



MEETING AGENDA – Tuesday, January 19th, 2021 1:30 PM
FloridaWest Economic Development Alliance – Board of Director’s Meeting
Pensacola State College
Anna Lamar Switzer Center for Visual Arts
1000 College Blvd, Pensacola, FL 32504

- 1. Call to Order** Karen Sindel
- 2. Meeting publicly noticed (1.4.2020)**
- 3. Public Comment**
- 4. Action Items**
 - a. Approval of December 1, 2020 Minutes
 - b. Approval of December 2020 Financials Ryan Tilley
 - i. Cash Basis versus Accrual
 - ii. 6-12 Month CD Options
 - c. Designated Member Process Approval Jim Waite/David Bear
 - i. Selection Committee Update
 - ii. Bylaw Revision – Designated Member Term
 - d. Reappointment of David Hoxeng to PEDC Board for 2-year term
 - e. Renew PEDC/FloridaWest MOU
 - f. Joint Board Planning Meeting Dates
 - i. February 2 – 9 am-1 pm – Lunch to be provided
- 5. Discussion Items** Scott Luth
 - a. ED Project Updates
 - i. Cybersecurity Update
 - ii. Co:Lab
 - iii. Business Development
 - iv. Workforce
 - v. Marketing
 - b. OLF8
 - c. PEDC Board Update
 - d. Strategic Partner Updates (If in attendance) Karen Sindel
 - e. ED Calendar Review Karen Sindel
- 6. Adjourn**

Next Meeting: February 16, 2021 at 1:30 pm as alternative to 2/2/21 Joint Planning Meeting
Date

Fiscal Year Meeting Schedule

March 16, 2021
April 20, 2021
May 18, 2021
June 15, 2021
July 20, 2021
August 17, 2021
September 21, 2021



December 1, 2020 – Pensacola State College
Anna Lamar Switzer Center for Visual Arts
1000 College Blvd, Pensacola, FL 32504

PEDC Members Present: Secretary/Treasurer Dave Hoxeng, Steven Barry, Henry Hawkins, Adam Principe

FloridaWest Members Present: Rebecca Ferguson, Karen Sindel, Ryan Tilley, Jim Waite, Don Palmer,

PEDC Members Present on Zoom: Lewis Bear

FloridaWest Members Present on Zoom: David Bear

Staff: Scott Luth, Melissa Stoker, Sena Maddison, Patrick Rooney, Danita Andrews, Alyvia Waite, Craig Dalton, Richard Sherrill, Jessica Scholl

Staff Present by Zoom: Jeff Dyer

Guests: Brian Wyer, Dave Murzin, Benjamin Boutwell, Allison Jones, Philip DeBoer

Guests Via Zoom: Meagan Howie

1. **Call to Order:** The PEDC meeting was called to order by Secretary/Treasurer Dave Hoxeng at 10:07 am.
2. **Public Notice:** This meeting was publicly noticed for PEDC on November 5th, 2020.
3. **Verify Quorum/Roll Call:** We are one short for in-person quorum for PEDC. Per Governor DeSantis, quorum must be acquired in person effective November 1, 2020.
4. **Presentations:**
 - a FDOT – Pensacola Bay Bridge – Iris Waters – Via Zoom
Dave Hoxeng asked for feedback on options for the traffic light in Navarre on 98 to help facilitate pinch points. Iris Waters indicated she would reach out to see what options are available with the Department of Transportation and local law enforcement. Don Palmer asked if there was a plan for improvements at the intersection of 98 and Garcon Point. Iris Waters stated that there are currently no plans, but they are looking at additional opportunities for improvement. Please continue to provide feedback. Colby asked if we were suggesting specific time frames or any other specifics for our suggestions. Dave Hoxeng gave some feedback on his experiences. Don Palmer shared his experiences as well. He stated that between 4 – 7 pm, it takes at least an hour to get home at night because of the back up to 98.
 - b Saltmarsh Audit Presentations – Allison Jones and Philip DeBoer
 - i PEDC – Allison Jones and Philip DeBoer presented the audit findings. Meagan Howie is joining us via Zoom. Allison gave an overview of the statements. She noted that the Tech Park is the most significant portion of the PEDC audit. It is a unique situation to have a property such as the Tech Park under a government entity and that is why it is so detailed. There were no issues with the staff. No disagreements with management. Philip DeBoer shared a difference in the table

of contents because PEDC didn't receive funds from FDOT as it had in the previous years. PEDC did not have to conduct a single audit as a result. While an opinion isn't expressed on our internal controls, they do share an opinion on our financial statements. We received the best and cleanest opinion from Saltmarsh possible.

- ii FloridaWest – Allison Jones gave an overview of the statements. She noted the Hurricane Sally damage assessments at the end of the fiscal year. There were no issues with the staff. No disagreements with management. There was some increased funding from local governments. We received the best and cleanest opinion from Saltmarsh possible.

5. Public Comment: Secretary/Treasurer Dave Hoxeng requested public comment. There were none.

6. PEDC Discussion Items (No Board Action Anticipated)

a Tech Park Update

Scott Luth updated the boards on the Tech Park. He shared that we put out the intent to negotiate and did not receive any formal responses. There is interest at the local level. Scott shared that he and Lewis Bear discussed potentially seeking assistance from our local delegation. As we learn and hear more, he will update the board. Dave Hoxeng asked if people were engaging in the ITN process despite not getting any submissions. Scott indicated that we did have approximately 6 different developers express interest and ask questions both within the state of Florida and outside. Dave Hoxeng asked if we could reach out to those developers to find out why they ultimately decided not to submit. Scott shared that he would follow up and come back with feedback at the January meeting. Dave Hoxeng stated that the concern for him is the Federal EDA relationship probably played into the decision of these developers. Scott stated that clarification on mixed-use opportunity was of some concern to a few individuals that called with questions.

b Division Reports

Scott Luth shared he cannot emphasize enough the value of the relationship with PSC about not only our meeting on campus today but also their partnership on the Co:Lab. We don't currently have a move in date; however, we are trending in a positive direction. PSC is covering structural improvements and costs, which allows us to spend our insurance coverage on contents.

Scott Luth stated that Ascend has a major power outage over the weekend. Dave Hoxeng notified Scott over the weekend, and the power outage resulted in a disruption in business. We have reached out and offered help. They appear to be well into recovery.

Project Fusion in Century has been put on hold at this time. Scott Luth shared that we would work with the new mayor as he transitions into leadership.

Project Citron is considering operation here and are negotiating a lease for space in the area. We hope to have a formal announcement soon.

Project Armor, the project at Corry Station, continues to develop but is slow because of election transition.

Project Spruce is a local company looking to expand, and we are working to meet with the county commissioner in that district.

Scott Luth discussed the Cybersecurity website that we launched. In partnership with Tupelo Media, it was designed to focus on talent attraction and retention. There is an opportunity with a company on the west coast that is actively exploring relocating their business here, highlighting why this effort is so important.

Under Commissioner Barry's leadership, the county has issued the RFP to explore broadband issues within our community, specifically rural broadband. Commissioner Barry stated that community feedback will be very important. There are some extensive survey factors.

SpaceFlorida representation has been in the area recently. While we didn't make the short list for US Space Command, we did get good information that will allow us to leverage other opportunities. Karen Sindel shared that this effort has spurred other vital discussions within our community. Dave Hoxeng asked if the community has a plan for Saufley Field. Scott Luth shared that this is a great time to start those discussions. He indicated this is another local community asset we need to look at. Dave Hoxeng asked who the convener is on the Saufley Field effort. Karen Sindel shared that this is a great topic for our dual board working/planning meeting.

7. Other Business

a. Dual Board Working/Planning Meeting

a. Potential Dates TBD

8. PEDC Adjourn at 11:16 am.

Henry Hawkins motioned.

Adam Principe seconded.

1. FloridaWest Call to Order – This meeting was called to order by Karen Sindel at 11:16 am.

2. Public Notice – This meeting was publicly noticed on November 5, 2020.

3. Verified Quorum – FloridaWest has quorum in the room.

Applicants have submitted for the Designated Director position. The committee will be meeting on Monday, December 7th.

Karen Sindel shared that Bonita Player passed away before the Thanksgiving holiday. She will be missed greatly, and as we learn more, we will share accordingly.

4. Public Comment – Karen Sindel requested public comment. There were none.

Today would have been Margaret Stopp's last day with us. She is retiring, and her replacement is Jessica Scholl. We have a gift for Margaret we will make sure she gets. We will miss her



wisdom and wit. Scott Luth referenced Margaret's huge involvement in the Navy Federal project and expressed our gratitude for all her work with that particular project.

5. FloridaWest Action Items

- a. Approval of FY 19-20 Audit
Don palmer motioned to approve.
Ryan Tilley seconded.
Motion approved.
- b. Approval of October 20th, 2020 Minutes
Rebecca Ferguson motioned to approve.
Don Palmer seconded.
Motion approved.
- c. Approval of October 2020 Financials
Ryan Tilley motioned to approve.
Don Palmer seconded.
Motion approved.
 - i. Cash Basis versus Accrual: Ryan Tilley shared that we have had discussions about moving from accrual to cash. While there are pros and cons to both, he has some additional questions before we move in that direction. Karen Sindel shared that she believes this move is worth exploring.
 - ii. 6-12 Month CD Options:
Ryan Tilley motioned to explore this option.
Jim Waite seconded.
Motion approved.

