimbursed for travel expenses incurred in the performance of their duties as members of the commission, from budgeted funds.

(Laws of Fla., Ch. 67-1365, § 8; Laws of Fla., Ch. 80-579, § 1(7))

Section 8. - Authority of county and cities to contract.

Escambia County acting through its board of county commissioners and all incorporated cities in Escambia County are expressly authorized to enter into contracts with the commission as a public corporation and any and all contributions made by said political bodies to the commission are hereby authorized and found to be a proper, county and/or city purpose, respectively.

(Laws of Fla., Ch. 67-1365, § 9; Laws of Fla., Ch. 80-579, § 1(8))

Section 9. - Powers and duties.

The Pensacola-Escambia County Promotion and Development Commission shall have the following powers:

- (1) To have a seal and alter the same at its pleasure;
- (2) To acquire, hold and dispose of personal and real property held for its corporate purposes;
- (3) To sue and be sued, implead and be impleaded, complain and defend in all courts of law and equity; to retain counsel and set their compensation;
- (4) To enter into contracts with the County of Escambia and all incorporated cities within Escambia County, together with the right to enter into contracts with private concerns, both individuals and organizations, so that said private concerns may carry out any and all functions for the commission as an agent thereof; provided, however, that no function of the commission may be delegated by contract or otherwise to any agency unless it is determined by the commission that such function can be more efficiently carried out by the agency to which the function is to be delegated;
- (5) To appoint and fix the compensation of an executive director who shall be responsible to the commission for the proper administration of all affairs placed in his or her charge which shall include (among other things) the appointment, supervision and direction of all employees and agents of the commission. The commission shall generally set forth the qualifications necessary for any employee and shall fix the salary ranges of all such employees. The commission is further authorized to establish and maintain a suitable office at such place it shall select in Escambia County;
- (6) To borrow money for any of its corporate purposes and to execute notes, mortgages, deeds to secure debts, trust deeds and such other instruments as may be necessary or convenient to evidence and secure such borrowing, subject to section 10 [section 10 of this article], below; and to make contacts and execute all instruments necessary or convenient;
- (7) To exercise any power granted by the State of Florida to public or private corporations performing similar functions which is not in conflict with the constitution and laws of the State of Florida;
- (8) To adopt, alter or repeal its own bylaws, rules and regulations governing the manner in which its business may be transacted, and in which the power granted to it may be enjoyed, as the commission may deem necessary or expedient in facilitation of its business;
- (9) To possess and perform such powers and duties from time to time which may be authorized by the legislature;
- (10) To do all things necessary or convenient to carry out the powers expressly conferred by this act;
- (11) To acquire real or personal property by purchase, lease or lease-purchase; to sell and/or lease any or all portions of any such property; to develop, construct, maintain, improve, enlarge, raze, relocate, operate and manage such property and all facilities and improvements appurtenant thereto; to adopt covenants and restrictions governing use of such property; and to pay any lawful expenses or charges incurred and to employ or enter into contracts with such persons as may be needed in acquiring, developing, constructing, maintaining, improving, enlarging, razing, relocating, operating and managing such property; to finance the acquisition and development of such property, including the mortgaging of such property which is not owned by Escambia County or any incorporated municipalities located therein. "Property" shall be construed to include all properties deemed in the discretion of the commission to be necessary to fulfill the purposes of

this act and shall include, without limitation of other properties, industrial parks, tourist facilities, and civic centers which may include arenas, exhibition halls, convention facilities, offices, shops, lodging facilities, restaurants, and any other facilities related thereto.

- (12) To issue and sell revenue certificates or revenue bonds as hereinafter provided, or in any manner permitted by law and not inconsistent with the provisions hereof, for the financing of capital projects beneficial to the promotion and development responsibilities of the commission, and to take all steps necessary for efficient preparations and marketing of the certificates or bonds at public or private sale at the best price obtainable, including the entry into agreements with corporate trustees, underwriters and the holders of certificates, and the employment and payment, as a necessary expense of issuance, for the service of consultants on valuations, costs and feasibility of undertaking; revenues to be anticipated and other financial matters, architecture, engineering, legal matters, accounting matters and any other fields in which expert advice may be needed to effectuate advantageous issuance and marketing;
- (13) To fix, regulate and collect rents, fees, rates and charges for facilities or projects or any parts thereof or services furnished by it or under its control and to pledge the revenue to the payment of revenue certificates or revenue bonds issued by it;
- (14) To qualify as an industrial development authority for Escambia County if the Board of County Commissioners of Escambia County declares that there is a need for such an authority to function in Escambia County, and if the board of county commissioners designates the commission to serve as such authority, and to exercise all powers granted to such authorities in Sections 159.44 through 159.53, Florida Statutes, as such law may be amended from time to time;
- (15) To qualify as a research and development authority for Escambia County if the Board of County Commissioners of Escambia County declares that there exists a need for the development and financing of a research and development park. If the Board of County Commissioners of Escambia County declares that such a need exists and designates the commission to act as the research and development authority for Escambia County, the commission may apply to the Florida Research and Development Commission pursuant to Section 159.704, Florida Statutes. If so designated, the commission shall have all owners granted to such authorities in Section 159.705, Florida Statutes, as such law may be amended from time to time.

(Laws of Fla., Ch. 67-1365, § 10; Laws of Fla., Ch. 80-579, § 1(9); Laws of Fla., Ch. 85-487, § 1; Laws of Fla., Ch. 86-459, § 1)

Section 10. - Provisions governing issuance of certificates and bonds.

Issuance of revenue certificates or revenue bonds by the commission shall be governed by the following general provisions:

- (1) Revenue certificates or revenue bonds for purposes hereof are limited to obligations that are secured solely by pledge of revenues produced by the facility or facilities for the benefit of which the certificates or bonds are issued and the sale proceeds used, that do not constitute a lien or encumbrance, legal or equitable, on any real property of the commission or on any of its personal property other than the revenues pledged to secure payment of the certificates or bonds. Provided, however, the commission may secure its revenue certificates or revenue bonds by pledging revenues derived from the levy and collection of a tourist development tax pursuant to

Section 125.0104, Florida Statutes, provided that the Board of County Commissioners of Escambia County first levies the tax and by resolution authorizes the commission to pledge any portion or all of the revenues derived from the collection thereof.

- (2) The commission shall not be empowered or authorized to create a debt against the state, Escambia County or any of the incorporated municipalities of said county. Except as provided in the last sentence of subsection (1) above, neither the state, Escambia County or any of the incorporated municipalities of said county shall be obligated directly or indirectly to make any payments on or appropriate any funds for certificates or bonds issued by the commission. Any evidence of indebtedness issued by the commission shall state on its face that the certificate or bond does not directly or indirectly pledge the full faith and credit of the state, Escambia County or any of the incorporated municipalities of said county, and that the commission is not an agency of Escambia County or of any of the incorporated municipalities of said county.
- (3) Before issuing any revenue certificates or revenue bonds the commission shall as to each issue:
 - (a) Prepare or procure from a reputable source detailed estimates of the total cost of the undertaking for which the certificates or bonds are contemplated and of the annual revenues to be obtained therefrom and pledged as security for payment of the certificates or bonds;
 - (b) Determine that the anticipated net proceeds from the sale, together with any other funds available and intended for the purposes of issue, will be sufficient to cover all costs of the undertaking and of preparing and marketing the issues connected therewith;
 - (c) Determine that the annual revenues anticipated from the undertaking will be sufficient to pay the estimated annual cost of maintaining, repairing, operating and replacing, to any necessary extent, not only the undertaking but also the punctual payment of the principal of, and interest on, the contemplated certificates or bonds; and
 - (d) Specify those determinations in and include the supporting estimates as part of the resolution providing for the issue.
- (4) The commission may, as to any issue of revenue certificates or revenue bonds engage the services of a corporate trustee for the issue and may treat any or all cost of carrying out the trust agreement as part of the operating costs of the undertaking for which the certificates or bonds are issued.
- (5) The commission shall from time to time establish such rentals, rates and charges, or shall by agreement maintain such control thereof, as to meet punctually all payments on the undertaking and its maintenance and repair including reserves therefor and for depreciation and replacement.
- (6) Revenue certificates or revenue bonds may be issued for the purpose of funding, refunding or both.
- (7) All revenue certificates or revenue bonds issued pursuant hereto shall be negotiable instruments for all purposes.

(Laws of Fla., Ch. 67-1365, § 11; Laws of Fla., Ch. 80-579, § 1(10))

Section 11. - Audit.

The books and records of the commission shall be audited at least annually, at the expense of the commission, by a competent auditor. Any agency performing functions on behalf of the commission, and receiving public funds, shall furnish to the commission an accounting of all funds so expended. The

commission shall furnish copies of said audit to the Board of County Commissioners of Escambia County, the City Council of the City of Pensacola and any other groups contributing substantial sums to the operations of the commission.

(Laws of Fla., Ch. 67-1365, § 12; Laws of Fla., Ch. 80-579, § 1(11))

Section 12. - Construction.