6. Division Reports – Provided during PEDC portion of meeting

7. Strategic Partner Updates

- a. First Place Partners: Dave Murzin stated he has no update.
- b. CareerSource: No update.
- c. Gulf Coast Minority Chamber of Commerce: Brian Wyer stated he has no update.

8. FloridaWest Adjourn at 11:25 am

Next Meetings: January 19, 2021

Respectfully Submitted By:

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

Ryan Tilley, Secretary-Treasurer
FloridaWest Economic Development Alliance

FloridaWest (CEDA)

Profit & Loss Budget Performance

October through December 2020

	Oct - Dec 20	Budget	\$ Over Budget	% of Budget
Income				
4200 · Investor Membership Dues	10,000.00	40,000.00	-30,000.00	25.0%
4000 · Membership Dues	60,000.00	280,000.00	-220,000.00	21.43%
4410 · Non-Dues Income	9,188.70	30,000.00	-20,811.30	30.63%
4420 · Government Income	37,500.00	150,000.00	-112,500.00	25.0%
4430 · PEDC	168,750.00	675,000.00	-506,250.00	25.0%
4500 · CoLab - Rent	0.00	100,000.00	-100,000.00	0.0%
4512 · Miscellaneous Income	207.11	1,000.00	-792.89	20.71%
Total Income	285,645.81	1,276,000.00	-990,354.19	22.39%
Gross Profit	285,645.81	1,276,000.00	-990,354.19	22.39%
Expense				
5005 · Bank & Credit Card Fees	166.20	1,000.00	-833.80	16.62%
5060 · Marketing, Adv & Promo/Investor	33,466.29	150,000.00	-116,533.71	22.31%
5066 · Database/Research	0.00	40,000.00	-40,000.00	0.0%
5100 · Audit Expense	5,500.00	26,000.00	-20,500.00	21.15%
5105 · Legal Fees	810.00	7,500.00	-6,690.00	10.8%
5120 · Auto Travel	1,962.73	10,000.00	-8,037.27	19.63%
5140 · Business Travel	379.13	40,000.00	-39,620.87	0.95%
5190 · Depreciation Expense	0.00	15,000.00	-15,000.00	0.0%
5200 · Dues & Subscriptions	2,666.98	7,000.00	-4,333.02	38.1%
5310 · Insur-D&O/Liab/Umbrella/EPLI	4,498.00	7,000.00	-2,502.00	64.26%
5410 · Maint & Repair- Computers	2,342.02	21,000.00	-18,657.98	11.15%
5440 · Meeting Expense	722.06	2,000.00	-1,277.94	36.1%
5500 · CoLab Expenses	23,020.84	104,000.00	-80,979.16	22.14%
5559 · Workforce Marketing	1,215.00	15,000.00	-13,785.00	8.1%
5600 · Miscellaneous Expense	0.00	500.00	-500.00	0.0%
5610 · Postage	66.00	500.00	-434.00	13.2%
5680 · Cyber/High Growth Companies	6,708.17	15,000.00	-8,291.83	44.72%
57000 · Employee Wages & Benefits	202,777.52	750,000.00	-547,222.48	27.04%
5800 · Supplies	635.44	2,500.00	-1,864.56	25.42%
5915 · Telephone	349.07	3,500.00	-3,150.93	9.97%
5925 · Cell Phones	615.15	9,000.00	-8,384.85	6.84%
5954 · Copier Expense	18.98	1,000.00	-981.02	1.9%
5980 · Rent Expense	16,432.75	48,500.00	-32,067.25	33.88%
Total Expense	304,352.33	1,276,000.00	-971,647.67	23.85%
Net Income	-18,706.52	0.00	-18,706.52	100.0%

FloridaWest (CEDA)
Balance Sheet
As of December 31, 2020
Dec 31, 20

ASSETS

Current Assets

Checking/Savings

1000 · Checking- Private Hancock -363 508,758.62

1010 · Checking - Public Hancock- 355 453.06

Total Checking/Savings 509,211.68

Accounts Receivable

11000 · Accounts Receivable -54,844.97

Total Accounts Receivable -54,844.97

Other Current Assets

1300 · Prepaid Rent 18,750.00

1500 · Due from PEDC 200.00

Total Other Current Assets 18,950.00

Total Current Assets 473,316.71

Fixed Assets

1702 · Accum Depr-Leasehold Improvemen -40,266.00

1655 · Leasehold Improvements 135,544.93

1600 · Furniture and Fixtures 44,009.73

1650 · Computers 38,626.14

1700 · Accum Depreciation Computers -17,526.31

1701 · Accum Depreciation Furn & Fix -19,514.41

Total Fixed Assets 140,874.08

Other Assets

1800 · Security Deposit 1,000.00

Total Other Assets 1,000.00

TOTAL ASSETS **615,190.79**

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Total Accounts Payable 0.00

Other Current Liabilities

2300 · Other Payables

2350 · Christmas Club Payable 1,575.00

2300 · Other Payables - Other 9,980.00

Total 2300 · Other Payables 11,555.00

2400 · Payroll Liabilities 26,807.00

Total Other Current Liabilities 38,362.00

Total Current Liabilities 38,362.00

Total Liabilities 38,362.00

Equity

3201 · Net Assets with Donor Restricti 22,000.00

3200 · Unrestricted Net Assets 573,535.31

Net Income -18,706.52

Total Equity 576,828.79

TOTAL LIABILITIES & EQUITY **615,190.79**

Charletha Powell

OBJECTIVE

To become an active contributor to Escambia county, as well as, the City of Pensacola by utilizing my education, experience with diversity, and skills to enhance the productivity, effectiveness, and efficiency of civic, economic, educational, and political organizations.

PRESIDENT – F.L.O.W., WARRINGTON, FL - 9/2012-PRESENT

Facility manager of the Lexington Terrace Community Center, which includes working with county commissioners, policing departments, and local organizations to provide community outreach programs.

ADMINISTRATOR - C.O.R.E. MINISTRIES, WARRINGTON, FL – 7/2012- PRESENT

Responsible for all administrative duties and legal research.

GRADUATE TEACHING ASSISTANT - UWF, PENSACOLA, FL – 1/2012 - 2018

Research and teaching assistant responsible for data collection for academic publications, facilitation of online courses in Public Administration, and preparation of courses for online publication.

GREATER PENSACOLA CHAMBER OF COMMERCE, ECONOMIC DEVELOPMENT INTERN., PENSACOLA, FL - 2012

Assisted the economic development team with research, correspondence, presentations, and meeting attendance on behalf of the chamber.

NFL REGIONAL MANAGER, PROGRESSIVE INS., JACKSONVILLE, FL - 1997-2010

Managed and directed over 250 claims personnel and five litigation managers in the settlement of statutory casualty insurance litigation throughout the state of Florida.

EDUCATION

University of West Florida, Pensacola, FL – Ph.D. - 2019

Webster University, Jacksonville, FL - M.B.A. - 2003

McNeese State University, Lake Charles, LA - B.A. - 1994

BOARD APPOINTMENTS/MEMBERSHIPS

- City of Pensacola planning board
- Mass Transit Advisory Committee
- Citizen Advisory Committee to the TPO
- Gallery Night Board
- Ciclovía Board

FROM THE DESK OF

Charletha D. Powell

December 9, 2020

Dear Ms. Stoker,

Pursuant to your email dated December 7, 2020, this letter provides the detailed feedback based on your request as follows:

- I. Details regarding current and past involvements in various boards and committees:
 1. I am currently a member of the City of Pensacola planning board which meets once per month. My position on the board requires that I review and discuss land development codes to determine whether an applicant's request is ready for approval. My vote is counted with the rest of the board and if passed it is referred to the City Council for final approval. The codes that I have been presented with most include redistricting, design standards, airport development, tree ordinances, appeals and variances. The meeting discussions with the board members, review of the land development codes, as well as, interactions with the residents of the city are instrumental in my assessment of how I will vote. City Council Members, Moore, Wu, Canada-Wynn, and Hill were involved in appointing me to this position.
 2. My current membership on the Citizen Advisory Council to the Transportation Planning Organization (TPO) involves: reviewing proposed plans for transportation policies in the Escambia, Santa Rosa, and Orange Beach, providing input on behalf of the community, as well as, making recommendations to the TPO. I was appointed to this position by County Commissioner Robert Bender.
 3. The Gallery Night Board provided an opportunity for me to utilize my experience and education in diversity when developing the yearly calendar of events. In addition, I was also able to provide input on other factors regarding the monthly event, as well as, participate in the voting process. Furthermore, I was able to gain an understanding of how the downtown businesses, local non profits, local artist, and various organizations impact the City of Pensacola in a meaningful way. Michael Carro, the prior President of the Gallery Night Board, appointed me to this position.