This act, being for the purpose of developing and promoting the public good and welfare of Escambia County and the incorporated cities thereof, shall be liberally construed to effect the purpose thereof.

(Laws of Fla., Ch. 67-1365, § 13; Laws of Fla., Ch. 80-579, § 1(12))

Section 13. - Funding through interlocal agreement; budget; private sector contributions.

- (1) All funding shall be provided for by interlocal agreement. All such funds so expended by the governmental bodies are hereby authorized as a lawful expenditure. The commission shall prepare and submit a budget covering its operation and maintenance for the fiscal year to all parties providing funds through the interlocal agreement.
- (2) The intent of this act is to establish a private-public partnership and united effort for economic development in Escambia County. To accomplish this goal, the private sector is urged to voluntarily collect and pay over to the commission a reasonable amount each fiscal year for the operation and maintenance of the commission.

(Laws of Fla., Ch. 67-1365, § 4; Laws of Fla., Ch. 80-579, § 1(13); Laws of Fla., Ch. 83-501, § 1; Laws of Fla., Ch. 86-448, § 1; Laws of Fla., Ch. 89-443, § 1; Laws of Fla., Ch. 89-481, § 1)

Section 14. - Severability.

The provisions of this act shall be severable, and if any of the provisions hereof shall be held to be unconstitutional or invalid, such determination shall not affect the constitutionality or validity of any of the remaining provisions of this act.

(Laws of Fla., Ch. 67-1365, § 15; Laws of Fla., Ch. 76-366, § 1; Laws of Fla., Ch. 80-579, § 1(14))



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



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

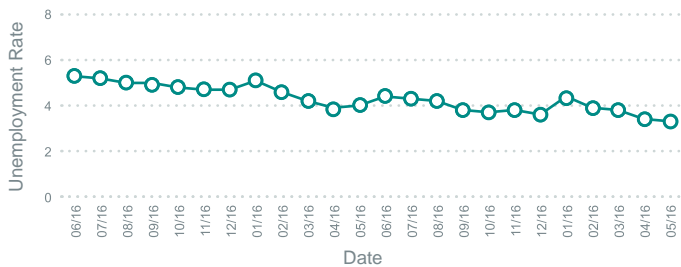
Successful economic development organizations are best structured as a public/ private partnership. FloridaWest will make a concerted effort to engage stakeholders in activities and to take advantage of private sector resources to accomplish the goals of the community. The goal is to add an average of 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:

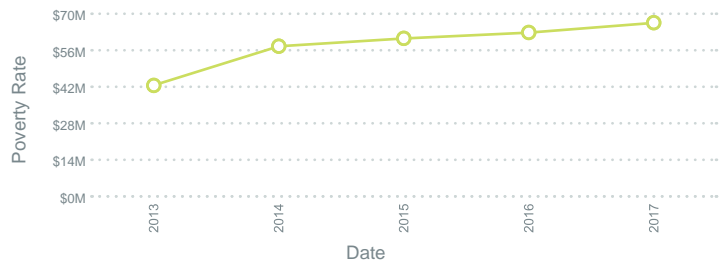
UNEMPLOYMENT RATE

Escambia County



SALES TAX COLLECTION

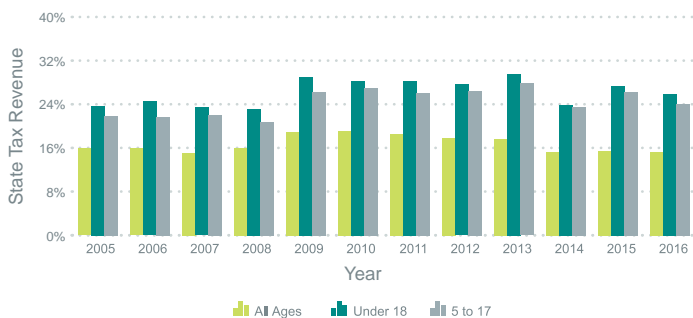
Escambia County



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

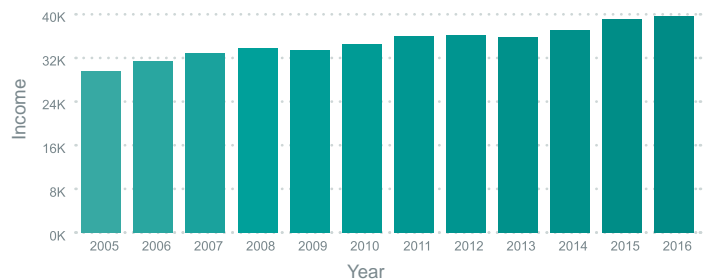
POVERTY RATES

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

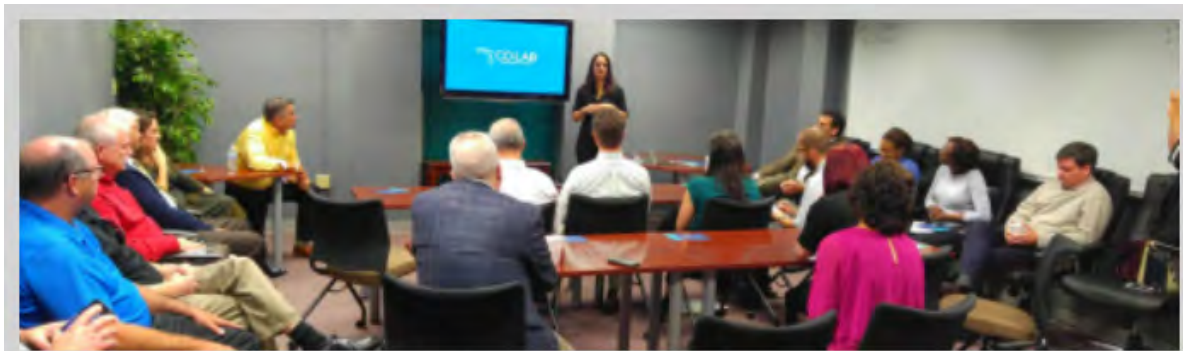
#618 3 West Garden Street
Pensacola, FL 32502
850.898.2201

Scott Luth, *CEO*
Danita Andrews, *Director of Business Development*
Sena Maddison, *Director of Communications*
Melissa Stoker, *Operations Manager*

Co:Lab

418 West Garden Street
Pensacola, FL 32502
850.696.1314

Kelly Reeser, *Director of Entrepreneurial Development*
Clancy Bambrick, *Co:Lab Operations Manager*
Patrick Rooney, *Business Coach*









Please Join Us!

SkillsUSA Florida State Conference April 7-9, 2019 Pensacola, Florida

VIP Schedule of Events

Sunday, April 7th

7:30—9:30PM

**Opening Ceremony
VIP Ribbon Cutting
Pensacola Bay Center – Main Lobby
201 East Gregory Street
Pensacola, Florida 32502**

Monday, April 8th

10:00 AM

**VIP Walk-Through / Room A
Worlds of Possibilities Expo
Pensacola Bay Center
Main Lobby**

5:30 PM

**VIP Social
Heritage Hall
Seville Quarter
130 East Government Street
Pensacola, Florida 32502
Sponsored by FloridaWest**

Tuesday, April 9th

7:00 PM

**Awards Ceremony / Room A
Pensacola Bay Center
Arena – Section 101**

Please RSVP for each event to Jennifer Ponson,

Event Chair, jponson@pensacolastate.edu



Escambia County Selected to Join Four Other Communities in the National Inclusive Development Network

FloridaWest EDA joins the Inclusive Development Network community of practice to advance workforce initiatives that drive toward prosperity for all residents

FOR IMMEDIATE RELEASE: March 18, 2019
Media Contact: Sena Maddison (850) 417-1500

(Pensacola) (March 18, 2019) – FloridaWest today announced that Escambia County is one of five communities joining the Inclusive Development Network (IDN), an ambitious new initiative designed to advance inclusive workforce development within the selected regions through a focus on reaching underserved populations. Cleveland, Ohio; Corpus Christi, Texas; Coweta, Oklahoma; Spokane, Washington; and Pensacola, Florida, were selected from more than 35 applications for the Network’s first cohort of communities.

“Escambia County and Greater Pensacola are looking forward to a great future and we need that prosperity to include all of our citizens,” said FloridaWest CEO, Scott Luth, “By participating in this innovative network, we can build a greater future for all of us.”

An initiative of the Council for Adult and Experiential Learning (CAEL), the Inclusive Development Network will work to identify and implement strategies that reduce equity gaps in local workforce development. Participating communities were selected based on their geography and size, as well as their existing and proposed reach with underserved populations.

FloridaWest EDA will assemble a leadership team in partnership with Achieve Escambia and Careersource Escarosa that includes representatives from business and industry, education, government, and the community. Through a specialized planning process facilitated by CAEL, the leadership teams from the selected communities will hone inclusive workforce development strategies to create education, job and career opportunities for residents of all demographics.

“Although our economy is growing, segments of our communities are still struggling with poverty, wage stagnation and underemployment. In local economic development, a focus on working adults and inclusivity can help ensure that every member of the community has the opportunity to thrive,” said CAEL President Marie A. Cini. “Each of the communities selected for the Network will help build and scale an inclusive new approach to workforce development.”

Backed by grants from ECMC Foundation and JPMorgan Chase & Co., the Inclusive Development Network will be supported by partnerships with national experts, including International Economic Development Council (IEDC), Burning Glass Technologies, Avalanche Consulting Inc. and Quest Site Solutions.

“This work is about promoting economic inclusion for working adults at the local level,” said ECMC Foundation President Peter J. Taylor. “Together, these leaders will blaze a new trail to a more equitable and prosperous future for working adults, families and communities.”

To learn more about the IDN, visit [inclusivedevelopmentnetwork.org /](http://inclusivedevelopmentnetwork.org/)

About FloridaWest Economic Development Alliance (FloridaWest): Located in the city of Pensacola and Escambia County, FloridaWest Economic Development Alliance is the region's economic development organization with the mission of building, growing, and sustaining the economic potential and prosperity of Northwest Florida. Through our alliance with the public and private community and business leaders, we are collectively strengthening our social, human, and business capital, and developing our communities in the process to realize our economic aspirations. Visit us at floridawesteda.com.

About the Council for Adult and Experiential Learning (CAEL): Established in 1974, The Council for Adult and Experiential Learning (CAEL) is a Strada Education Network affiliate and national, nonprofit 501(c)(3) membership organization dedicated to partnering with educators, employers, and workforce and economic developers. Together we reimagine how education and employment fit together, and we create lifelong pathways that integrate learning and work. Our aim is to support the engaged participation of adults in thriving talent pipelines and robust economic development in the 21st century economy. Visit www.cael.org to learn more.

About ECMC Foundation: ECMC Foundation is a Los Angeles-based, nationally focused foundation whose mission is to inspire and to facilitate improvements that affect educational outcomes—especially among underserved populations—through evidence-based innovation. It is one of several affiliates under the ECMC Group enterprise based in Minneapolis. ECMC Foundation makes investments in two focus areas: College Success and Career Readiness; and uses a spectrum of funding structures, including strategic grantmaking and program-related investments, to invest in both nonprofit and for-profit ventures. Working with grantees, partners and peers, ECMC Foundation's vision is for all learners to unlock their fullest potential. Learn more about ECMC Foundation by visiting www.ecmcfoundation.org and ECMC Group by visiting www.ecmcgroup.org.

About JPMorgan Chase & Co: JPMorgan Chase & Co. is a leading global financial services firm with assets of \$2.6 trillion and operations worldwide. The Firm is a leader in investment banking, financial services for consumers and small businesses, commercial banking, financial transaction processing, and asset management. A component of the Dow Jones Industrial Average, JPMorgan Chase & Co. serves millions of customers in the United States and many of the world's most prominent corporate, institutional and government clients under its J.P. Morgan and Chase brands. Information about JPMorgan Chase & Co. is available at www.jpmorganchase.com.



MINUTES – January 9th, 2019 1:30 PM
FloridaWest Economic Development Alliance – Board of Director’s Meeting
Co: Lab- 418 W Garden Street - 3rd Floor Conference Room

Members Present: Donnie McMahon, Jim Waite, Tim Haag, Rebecca Ferguson, Karen Sindel, Verdell Hawkins

Associate Members Present: Jonathan Tucker

Staff Present: Melissa Stoker, Danita Andrews, Sena Maddison, Patrick Rooney, Clancy Bambrick, Bob David, Margaret Stopp

Members/Associate Members Not Present: Bonita Player, Lewis Bear

Staff Not Present: Scott Luth

Public Citizens Present: Brian Wyer, Tim Eagen, Sydney Fowler

1. **Call to Order:** The meeting was called to order by Donnie McMahon at 1:28 PM
2. **Public Notice:** This meeting was publicly noticed on December 20th, 2018
3. **Public Comment:** Donnie McMahon asked if there was any public comment. There were none.
4. **Action Items**
 - a. **Approve December 12th, 2018 Meeting Minutes:**
Karen Sindel motioned to approve.
Jim Waite seconded.
Approved unanimously.
 - b. **Approve December 2018 Financials:**
Jim Waite motioned to approve.
Karen Sindel seconded.
Approved unanimously.
5. **Discussion Items:**
 - a. **Bluffs Update:** Mark Waterhouse and Bill Fredrick presented on Phase 2 Market Analysis of the Bluffs.
 - b. **FloridaWest Office Space:** Melissa Stoker and Karen Sindel provided an update on where we are in the process. A final decision is expected in the next week or two.
 - c. **ED Project Updates:**
 - i. **Cybersecurity Implementation Update:** Bob David provided an update on the progress with Cybersecurity Planning Meeting Group. We had our second meeting on December 14th with both private and public sector folks as well as military/government and academia. We had a good turnout given the variety of sectors represented and the holidays. We have achieved our original goal of engaging the initial stakeholders. We are now working to validate the originals goals and reevaluate if adjustments are necessary. The Strategic Implementation Plan is laid out over the next several months with the next meeting scheduled for January 18th.
 - ii. **Co:Lab:** Patrick Rooney provided an update as the Interim Director of Entrepreneurship for Co:Lab. We are at 81% occupancy. The first floor data is included in the report. The renovations are slated to finish up this