Charletha D. Powell

4. My current membership on the board of Ciclovía has allowed me to participate in building a vibrant downtown that is active and supports a healthy city. My role has also provided me an opportunity to implement plans such as bike leagues, as well as, diversity improvements that provide an opportunity for healthy activities for all citizens of the City of Pensacola. In addition, I have worked on developing the by-laws, attracting business participation, as well as public appearances on WEAR, Real Women Radio, and local television stations. I was appointed to the board by Rand Hicks.
5. I am currently chairman of the board for the Mass Transit Authority Council (MTAC); however, our meetings for 2020 have been cancelled due to the COVID-19 pandemic. Prior to COVID-19 I was a voting member that advised the Board of County Commissioners on mass transit in Escambia County. This was accomplished by reviewing reporting on ECAT, proposed plans, and information gathered from concerned citizens. In this capacity, I have attended County Commissioner meetings to present information that required their approval and/or review and consideration.

II. References

Leslie Statler
City of Pensacola, Senior Planner
222 W. Main St., 5th Floor
Pensacola, FL 32502
Email: LStatler@CityofPensacola.com
(850) 435-1673

Brittany Ellers
Emerald Coast Regional Council
6206 Hilltop Dr.
Pensacola, FL 32504
Email: brittanyellers24@gmail.com
(850) 530-0434

Michael Carro
Gallery Night Board, Former President
120 E. Main Street
Pensacola, FL 32502
Email: MCarro@SVM.com
Phone: (850) 380-3344

FROM THE DESK OF

Charletha D. Powell

Rand Hicks
Pensacola Ciclovía, Chairman
Email: RandHicks@me.com
Phone: (850) 293-1859

Tonya Ellis
Mass Transit Director-ECAT
1515 W. Fairfield Dr.
Pensacola, FL 32501
Email: tellis@myescambia.com
Phone: (850) 595-3229

III. Diversity and Economic Development

In every board membership capacity, I have always worked in a manner that is for the betterment of the citizens we represent. Diversity is an issue that is paramount to every aspect of our social interactions, business operations, and service provisions. Therefore, every issue I am presented with is viewed through the lens of the various aspects of diversity such as culture, religion, sexual orientation, socioeconomics, race, and disabilities to name a few. Before providing any input on the aforementioned issues I look at the history of the situation, laws that currently govern, corporate or service culture, demographics, and socioeconomics. Once that information is collected and reviewed, I provide input based on research I have completed, corporate/business/service mandates, and citizen input.

For example, Ciclovía was normally attended by one specific demographic. Once I was called upon to assist with changing this, I surveyed citizens from various parts of the city, discussed the needs of organizations that could benefit from the event, and requested information on why their participation was minimal. Resultantly, I lead the team to group the various demographic groups that would be targeted, publicize via social media/flyers/television/radio, provide transportation, and develop bicycle groups that could impact participation. Consequently, the 2019 Ciclovía event had the most diverse participation than any other Ciclovía event since its inception.

As a member of the Gallery Night board, my focus was mainly on diversifying the events that occurred monthly. I completed historical research on ethnic and cultural groups that exist in the city. This information was then used to suggest events that included Native Americans, African Americans, Asians, and Hispanics. Those events would have taken place this year but due to COVID-19 they will presumably begin when the Gallery Night events resume.

Charletha D. Powell

The MTAC and CAC to TPO boards present opportunities to understand the needs of citizens that utilize public transport throughout the region, city and county. Many citizens concerns include the hours of availability, protections for persons with disabilities, as well as, cost. Since I was only on this board approximately 6 months before meetings were cancelled, I have not been able to research any of the issues presented. However, I was involved in the voting process for issues presented to the board prior to their submission to the County Commission for approval.

Economics have been an integral part of every board on which I participate. As a City of Pensacola Planning Board member, I do not have direct impact on economic development, but it is always a consideration in my decision making. For example, an applicant wanted to rezone an area of importance in the city. My decision included how it would economically impact the community, the impact it would have on existing businesses, its ability to attract major corporations or franchises, as well as, the impact on real estate. My input includes one or more of these aspects in the discussion. My goal is to contribute in any way that will attract new economic opportunities and/or enhance the existing economic development of the city.

The transportation boards I am a member of focus on economic development as it relates to the use of public transportation, placement of streets, highways, and bridges, as well as local traffic flow. All of these aspects are important to economic development because transportation effects the cost of transporting products that are ultimately used by consumers, the location of highways and bridges for transport between companies, as well as, traffic to boost visibility resulting in sales. In addition, public transportation is very valuable for making sure the job pipeline is filled with qualified applicants. In addition, transportation is economically important because it not only allows persons without vehicles to attend school, but also travel to jobs once they are employed. Consequently, it is good for universities, the businesses, reduction in unemployment, and stronger communities that can attract businesses.

Downtown has grown and become an attraction to the City of Pensacola in the last few years. Downtown merchants have increased, tourism is still a staple of the city, and it has become a place of pride. As a member of the Ciclovía Board ,as well as, the Gallery Night board, my discussions and suggestions include ways to improve foot traffic, merchant support for not only existing businesses, but to also attract new businesses, and provide opportunities for merchants to participate in how this is accomplished.

For example, Ciclovía had a difficult time with some downtown merchants that did not like the street closed off from 9 am - 2 pm on the day of the event. I suggested that we find out the merchants concerns and then find a solution. Some merchants believed it blocked their opportunity for sales;

FROM THE DESK OF

Charletha D. Powell

therefore, I suggested that we ask each merchant to place merchandise outside their storefronts. I also suggested that restaurants have someone with samples outside so that it can entice bicyclers to have breakfast/lunch/drinks at their establishment. The team adopted the suggestion and the merchants/restauranters that participated were very pleased with the result. Sales were boosted, I do not have exact figures, and many citizens began to frequent businesses and eateries they had not patronized before. Therefore, this suggestion not only helped with their positive reception of Ciclovía, but also helped them gain new customers. Some of the same issues presented themselves to the Gallery Night board, however, many of the downtown merchants were on the board; therefore, I was more involved with the diversity aspect.

Should you have additional questions or need clarification please feel free to contact me.

Sincerely,

Dr. Charletha D. Powell, Ph.D.

Monique Turner

1360 Portland St. Pensacola Fl. 32534
(850)525-5478 e-mail moniquewiggins@aol.com

OBJECTIVE: TO OBTAIN A POSITION WITH AN ADMINISTRATIVE STRUCTURE WHERE I WILL BE ABLE TO UTILIZE MY STRONG COMMUNICATION AND LEADERSHIP ABILITIES WHILE OPTIMIZING MY BUSINESS KNOWLEDGE

Team player proficient in job duties and technical skills in order to meet multiple job requirements while assisting other team members. Detail oriented employee who understands what is needed to achieve work objectives in conjunction with establishing goals and priorities. Background encompasses experience in supervision, sales, teller, loan clerk, customer contact, insurance, administration, trainer, community outreach, counseling, helpdesk, billing and call center.

EDUCATION

<i>Graduated July 2005</i> <i>Master of Science in Public Administration</i>	<i>Troy University</i>	<i>Pensacola, FL</i>
<i>Graduated May 2002</i> <i>Bachelor of Science in Business Management</i>	<i>Troy University</i>	<i>Pensacola, FL</i>
<i>Graduated June 1983</i> <i>Associate of Science in Accounting</i>	<i>Pensacola Jr. College</i>	<i>Pensacola, FL</i>

AREAS OF EXPERTISE AND TRAINING SKILLS

SUPERVISING ROLE

Team Building
Client/Customer Relations
Motivation Skills

WORK FLOW DEVELOPMENT

Writing Business Plan
Staff Training
Scheduling

MARKETING

Research Methods
Strategic Planning
Budget Analysis

AWARDS/PROFESSIONAL AFFILIATIONS

“World Class Customer Service” Award State Farm Insurance Company
“Take Stock in Children Mentor 5yrs of Service” Award State of Florida
Active member over 30 years of Pensacola Community Arts Recreation Association
Board of Directors Pensacola Dream Achievers
Community Volunteer in public schools and non-profit organizations
Member of the Every Needs Ministry
Associate/Co Pastor Mt. Moriah A.M.E. Zion Church
Director of New Public School Coming in January 2021 West Florida Education, LLC

CAREER HIGHLIGHT

Traffic Director

Nov 2018 to Present

WRNE 980 AM/106.9 FM Radio Station

- Check daily logs and reconcile using Visual Traffic program to be sure that everything played accurately
- Control air time for clients and produce a daily log and submit program information to master control and engineering
- Supervise Traffic Department, produce Commercial log for AM and FM station
- Enter sales orders and schedule commercial logs

Auto Damage Claims Adjuster

Aug 2010 to Nov 2018

Progressive Insurance Company- Pensacola, FL

- Identified and assessed auto damage with clients and discussed necessary repairs.
- Communicated with police, estimators and body shops to confirm what happened in the accident and to negotiate repair pricing and assess liability
- Aimed to provide clients with the highest level of customer service possible

Administrative Assistant

Weiser/Solutia-Cantonment, FL

April 2008 to Aug 2010

- Perform general and high level administrative duties including data entry and scheduled assignments
- Compile daily and monthly visitation reports and conduct orientation for visiting customers
- Process matters of a highly confidential nature for human resource department

Multiple Line Claims Adjuster

State Farm Insurance Company – Jacksonville, FL

Feb 2005 to March 2008

- Collaborate with others negotiating claims while working on teams to accomplish work related activities
- Utilized problem solving knowledge by providing direction to policy holders in an emergency
- Followed steps and plans within established or standard guidelines to carry out assignment
- Facilitated special projects such as compiling and officiating training sessions within my department

Sr. Claims Service Assistant

State Farm Insurance Company – Pensacola, FL

Dec 1991 to Feb 2005

- Enhanced multitasking abilities with great turn around time while improving productivity daily working efficient and effectively
- Used great listening skills handling customers in person as well as on the phone
- Retrieved and paid invoices, processed claims and trained new hires

Windows XP Professional: MS Excel, MS Word, MS Power Point, MS Outlook, and Internet Explorer

References:

Leroy Williams
6137 Pam Ave
Pensacola, FL 32526
850-293-5345

Wayne Woodard
2091 Winners Circle
Cantonment, FL 32533
850-968-3692

Machelle Easley
2744 Southern Oaks Dr
Cantonment, FL 32533
850-293-8713

+

Monique Turner

1360 Portland St. Pensacola FL 32534

(850)525-5478 e-mail moniquewiggins@aol.com

I am involved with Mrs. Georgia Blackmon who founded Mother Wit, a 501(c) 3 since around 2015. The main focus is education for children age 13 and up, community outreach and historic preservation. I have given my service to all three but have served on the committee of the community outreach for HIV/Aids for several years. We have the task to bring awareness and observance December 1 World Aids Day, February 7 National Black HIV/Aids Awareness Day and in June National HIV/Aids Testing Day. We get the word out with flyers. Every year we try to get the churches involved and have the programs at the church. We set up the agenda and I am often on program. Mrs. Blackmon information is P.O. Box 2054, Pensacola, FL 32513, awarenessg@thegathering.gccoxmail.com, 850-426-1229

I was a board member on the Pensacola Dream Achievers from 2008-2015. I was to attend all board meetings. I have been on various committees reviewing minutes, send out notice of meetings, set up agenda for the meeting and perform other duties as may be assigned by the President. Rev. Wayne Woodard was the President of this non-profit organization. The project was to build a Pensacola Sports Museum at the Community Maritime Park to display athletes and coaches achievements that were from Pensacola. Rev. Woodard's goal was to showcase the history of our community through sports, educate and inspire. Rev. Wayne Woodard's information is 2091 Winners Circle, Cantonment, FL 32533, revwwwoodard@aol.com 850-968-3692

I am on the Board as a Director for a new Private School, West Florida Education, LLC coming to Pensacola January 2021. We will start out first due to the covid-19 VPK to 2nd grades. Our curriculum will be the same as Florida department of education. We will be setting up in a church that has agreed to house the school. Funding will come from scholarships such as step up for students, McKay and private donations. The board has to set the vision and goals for the school. Adopt policies that give administration direction to set priorities and achieve goals including student assignment and discipline. Hire and evaluate teachers. Adopt and oversee budget. You can contact Tamala Hammond who is the founder of the school at 507 N. E St. Pensacola, FL 32501, tamaratamala@icloud.com, 850-503-6631

I am involved with Mr. Leroy Williams who founded (PCARA) Pensacola Community Arts & Recreation Association since 1997. I was a single parent with two daughters and when I learned about PCARA it was one of the greatest opportunities for me to get involved in. I soon became a part of the different committees and went to work. PCARA is a non-profit association formed to assist in the prevention of illegal drug use, pregnancy, and violence among the youth throughout the Pensacola community. PCARA continued to grow over the years to include theatrical play skits, youth extravaganzas, gospel concerts, black history programs, Non-violence and Drug Free Day (The Big Cookout), Community Networking and Getting involved Funfest, a non-violent and drug free community motorcade, leadership retreats, Thanksgiving and Christmas drive, family days, pool parties, dance parties, sports, self defense classes and field trips. This was to teach, educate as well as to inspire. I have work on different committees throughout the years and would actively participate in the work of the committee and behind the scenes, provide thoughtful input to committee deliberations and focus on goals. We always wanted to make sure in whatever we did we would stay with the mission and goals of

the association. You can contact Leroy Williams 6137 Pam Ave. Pensacola, Ave. 32526, lewilliams@myescambia.com, 850-293-5345

I have participated with the JUST Pensacola – Interfaith Justice Ministry in Escambia County. This is a congregation based organization working in the local community, addressing local community problems under the biblical mandate for justice. This was founded here by The Rt. Rev. George D. Young, III and Rev. Kammy Young. Five categories of problems were identified here in Pensacola which were Education, Healthcare, Income Equality, Affordable Housing, and Criminal Justice. We voted Education and Criminal Justice are the two most unfair problems that we see taking place against minorities. Research and solutions were addressed and brought forward to leaders on a zoom call which included Mayor Robinson, some commissioners and others. While I am not a member of this group I have participated and was able to be a part of committee to vote. You can contact Rev. Kammy Young 510 Reus St. 32501, engagemission@gmail.com, 904-556-1634

I am on the voting committee which is a part of my Episcopal District A.M.E. Zion Church. We keep up with what is going on with voting and pass the word on to the members of the churches. During the Primary & Regular Election if someone needed their vote by mail ballot delivered to post office or dropped off at Supervisor of Elections we would pick them up and dropped them off. We sent out emails reminding of the election dates. I volunteered at one of the polls during the primary election. You can contact Rev. Machel Easley 2744 Southern Oaks Drive Cantonment, Fl 32533, michaelmachell@bellsouth.net, 850-293-8713

I was on a committee for the Young Adults Missionary Society within my denomination 2016 & 2019. The focus on both committees was on domestic violence. In 2016, I along with one other person focused on that goal and that assignment and wrote two prayers one for the abuser and one for the person being abused. Both prayers were published in a book called “Domestic Violence Prayer Book”. In 2019, I along with one other person wrote a play about a woman who was in a domestic violence relationship. This play was performed at a conference in Knoxville, Tennessee. The play had to be a team effort as it included several parts. The committee had to meet twice a week on conference call because we all were from different parts of the state. I had to write out the agenda for each session, review materials prior to sessions, report to the chair and make sure we stayed true to the mission. You can contact Dr. Joy Kennedy 510 Treybrooke Circle, Apt 24, Greenville, NC 27834, joyforyams@gmail.com, 704-232-7963

I have always tried to connect myself to organizations that are working to keep hope alive! When I say hope I am referring to history. We should all know where we came from and where we are trying to go. Just as Mrs. Blackmon is restoring the Ella Jordan House which was built in 1890. It was once Colored Women Federated Club. It once had famous women come there such as Eleanor Roosevelt and Mary McLeod Bethune. I connect myself with PCARA Mr. Williams as we show at risk children that we love them. We let them know they can set goals and can be somebody. I enjoyed going into the schools as a mentor with the “Take Stock in Children” program. To see the smile on their face when they would walk into the room and see me sitting there waiting to talk with them. In the community that my husband and I have the honor to have a church in is low income. If the church needs little things fixed we will get people in the neighborhood and pay them. We have goals to build low income apartments in that area because we see a need. When we do food drives and go house to house with food plates to provide it is because we see a need. If we all work together we can make a better place.

TERA ALI

Education:

Doctor of Business Administration (Doctoral Candidate)
Specialization: Management
Northcentral University, San Diego, CA – Anticipated: December 2020

Master of Healthcare Administration and Management
Specialization: Finance
Colorado State University Global Campus, Greenwood Village, CO – October 2016

Bachelor of Science in Health Science
Specialization: Pre-Occupational Therapy, Rehabilitation Services Management
Florida Agricultural and Mechanical University, Tallahassee, FL – May 2014

Training:

Greater Pensacola Chamber
Leadership Pensacola – May 2020

LinkedIn Learning
How to Design & Deliver Training Programs – June 2019

United States Air Force Education & Training Command
Health Services Administration – November 2019

Bryant & Stratton College Online
Subject Matter Expert – September 2018

United States Air Force Education & Training Command
Officer Training School – March 2018

Professional Affiliations:

American Business Women's Association – Member #10779180
American College of Healthcare Executives – Former Member
Florida Advisory Council Military Education – Member #112627673
National Academic Advising Association – The Global Community for Academic Advising – Member #94869

Experience:

Visiting Instructor (40 hours per week)
University of West Florida (850)474-2000
08/08/2020 – Present

- Develop and instruct undergraduate and graduate online courses in healthcare administration
- Serve as the Lead Instructor for the following courses: Health Ethics & Professionalism, Principles of Healthcare Finance, Healthcare Finance, Decision Making in Healthcare
- Maintain normal teaching load of four courses per semester
- Participate in preparation of the specialization for CAHME accreditation
- Develop a program of scholarly activity
- Provide service to the University, College of Health, and the Department of Health Sciences and Administration
- Demonstrate leadership within area of expertise – finance

Academic Advisor & Field Placement Coordinator (40 hours per week)
Huron Consulting Group – Studer Group/Studer EducationSM (850)898-3949
6/18/18 – 08/07/2020