month. Karen Sindel requested expanded information on the success of tenants exiting Co:Lab. As the first floor is available for tenants, we are working to market the space. Start Up Weekend is February 8-10 in Pensacola. Board participation is desired for mentors, judges, etc. Interested parties please reach out to Patrick Rooney or Clancy Bambrick. Co:Lab has several potential clients in the pipelines. Patrick Rooney is working to review policies, procedures, etc. and explore opportunities for improvement as well as reviewing rate structure. Clancy Bambrick provided an update on the three potential viable tenants up for selection committee, which will be addressed within the next week or two. In big wins, a current tenant has added several new staff. Also, Vivid Bridge has doubled in size adding 5 additional employees to the original 5. PSC provided us with a lot of furniture from a building they were preparing to demolition. We were able to get quite a bit of furniture for the first floor at no cost. We are looking for additional furniture including a refrigerator, chairs, desks, etc. If you are aware of available furniture, we have still a need for those additional items. Tim Haag suggested a letter of thanks from the Chairman to PSC.

- iii. **Business Development:** Danita Andrews reviewed the monthly Business Development report. We are working with 6 existing and 11 potential new companies. We hosted Project Nemo last month, which is a small manufacturing project. Since meeting with them on December 2nd, they have come back to us requesting a look at smaller spaces. Project Mastermind is a large aviation component and MRO operations globally, and we are working with our FGNW partners to explore several different options. We are partnering with Santa Rosa County to go after this potential partner. There is also a meeting scheduled this afternoon for additional manufacturing opportunities to export product.
- iv. **Marketing/Workforce:** The rough draft of our report card is included with today's Board packet. This will be used for reporting to elected officials and is in alignment with our Strategic Plan. We are looking for feedback. Rebecca Ferguson requested all our partners be listed. Karen Sindel requested our mission be bolded. Rebecca Ferguson also suggested to include our website. Donnie McMahon requested it be a bit larger font. Several board members want to ensure jobs created are listed. Tim Haag suggested including successful Co:Lab graduates. The press release for the new Director of Workforce Innovation will be sent out after this Board meeting.

d. ED Calendar Review: Sena Maddison provided an update on the rolling calendar of events.

e. Other Business:

- i. **Membership:** Donnie McMahon recapped a recent visit with a company in Mobile. There are three other visits in the works as well.
- ii. **Local Marketing:** Karen Sindel shared an update on the report card. She also updated the Board on the First Place Partners elected officials event that has been postponed for the time being. Karen Sindel requested guidance on who you would like us to reach out to next. Donnie McMahon suggested making the rotary circuit again. Karen and Sena will work together to get that addressed. We will be presenting to City Council and County Commissioners coming up soon. Tim Haag and Donnie McMahon indicated a continued interest in a presentation to ECUA. Jim Waite stated that they have been meeting one on one with the various partners. The ECUA meeting schedule has changed for this calendar year. Sena Maddison will coordinate with Tim Haag to get

something scheduled. A presentation on the Bluffs will be conducted first with a follow up update on FloridaWest to our stakeholders.

- iii. Workforce Development: Jeff Dyer has accepted the position of Director of Workforce Innovation and will start with FloridaWest on January 14th. The press release and a copy of his resume are included in the Board packet today.
- iv. PEDC Bylaw Review Update: Donnie McMahon requested a thorough review by the Board Members for input. Margaret Stopp reviewed the highlights of the changes. Board Members are requested to provide input to Margaret Stopp within the next week so that we can vote at the February meeting.
- v. Employee Handbook Review: Employment practice liability covered by Landrum? How much does it cost us? Is there a reporting form? What happens if Landrum dumps us? Please clarify "co-employer". Request Bill Cleary from LandrumHR join us at the next Board meeting.
- vi. Sena Maddison stepped out while Brian Wyer introduced himself as representation on the Mayoral Transition Team for Economic Development. Brian has three public input meetings scheduled and requested feedback to pass along to the Mayor. He is looking for fresh perspectives and unheard opinions. Donnie McMahon suggested more transparent information on LOST funding and a push for infrastructure at the port. Jim Waite suggested more city council involvement in meetings. Sena Maddison returned to the meeting upon Brian Wyer's departure.
- vii. Tim Haag requested discussion about social media comments implying the use of Triumph funds for Hurricane Michael recovery. The understanding was that Triumph was established in legislation with rules on how it is to be used. The state may get to decide how to use the \$500M received of the \$5B.
- viii. Sena Maddison will send our thanks to Senator Rick Scott for the \$10M for ST Aerospace Hangars 2-4.