- Served as an academic advisor and field placement coordinator for the University of West Florida's TeacherReady program
- Was an expert in the policies and procedures for Florida Professional Teacher Certification

6662 Da Lisa Rd Milton, FL 32583

Mobile: 808-294-1525

Email: tali@uwf.edu

- Participated in the planning and initiatives in support of recruitment, retention, and progression
- Managed the transitioning military recruitment initiative to grow the population of military students
- Attended education and career fairs to engage with prospective and current students
- Connected with prospective students to assist in the application and enrollment phases
- Utilized CRM System – Salesforce to support the conversion of applicants to enrollees and to manage current student accounts
- Addressed questions, concerns, and issues for students to ensure successful program completion
- Connected with school district leaders and establish partnership agreements to ensure placement of enrolled students as quickly as possible
- Attended quarterly company meetings with partnering universities to maintain partnership agreements
- Assisted with data gathering and verification for accreditation
- Participated in organizational growth initiatives through analyzing, evaluating, and recommending improvement processes
- Assisted in process evaluations and follow-up of projects to ensure goals, objectives, and deadlines are understood and met
- Participated in monthly and quarterly strategy meetings to create action plans for achieving organizational goals
- Served as a member on the Employee Engagement team to create and implement strategies to improve employee engagement and performance

Health Services Administrator (342 hours per year)

U.S. Air Force Reserve, Keesler AFB, MS (228)377-4045

5/12/2017 – Present

- Oversee the day-to-day operations of the human resource management department and provide supervision for all projects assigned therein
- Serve as a member of the Executive Management Committee to identify strategies to improve performance, quality, and analyze results from the previous quarter
- Complete annual performance evaluations of personnel assigned the department
- Maintain personnel records and ensure squadron personnel are trained and equipped for military mobilization and peacetime disasters
- Identify and assess squadron training/development needs
- Work with medical treatment facility staff and base personnel to oversee and conduct periodic emergency management and disaster response training sessions and realistic field exercises
- Respond to and resolve training related issues and inquiries
- Coordinate aeromedical evacuation for injured troops during peacetime and wartime disasters

Adjunct Instructor & Subject Matter Expert - Health Services Administration (15 hours per week)

Bryant & Stratton College – Online, Buffalo, NY (716)884-9120

03/27/2017 – 08/31/2019

- Supported the college mission by facilitating an active virtual learning classroom through alternative delivery methodologies
- Participated in continuous professional development activities focused on strategies to improve the online learning experience
- Implemented the most effective instructional approach via virtual learning classroom
- Participated in departmental and campus-wide activities to support the needs of the student population and Online Education team
- Completed Subject Matter Expert and Instructional Design training to build and revamp courses via blackboard platform
- Assisted Instructional Designers in building courses that are relevant and provide students with the information needed to be successful in the field
- Collaborated with Instructional Designers to test the development of learning materials and activities
- Monitored the effectiveness of newly developed learning materials and activities and recommend modifications
- Facilitated classroom interactions to ensure optimum engagement levels from students
- Participated in campus-wide initiatives in support of retention and graduation goals
- Acted as a liaison between students and academic advisors to maintain classroom focus

6662 Da Lisa Rd Milton, FL 32583

Mobile: 808-294-1525

Email: tali@uwf.edu

- Successfully completed instruction of the following courses: Introduction to Healthcare, Funding Health and Human Services Organizations, Introduction to Health and Human Services Organizations, Legal Aspects of Healthcare Management

Paraprofessional (37.5 hours per week)

Bennett Russell Elementary School, Milton, FL (850) 983-7000

01/22/2016 – 10/13/2017

- Provided instructional services and one-to-one tutoring for students in a Communication Behavior Social Academic (CBSA) classroom
- Assisted with classroom management, such as organizing instructional materials
- Attended staff meetings to assist in the development of policies, goals and objectives geared to the success of educating students
- Participated in in-classroom training seminars both within and outside of the school campus
- Became thoroughly acquainted with procedures used to assist students with special needs, such as non-verbal students and those with physical and mental disabilities
- Assisted Occupational Therapists, Physical Therapists, and Adaptive P.E. Teachers to plan, implement, and administer educational, vocational, and recreational programs that restore or enhance performance in individuals with functional impairments

Substitute Teacher (37.5 hours per week)

Santa Rosa County School District, Milton, FL (850)983-5000

09/08/2014 – 01/21/2016

- Prepared for classes assigned and showed written evidence of preparation upon request of immediate superior
- Assisted administration in implementing all policies and rules governing student life and conduct
- Created a classroom environment that was conducive to learning and appropriate to the maturity and interests of the students
- Established clear objectives for all lessons, units, projects and to communicate these objectives to students, as adopted by the local and state Board of Education
- Guided the learning process toward the achievement of curriculum goals
- Created strategies to meet the needs of mentally and physically disabled students
- Maintained accurate, complete, and correct records as required by law, district policy, and administrative regulation, pertaining to teacher and students

Customer Service Associate (25 hours per week)

Kohl's Department Store, Tallahassee, FL (850) 656-1985

04/11/2011 – 09/07/2014

- Fostered a positive work environment by consistently treating all employees and customers with respect and consideration
- Resolved all customer complaints in a professional manner while prioritizing customer satisfaction
- Delegated projects to associates while ensuring the satisfactory completion of all tasks
- Contacted qualified applicants to schedule interviews
- Trained and provided guidance to new employees regarding processes and procedures
- Identified potential risks and inconsistencies in the operations to management

Ashley McDonald
1409 Aggie Way
Pensacola, Florida 32504
850-497-4273
AshleyMcdonald0803@gmail.com

11/30/2020

Dear Melissa Stoker:

I would like to express my interest in the position as Designated Director to the FloridaWest EDA Board of Directors. I recently ran for the Emerald Coast Utilities Authority for District 3 and through that process I was able to learn about many of the opportunities for growth that we have here. One of the goals I had for my district, if I won my race, was to help provide more employment opportunities for our local talent through ECUA and improve our infrastructure to bring more business to our area. I also wanted to help improve the quality of life for the local Pensacola residents.

I believe that this position is a great opportunity to help promote business and bring those jobs to our local talent. I am a firm believer that we have to continue to grow our wonderful city so that we can make Pensacola the number one beach destination in Florida.

Thank you for your time.

Warm Regards,

Ashley McDonald

Ashley L. McDonald

1409 Aggie Way
Pensacola, Fl. 32504
Alp92.ap@gmail.com
Cell: 850-497-4273

Education

Team Hughes Real Estate School

March 2018

University of West Florida B.A. Psychology

August 2011-December 2015

Experience

Realtor -Key Impressions, LLC. (Former Keller Williams Realty Gulf Coast) Present- March 2018

- Assisting individuals with buying and selling residential real estate properties.
- Writing real estate contracts, following strict time lines, and following all state real estate laws.
- Regularly prospecting for real estate clients.

Navy Federal Credit Union- Fraud Specialist February 2016- February 2018

- Mentored a team of 13 representatives on how to improve member engagement. conversation quality, producing positive member experiences, and improving call finesse.
- Assisted Navy Federal members with resolving account related issues and deescalating calls.
- Educated members on Navy Federal products, services, and policies.
- Facilitated team meetings, coaching one on ones, and coordinated team events.
- Completed developmental eLearnings: Business Grammar; Business Writing; Key Essentials of Member Service; and more for professional development.
- Created member engagement related job-aids and visuals to help team members reach their performance goals.

Compass Group Food Service- Team Leader October 2014-January 2016

- Worked as a cashier for the UWF Papa John's Pizza location.
- Assisted with training new hires and acclimating them to Chartwells culture.
- Took weekly inventory of store merchandise and placed store orders.
- Communicated policies and upholding performance expectations



NATALIE P. BLAIR

CONTACT

850.591.5953

ownpensacola@gmail.com

ownpensacola.com

PROFILE

I have utilized this past decade to hone in on my education and wide variety of talents and interests. I am able to adapt quickly and learn new programs with extreme efficiency. I am solution driven with the ability to evaluate information critically and solve problems creatively.

EXPERTISE

Account & Project Manager

Design Consultant

Solution Driven

Adaptable

Self-Starter

MS Office

Mac OS X

QuickBooks

EXPERIENCE

Realtor, Owner - Natalie Paige Blair, LLC

[Levin Rinke Realty, Pensacola, FL](#)

June 2020 - Present

LLC Earnings 2020 - \$123, 613

LLC Earnings 2019. - \$185, 663

LLC Earnings 2018 - \$56, 206

Realtor, Site Manager

[Adams Homes, Pensacola, FL](#)

March 2018 to June 2020

- Designed, sold and closed \$21, 919, 370 in new home construction
- Managed 85 new construction builds including pre-sale lots and spec homes
- Designed interior and exterior of homes to fit market trends and maintain equity growth

Closing Agent

[Attorney William Farrington, Pensacola, FL](#)

October 2017 to June 2018

- Assisted real estate attorney and title agent with preparing all closing documents
- Ordered and reviewed all title work, mortgage documents, deeds, and payoffs
- Scheduled and facilitated closings with realtors, lenders and clients

EDUCATION

Florida State University

2008-2012

Bachelors of Science in Hospitality Management

College of Business

Florida Real Estate License

2017-Present

Notary Public

2017-2020

**Lakewood Cottages HOA, Board
of Directors, Secretary**

2018-Present

Brokerage Administrator

EXIT Realty NFI, Pensacola, FL

January 2017 to October 2017

- Reviewed and monitored listings, pending deals and upcoming closings to ensure timeliness of transaction and client satisfaction for 50+ agents
- Assisted Broker, Sales Manager, and Office Manager with daily tasks including lead verification, lead generation, new hire orientation, continuing education, monthly agent training, office communication, and recruiting for new agents

Account and Project Manager

Premier Surfaces, Alpharetta, GA

July 2015 to November 2016

- Estimated projects from architectural plans and project specifications with the ability to decipher CAD and Slab smith layouts
- Project managed an average of 60 projects per month which included maintaining accurate timelines, collections, communication with fabrication and schedulers
- Captured all new business opportunities- B2B and B2C and maintained database with up to date information on accounts
- Exceeded monthly sales and billing goals with an average 45% gross margin
- Acquired and developed key relationships with builders, architects, designers, homeowners, and vendors
- Worked closely with purchasing department to source materials to lower cost of raw materials to maximize profit
- Managed and grew already existing house accounts by an average of 25% YOY

Executive Assistant & Human Resources Admin

Miyako Hybrid Hotel, Torrance, CA

February 2015 – July 2015

- Worked directly with the General Manager/Director of Human Resources to assist with daily operations, including office organization, recruitment for open positions, pre-employment interviews, screening potential candidates and updating personnel files
- Assisted the employees with the benefits program including health and dental insurance, 401k, and worker's comp
- Supported the General Manager/Director of Human Resources during investigations for worker's comp, harassment cases, hostile work environment and incident reports for employees and guests while maintaining compliance with California laws

Assistant Director of Housekeeping

Omni Amelia Island Plantation, Amelia Island, FL

February 2013-January 2015

- Monitored financial aspects of the Housekeeping department, which included labor productivity, purchase orders, scheduling and payroll for 150 associates
- Effectively managed the rooms' division monthly checkbook of \$100,000, including ordering, receiving and supply inventory for 734 guest rooms.
- Responsible for Office Coordination and organization to maximize efficiency during daily operations, alongside a two-million-dollar renovation
- Developed training manuals for Housekeeping Supervisors

LAYTONYA F. CARTER

Washington, DC

850.525.3631

LaytonyaCarter@gmail.com

EXECUTIVE SUMMARY

Executive and Operations Officer with a Top-Secret Security Clearance and 10+ years of proven experience emphasized in management and organization of personnel, mission and training worldwide. While in the United States Army, coordinated resources to support the deployment and re-deployment of over 28,000 Soldiers for CONUS and OCONUS missions. Career is supported by a vast operational background and a **Master of Arts in Human Resources Management**.

- Operations Management
- Strategic Planning (Sourcing)
- Organizational Development
- Conflict Resolution
- Defense Travel Card Manager
- Contract Management
- Audits and Investigations
- USA Staffing for HR
- Microsoft Office Suite

PROFESSIONAL EXPERIENCE

Department of Veterans Affairs— Washington, D.C.

February 2019 to Present

Board of Veterans Appeals-Program Specialist

Salary: \$86,300 USD Per Year, Hours per week: 40

Supervisor: David Dunphy (202) 632-8534

Lead Program Specialist (Team Leader), located in the Hearing Management Branch (HMB). **Provides management and organizational support** to the Board by **coordinating and scheduling** over 30,000 Video hearings with Regional Offices, Veteran Service Organizations (VSO), Veteran's Law Judges (VLJs), Veterans and their representatives. Upon receipt of a claims folders from subordinate jurisdictions, reviews each folder to determine whether the case is properly before the Board and whether proper development has been completed.

- Train or arrange for the training of team members in methods and techniques of team building and working in teams to accomplish tasks or projects, and provide or arrange for specific administrative or technical training necessary for accomplishment of individual and team tasks
- Team lead to make sure that the organizations strategic plan, mission, vision and values are communicated to the team and integrated into the team's strategies, goals, objectives, work plans and work products and services.
- Monitor and report on the status and progress of work, checking on work in progress and reviewing completed work to see that the Supervisor's instructions on work priorities, methods, deadlines and quality have been met.
- Articulate and communicate to the team the assignment, project, problem to be solved, actionable events, milestones, and/or program issues under review, and deadlines and time frames for completion.
- Lead the team in: identifying, distributing and balancing workload and tasks among employees in accordance with established work flow, skill level and/or occupational specialization; making adjustments to accomplish the workload in accordance with established priorities to ensure timely accomplishment of assigned team tasks; and ensuring that each employee has an integral role in developing the final team product.
- Analyze specific data points of Veterans appeals to determine whether the appeal is properly before the Board and whether all necessary requirements and processes have been completed by the agency of original jurisdiction.
- Conduct detailed administrative analysis and author information papers to prevent any issues regarding the exercise of appellant's rights to representation, hearings before the Board, and deficiencies in legal and administrative requirements to ensure the complete development and adjudication of appeals
- Maintains case pending transcript abeyance files to include uploading to VACOLS and VBMS.
- Prepare correspondence to appellants, accredited service organizations, attorneys, Members of Congress, medical centers and universities.
- Securely track, move, file, inventory, distribute and physically and electronically manage all claims files according to knowledge of all claims classifications, the appeals process, and BVA procedures. As required, facilitate and manage the transfer of a case outside the Board's physical domain.
- Review and update the Standard Operating Procedures (SOP) instrumental in identifying and correcting deficiencies that aid in the revision and adaptation of the SOP for the Video Hearing Section.
- Receive written and electronic correspondence and analyze to determine its nature as it relates to Veterans' claims and BVA's mission.

- Conduct administrative reviews of adjudicated appeals to include alignment of appeal issues, verification of docket number, power of attorney and veteran and appeal information.
 - Serve as subject matter expert for all Central Office, Travel Board, and Video Conference Hearings.
 - Manage appeals in a hybrid model (paper and paperless) as the Board transforms its processes completely in to the virtual environment.
 - Analyzes data and make recommendations for improvement in the Video Hearing process.
 - Conducts administrative reviews of adjudicated appeals to include alignment of appeal issues, verification of docket number, power of attorney and Veteran and appeal information.
 - Maintains constant oversight through the entire hearing process, which includes but is not limited to coordination with different offices; pre-hearing and post-hearing processing; providing technical equipment guidance and support to the Veterans' Law Judges and VA Regional Office personnel during the hearing; monitoring the recorded media of the hearing proceeding to include ensuring its proper recording, quality and preparation for transcribing by VA contracted entities.
 - Develops recommendations and guidelines for implementation of multi-points and administrative Standard Operation Policy.
 - Coordinate and develop a variety of reports that are critical to the BVA mission.
 - Formulates and executes action plans in response to BVA directives.
 - Distributes cases that have been advanced on the Board's docket or require special handling to designated team members to facilitate requested action.
 - Provides technical guidance and support to Board Members and administrative personnel in matters relating to hearings before the Board.
 - Evaluates cases to determine the priority in which they will be worked.
 - Uses enhanced organizational skills to make day-to-day adjustments in accordance with established priorities.
 - Lead and conduct projects and studies that require analysis and evaluation of program effectiveness to include recommendations for improvements.
 - Research, analyze, evaluate, and report on system-generated data, narrative information, and statistical data, propose solutions, and develop input for briefings, data-calls, and meetings.
-

United States Army – Fort Bragg, NC

September 2008 – April 2019

Detailed Inspector General

Salary: \$110,040 USD Per Year, Hours per week: 40

Supervisor: Ronald Johnson (910) 570-8174

Managed the program's Assistance, Investigation, and Teach and Train functions as well as administrative oversight to provide strategic direction on assistance cases and investigations regarding issues and allegations affecting the command, employees, and dependents.