6. **Adjourn:** The board adjourned at 3:21 pm by Donnie McMahon.

The next FloridaWest Board of Director's Meeting will take place on February 13th, 2019 at 1:30pm.

Respectfully Submitted By:

**Rebecca Ferguson, Secretary/Treasurer
FloridaWest EDA**

Economic Development
FY 19-20 Budget Request

Florida State Statute 125.045 —" County economic development powers". —

(1) The Legislature finds and declares that this state faces increasing competition from other states and other countries for the location and retention of private enterprises within its borders. Furthermore, the Legislature finds that there is a need to enhance and expand economic activity in the counties of this state by attracting and retaining manufacturing development, business enterprise management, and other activities conducive to economic promotion, in order to provide a stronger, more balanced, and stable economy in the state; to enhance and preserve purchasing power and employment opportunities for the residents of this state; and to improve the welfare and competitive position of the state. The Legislature declares that it is necessary and in the public interest to facilitate the growth and creation of business enterprises in the counties of the state.

Request:

\$625,000 – From the PEDC to the County (Local Option Sales Tax (LOST) Economic Development Trust Fund.

\$150,000 – From the PEDC to the City

\$150,000 – From FloridaWest to the City

\$40,000 – From FloridaWest to Pensacola Energy

Results:

Since 2014 Pensacola and Escambia County has funded PEDC a total of \$3.7 million and supported the creation/retention of approximately 7,200 jobs which equals a net cost of approximately \$514.00 per job. (Project Example: Project Titan - \$40 million support / 2,000 Jobs = \$20,000/job one time cost – Local Payroll Impact: \$77 million per year)

For the investments approved this past fiscal year, PEDC/FloridaWest have worked to generate over \$200 million in estimated economic development impact for Escambia County as of March 1, 2019 (five months into the current fiscal year).

- \$500,000 in state support for the Bluffs development

- \$145 million in project Titan funding

- \$65 million Business Development Economic Impact

- \$60.0 million in earnings from 1325 direct and indirect jobs

- \$5 million in state and local taxes annually

- \$9.07 million Co:Lab Economic Impact

- 26 unique businesses in varying stages of growth and development

- \$8.7 million in earnings from 176 direct, indirect and induced jobs

- \$370,000 of approximately federal, state and local tax impact

PEDC/FloridaWest and its partners apply for Triumph, State and Federal funding to support specific ongoing projects and initiatives. \$142 million in economic development funding approved.

PEDC/FloridaWest have applied/received the following grants for “The Bluffs” engineering and planning:

- \$3.0 million in 2014– State Funded and Received
- \$2.3 million in 2016– State Funded and Received
- \$3.1 million in 2017– State Funded and Received
- \$0.5 million in 2018 – State Funded and Received
- \$8.0 million in 2018 – Triumph Requested
- \$2.5 million in 2019 – State Requested

PEDC/FloridaWest have facilitated workforce grant requests for:

- \$1.8 million – PSC Governors Florida Job Growth Grant– State Funded
- \$2.7 million – Escambia County School District – Triumph Requested

PEDC/FloridaWest have participated in grant request for:

- \$14 million – Commercial Aircraft MRO Campus – DEO Funded
- \$45 million – Commercial Aircraft MRO Campus – FDOT Funded
- \$66 million – Commercial Aircraft MRO Campus – Triumph Funded
- \$7 million – Commercial Aircraft MRO Campus – EDA Requested
- \$27.5 million – UWF Innovation Network– Triumph Requested
- \$5.0 million – Pensacola State College - Co:Lab Expansion – Triumph Requested

PEDC/FloridaWest are supporting grant request for:

- \$16.0 million – Marine Maintenance Repair Overhaul– Triumph Requested
- \$29.0 million – OLF8/OLFX Land Swap with DOD – Triumph Requested
- \$11.0 million – Beulah Interchange Connector– Triumph Requested

FloridaWest (CEDA)
Profit & Loss Budget Performance
October 2018 through February 2019