- Provided executive support for Military and Family Members, DoD Civilians, US military retirees, DoD Contractors, and employees for the US Army Reserve worldwide
- **Experienced Army Detailed Inspector General** using professional investigative standards to perform complex programmatic investigations of allegations of wrongdoing including job discrimination, whistleblower reprisal, fraud, waste, abuse and mismanagement, and other violations of laws, regulations and policies
- Served as the **Command Inspector General (CIG)** for the 19th ESC, Daegu, Korea responsible for planning, processing, and conducting Inspector General Action Requests, inquiries, and investigations
- As the **Assistance Division Chief**, responsible for collecting information, documentation, and data to substantiate and validate findings, facts, or violations of government policies, procedures, and instructions
- Researched laws, regulations and policies, drafted briefs outlining facts and made recommendations
- Coordinated and provided a full range of IG Investigative and Assistance services to US Army Reserve personnel, soldiers and civilians
- Conducted intake and followed up on every request for assistance, determined the root cause of every complaint and applied IG appropriate problem-solving methods to develop solutions, until resolved
- Received, conducted preliminary analysis and managed complaints; updated case information in databases
- Managed all cases, assigned cases to Assistance personnel based on individual ability and case complexity, ensured privacy and confidentiality of all information
- Processed all complaints and requests for assistance, conducted preliminary analysis to determine if each case was IG appropriate and if my office should directly assist with the case, or refer to another office/agency as necessary

- Resolved critical problems and assisted in correcting injustices to individuals or groups, developed solutions to systemic issues and recommended procedural changes
- Conducted Inspector General Assistance visits, Staff Assistance Visits (SAV) and sensing sessions, utilized surveys and questionnaires as needed, developed recommendations for corrective action based on the deficiencies discovered and ensured compliance and adherence to regulations
- Performed compliance and systemic evaluation inspections throughout the installation
- Formulated written recommendations, solutions or corrective actions to resolve appropriate issues brought forward by complainants
- Built and maintained an IG tech channel network with all U.S. Army IG offices in order to utilize their assistance and experience in resolving cases.
- Identified violations of Federal statutes, investigated wrongdoing, gathered preserved evidence, protected the Constitutional rights of suspects and witnesses, and presented findings to US Army officials and staff judge advocates
- Made recommendations to improve the efficiency of the US Army Reserve operations and reduce the likelihood of fraud or other improprieties
- Advised and assisted the Command IG in the management of Investigations and Assistance program
- Wrote, edited and peer reviewed Reports of Investigation and other documents to ensure proper format, grammar, spelling, style, usage and reading level, in accordance with the Government Style Manual and applicable Service Regulations
- Coordinated Investigations and Assistance functions; provided the Command IG a continuing assessment of the operational and administrative effectiveness of Investigations and Assistance cases
- Received, conducted preliminary analysis and managed complaints; updated case information in databases

Defense Travel Card Manager/Defense Travel Card System (DTS)

Supervisor: Ronald Johnson (910) 570-8174

As the Agency Program Coordinator (APC) regularly reviewed cardholder transaction activity to identify travel card personal use, misuse, abuse, or fraud. As the primary **APC was responsible for program execution and management of the day-to-day operations of the DoD GTCC program**

- Completed the Travel Card Program Management APC Course
- Completed refresher training required every three years
- Maintained all training certificates for New Travel Card Holders
- Completed all applications and forward it to the travel card vendor, including billing hierarchy information
- Responsible for online, emergency and expedited applications
- Authority to increase the limits on a temporary basis, as needed/when requested, to meet mission requirements
- Decrease available cash and credit limits based on mission needs
- Forward any request to establish a CBA or increase a credit limit to the appropriate CPM for approval
- Assist in the management of travel card accounts by displaying account and transaction data and by providing reporting capability
- Adjust ATM/cash limits to accomplish specific missions or to reduce the potential of cardholders overspending on the trip
- Familiar with **Defense Travel System (DTS)** as user for over 15 years and approver 5 years.
- Trained and Certified Defense Travel System Approver

Plans Officer (Sourcing)

Supervisor: David Nichols (404) 271-3011

Plans Officer with Headquarters United States Army Reserve Command (USARC), Global Force Management Plans Division **responsible for sourcing Army Reserve missions anywhere in the world** through coordination with HQDA, FORSCOM, ARCENT, Regional Readiness Command and Direct Reporting Units in support of operational requirements for OIF, OEF, HOA, Balkans, Bosnia, Kosovo, Home Land Defense (HLD), and Guantanamo Bay.

- Reviewed Combatant Commander's troop requirements and led a coordinated and **comprehensive staff analysis within the Army Reserve Headquarters staff** to assist FORSCOM in sourcing validation request for forces
- Managed the Army Reserve Deployment Expeditionary Force (DEF) list

- Primary Global Force Management (GFM) Action Officer for the Army Reserve (AR) 2008-2011
- Represented the USARC G35 at weekly Readiness Progress Reviews (RPR)
- Managed over 600 Army Reserve DEF/CEF units, **representing over 28,000 Soldiers sourced for general war plans**, special plans, contingency operations (CONOPS) and on-going operations in multiple countries
- Validated FORSCOM mission sourcing selection for more than 200 AR requirements representing for FY 11, 12 & 13
- Provided **additional sourcing support for requirements for Emergency Relief missions, the National Capital Region and numerous other CONUS and OCONUS missions** to include the Presidential Inauguration and the Boy Scouts of America's National Jamboree
- Performed long range institutional risk assessments while **analyzing all projected sourcing solutions** to ensure synchronization within ARFORGEN
- Developed internal initiative based on established Guidance for the Employment of Forces (GEF) priorities to **align AR resources against competing combatant command requirements**
- Coordinated and planned multiple USARC Joint Assessment Conferences (JAC) and Notification of Sourcing (NOS+60) across disparate organizations
- Responsible for **validating mission, LADs, passenger counts and all other plans related to deployment mission**

Executive Officer

Supervisor: Kenneth Ward (404) 457-9012

Provided Executive Officer oversight to the full spectrum of the command's coalition forces in an AOR spread across 27 nations encompassing 522 million people.

- Served as the **Executive Officer** for the Director, Operational Protection, Third Army (USARCENT)/Coalition Forces Land Component Command (CFLCC) for over 24 months
- Managed **short- and long-range calendar**, mission required travel plans via DTS, meetings and conferences in support of OIF and OEF
- Provided advice and assistance on all matters relative to the coordination, integration, and synchronization of various staff actions, events and activities that affect senior leadership
- Performed a **wide variety of sensitive, complicated and routine tasks** required for administrative operations and support functions
- Responsible for tasks-on matters involving personnel, timekeeping, **travel coordination and purchasing supplies**
- Served as the focal point for all personnel actions and support requirements and provided assistance to the support staff
- Coordinated **all administrative incoming and outgoing staff actions** and provided quality control
- Responsible for and coordinated **all protocol activities** and scheduling
- Served as liaison between director and subordinates

Operations Manager

Authored all operations plans to support organizational policies and strategies. Determined training needs of the organization and coordinated training to requirements. Established policies and standards for the unit to meet operational needs.

- Synchronized operations among the company departments and teams to improve tactical and technical skills, leadership capabilities, strength and retention, mobilization readiness, physical training, and safety
- Managed personnel from training operations, logistics, and staff functions
- Reduced employee turnover from 10% to 1%—organization became recognized as number one battalion within brigade
- Planned and implemented the Performance TRIAD Pilot Program at Fort Knox, KY which improved employee education enrollment—a pivotal factor in the overall increase of the brigade's qualified personnel

Assistant Professor of Military Science | Assistant Director of Cadet Training

Managed training organization consisting of 80 cadets and 10-person staff and an operating budget of \$60K. Oversaw quality control in the areas of contracting, pay, administration, and logistics.

- Coordinated training and professional development for young cadets entering program
- Led Tuskegee University Army ROTC towards meeting mission set requirements—a first since 2003
- Developed performance measures resulting in multiple students achieving “excellent” ratings during the Leadership Development and Assessment Course

- As an academic advisor, assisted with targeting recruiting, leadership development, and training quality assurance

Company Commander

Oversaw force protection, training, and administrative operations to support multi-component units in Iraq, Kuwait, and Afghanistan.

- Supervised the safety and welfare of over 145 employees while accounting for assets valued over \$5M
- Coordinated support activities across six countries in the Middle East
- Allocated resources to mobilize 145-person staff; integrated over 300 civilian contractors into daily operations

Department of Veterans Affairs– Washington, D.C.

Human Resources Liaison (INTERNSHIP)

Supervisor: Joe Salvatore (202) 280-8403

August 2015 – September 2016

Salary: \$90,000 USD Per Year, Hours per week: 40

Planned, developed, and coordinated recruitment strategies and placement for the Veterans Experience Office (VEO). Posted positions, tracked and screened applications, scheduled interviews, and checked references.

- Liaised between the VEO and VA Central Office Human Resources (COHRS) for all employment and benefit related questions; organized orientation, schedules, and staff training for newly-hired staff
- Engaged VEO management and senior level staff, COHRS and other interested stakeholders to provide interpretation to controversial and complicated recruitment and placement actions
- Advised and educated managers and employees on staffing policies and procedures to alleviate delays in recruitment strategies and placements
- Provided technical expertise to leadership to reduce conflict of complex human capital management issues
- Screened and reviewed over 250 CERTs to obtain information on work history, training, education, and job skills for open positions
- Ensured critical elements were validated with supporting documentation in accordance with OPM competitive, non-competitive and excepted service appointment authorities
- Maintained human resources files and prepared for external audits while assisting with special reports and projects related to Human Resources as needed
- Coordinated with agencies within and outside VACO to ensure new employees received security badges, IT equipment

EDUCATION

Webster University

Master of Arts in Human Resources Management

University of Central Texas

Bachelor of Arts in Business Administration with a concentration in Accounting

CERTIFICATES

Certificate, Inspector General, U.S. Army,
Fort Belvoir, VA-2016

Certificate, United States Army Command and General Staff College,
Fort Leavenworth, KS-2015

Adjutant General Captain Career Course
Fort Jackson, SC-2010

Military Police Officer Basic Course
Fort Leonardwood, MO-2004

NOTABLE AWARDS

Legion of Merit (1)
Meritorious Service Medal (4)

Army Commendation Medal (9)
Army Achievement Medal (5)

MEMORANDUM OF UNDERSTANDING

This MEMORANDUM OF UNDERSTANDING (hereinafter referred to as the "Agreement") is made and entered into on January 19, 2021, effective the 1st day of October, 2020, by and between the PENSACOLA-ESCAMBIA PROMOTION AND DEVELOPMENT COMMISSION ("PEDC") and COMMUNITY ECONOMIC DEVELOPMENT ASSOCIATION OF PENSACOLA AND ESCAMBIA COUNTY, INC. ("FloridaWest").