	Oct '18 - Feb 19	Budget	\$ Over Budget	% of Budget
Income				
4200 · Associate Membership Dues	4,166.00	40,000.00	-35,834.00	10.42%
4000 · Membership Dues	83,333.00	280,000.00	-196,667.00	29.76%
4410 · Non-Dues Income	40,926.00	50,000.00	-9,074.00	81.85%
4420 · Government Income	62,500.00	150,000.00	-87,500.00	41.67%
4430 · PEDC	250,000.00	650,000.00	-400,000.00	38.46%
4500 · CIE - Rent	35,233.36	179,000.00	-143,766.64	19.68%
4512 · Miscellaneous Income	0.00	1,000.00	-1,000.00	0.0%
Total Income	476,158.36	1,350,000.00	-873,841.64	35.27%
Gross Profit	476,158.36	1,350,000.00	-873,841.64	35.27%
Expense				
5005 · Bank & Credit Card Fees	39.64	1,000.00	-960.36	3.96%
5060 · Marketing, Adv & Promo/Investor	51,620.67	125,000.00	-73,379.33	41.3%
5066 · Database/Research	14,375.00	20,000.00	-5,625.00	71.88%
5100 · Audit Expense	20,400.00	35,000.00	-14,600.00	58.29%
5105 · Legal Fees	4,470.00	10,000.00	-5,530.00	44.7%
5120 · Auto Travel	3,227.85	15,000.00	-11,772.15	21.52%
5140 · Business Travel	19,157.57	60,000.00	-40,842.43	31.93%
5190 · Depreciation Expense	0.00	15,000.00	-15,000.00	0.0%
5200 · Dues & Subscriptions	4,800.70	10,000.00	-5,199.30	48.01%
5310 · Insur-D&O/Liab/Umbrella/EPLI	4,001.78	6,000.00	-1,998.22	66.7%
5410 · Maint & Repair- Computers	9,372.76	15,000.00	-5,627.24	62.49%
5440 · Meeting Expense	1,026.60	2,500.00	-1,473.40	41.06%
5500 · CoLab Expenses	15,788.49	148,000.00	-132,211.51	10.67%
5559 · Workforce Marketing	4,152.72	20,000.00	-15,847.28	20.76%
5600 · Miscellaneous Expense	84.11	1,000.00	-915.89	8.41%
5610 · Postage	577.86	500.00	77.86	115.57%
5680 · High Growth Companies	672.94	20,000.00	-19,327.06	3.37%
57000 · Employee Wages & Benefits	262,202.46	785,000.00	-522,797.54	33.4%
5800 · Supplies	1,990.74	2,000.00	-9.26	99.54%
5915 · Telephone	1,544.46	3,000.00	-1,455.54	51.48%
5925 · Cell Phones	3,689.98	6,000.00	-2,310.02	61.5%
5954 · Copier Expense	682.66	2,000.00	-1,317.34	34.13%
5980 · Rent Expense	18,900.77	48,000.00	-29,099.23	39.38%
Total Expense	442,779.76	1,350,000.00	-907,220.24	32.8%
Net Income	33,378.60	0.00	33,378.60	100.0%

FloridaWest (CEDA)
Balance Sheet
As of February 28, 2019
Feb 28, 19

ASSETS

Current Assets

Checking/Savings

1000 · Checking- Private Hancock -363 552,622.35

1010 · Checking - Public Hancock- 355 48,016.57

Total Checking/Savings 600,638.92

Accounts Receivable

11000 · Accounts Receivable 63,215.23

Total Accounts Receivable 63,215.23

Total Current Assets 663,854.15

Fixed Assets

1750 · Construction in Progress 70,732.68

1702 · Accum Depr-Leasehold Improvemen -4,070.00

1655 · Leasehold Improvements 61,050.00

1600 · Furniture and Fixtures 42,086.60

1650 · Computers 28,454.59

1700 · Accum Depreciation Computers -7,798.31

1701 · Accum Depreciation Furn & Fix -8,447.41

Total Fixed Assets 182,008.15

Other Assets

1800 · Security Deposit 1,000.00

Total Other Assets 1,000.00

TOTAL ASSETS **846,862.30**

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Other Current Liabilities

2300 · Other Payables

2350 · Christmas Club Payable 3,100.00

Total 2300 · Other Payables 3,100.00

2400 · Payroll Liabilities 3,677.00

Total Other Current Liabilities 6,777.00

Total Current Liabilities 6,777.00

Total Liabilities 6,777.00

Equity

3200 · Unrestricted Net Assets 806,706.70

Net Income 33,378.60

Total Equity 840,085.30

TOTAL LIABILITIES & EQUITY **846,862.30**