Recitals

A. PEDC was created by that certain Special Law known as Chapter 67-1365, Laws of Florida, as amended, and entitled the "Pensacola-Escambia Promotion and Development Commission Act", for the uses and purposes set forth therein, which are incorporated herein by reference.

B. Pursuant to the authority granted to PEDC in the Act, PEDC is authorized to enter into agreements with private entities in order to establish a unified promotion and development effort in Escambia County.

C. The PEDC and FloridaWest entered into that certain agreement on or about October 1, 2017, to perform certain of the obligations of PEDC under the Act. PEDC made the findings called for in the Act and took the actions required prior to entry into this Agreement and the prior agreements.

D. The PEDC and FloridaWest continue to have common goals to promote and develop Escambia County, and wish to enter into a new agreement to continue to work jointly to provide new jobs and investments for the citizens of Pensacola and Escambia County.

Agreement

NOW, THEREFORE, for and in consideration of the foregoing, the terms and conditions hereof, and of the mutual benefits flowing each to the other and the community at large, and for other good and valuable considerations, the receipt, adequacy and sufficiency of which are all hereby acknowledged, PEDC and FloridaWest agree as follows:

1. Each of the Recitals set forth above is true and correct, and incorporated herein by reference.

2. PEDC hereby contracts with FloridaWest to develop, undertake, and affect active and aggressive programs for economic development on behalf of PEDC (the "Programs"). In conjunction with the administration of such Programs, FloridaWest will provide office space, staff personnel, and all necessary related facilities and equipment to carry out such Programs. FloridaWest shall also provide administrative support and record keeping services for the Programs. Should FloridaWest determine it to be in the best interest of any or all of the Programs to utilize an outside firm to provide additional administrative support and record keeping services, the selection of such agency or consultants by FloridaWest will be through a request for proposal process, as provided in FloridaWest's standard bid procedures. In carrying the functions on behalf of FloridaWest, the PEDC acknowledges and agrees to abide by all applicable provisions of Florida's Government-in-

the-Sunshine law.

3. As contemplated in the Act, the marketing/advertising and promotion efforts for the Programs will be designed to promote both the incorporated areas of Century and Pensacola, as well as all of the unincorporated areas of Escambia County. The particular marketing focus of the Programs will be determined by mutual agreement between FloridaWest and the PEDC.

4. The renewal terms of this agreement shall be for five (5) years commencing October 1, 2020. Either party may terminate this Agreement upon not less than 120 days written notice to the other party.

5. The Programs shall be operated on an annual basis beginning October 1st of each year, and continuing until September 30th of the following year.

6. In conjunction with the yearly term hereof (and any renewals), FloridaWest shall submit to PEDC for approval by the PEDC Board a line item budget of expenditures on the part of FloridaWest and a program of work/marketing and advertising plan for the Programs. Both of these items shall be submitted to PEDC at least (60) days prior to October 1st of each year. In addition, FloridaWest shall provide written and verbal activity reports to the PEDC at each regularly scheduled PEDC Board meeting. Should FloridaWest determine it to be in the best interest of any or all of the Programs to utilize an outside advertising agency or other consultants, the selection of such agency or consultants by FloridaWest will be through a request for proposal process, as provided in the FloridaWest's standard bid procedures. The funding set forth in the two subsequent paragraphs (§§7 and 9) may be adjusted on an annual basis by agreement of the parties, which shall be set forth in a separate instrument if so adjusted.

7. As funding for the Programs and the services to be provided by FloridaWest pursuant to this Agreement, PEDC shall pay to FloridaWest an annual amount of not less than One Hundred Thousand Dollars (\$100,000), such annual amount to be allocated for the funding of the Programs in the areas of Economic Development, as well as administrative overhead. The amount of such annual payment to be allocated in each area will be determined on an annual basis by agreement of PEDC and FloridaWest.

8. All expenditures of funds under the provisions of this Agreement shall be subject to the laws of Florida. In addition, the books and records of FloridaWest concerning all expenditures of such funds shall be subject to audit by the PEDC, Escambia County, and the City of Pensacola, as provided in the Act.

9. Should either the City of Pensacola or Escambia County fail to approve annual funds designated for the operation of PEDC in the amount of at least One Hundred Fifty Thousand Dollars (\$150,000) from the City and One Hundred Fifty Thousand Dollars (\$150,000) from the County, this Agreement may be terminated by either PEDC or FloridaWest upon twenty-one (21) days written notice. Should this Agreement be terminated under this provision by either party, FloridaWest shall provide a full accounting to PEDC for all funds received by FloridaWest from PEDC prior to the termination of the Agreement.

10. This Agreement incorporates and includes all prior negotiations, correspondence, agreements or understandings applicable to the matters contained herein; and the parties agree that there are no other prior or current commitments, agreements or

understandings concerning the subject matter of this Agreement that are not contained within this Agreement. However, the parties may enter into additional or further agreements as necessary to effect the terms and conditions of this Agreement, or the duties and obligations of PEDC.

11. This Agreement will be construed as provided in Section 9(4) of the Act.

IN WITNESS WHEREOF the PENSACOLA-ESCAMBIA PROMOTION AND DEVELOPMENT COMMISSION and COMMUNITY ECONOMIC DEVELOPMENT ASSOCIATION OF PENSACOLA AND ESCAMBIA COUNTY, INC., pursuant to due and legal action of their respective Boards of Directors have executed this Agreement, causing their names to be signed by their respective officers and seals to be affixed the day and year first above written.

PENSACOLA-ESCAMBIA PROMOTION AND
DEVELOPMENT COMMISSION

by: LEWIS BEAR, JR., Chairman

Attest:

By: Dave Hoxeng, Secretary

COMMUNITY ECONOMIC DEVELOPMENT
ASSOCIATION OF PENSACOLA AND
ESCAMBIA COUNTY, INC.

By: KAREN SINDEL, President

Attest:

By: Ryan Tilley, Secretary

BUSINESS DEVELOPMENT

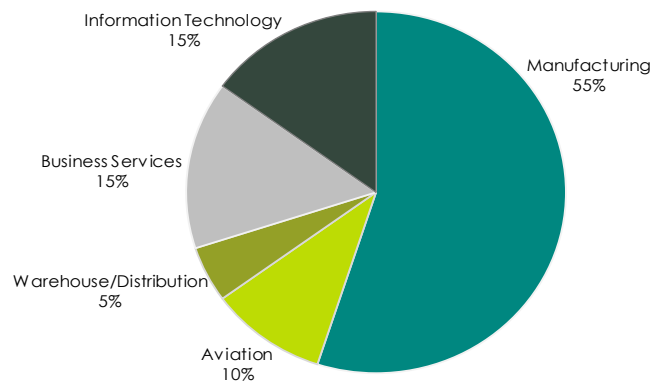
Year to Date

December 31, 2020

Active Projects	19
Active Project Site Visits	3
Existing Industry Visits	14

PROJECTS

2415 JOBS / **9** NEW RELOCATIONS
10 LOCAL EXPANSIONS



1st Quarter 2020-2021 Existing Industry Visits

14

OCTOBER	2
NOVEMBER	9
DECEMBER	3

		# EMPLOYEES	SECTOR
12/04	Actigraph	18	Information Technology
12/16	BlueWind Technologies	120	Manufacturing
12/18	National Energy	1	Manufacturing

Announcements



15 PROJECTS / **2** NEW RELOCATIONS
2019-2020 / **13** LOCAL EXPANSIONS

New Jobs	Retained Jobs	Average Wage	Annual Payroll	Capital Investment
1622	70	\$47,488	\$75,743,700	\$27,350,000

Special Projects - FTZ #249 ALTERNATE SITE FRAMEWORK (ASF) REORGANIZATION (in process)

FloridaWest - Business Expansion and Relocation Announcements

Company	Sector	New Jobs	Retained Jobs	Average Wage	Annual Payroll	Capital Investment
Economic Development Announcements (2014-2018)	16 Projects	5358	605	\$55,362	\$291,237,050	\$467,230,200
Lost Key Media	Business Services	3		NA	NA	NA
May, 2019						
American Tire Distributors	Distribution	30	20	\$32,000	\$1,600,000	\$4,000,000
June, 2019						
ST Engineering Aerospace	Aviation	1325		\$45,394	\$60,147,000	\$245,000,000
July, 2019						
Social Icon	Business Services	3		\$36,000	\$108,000	NA
August, 2019						
Qualia Is	Business Services	2		\$50,000	\$100,000	NA
March 2020						
EBI Management Group, Inc.	Business Services	14		\$65,000	\$910,000	\$350,000
March, 2020						
Girl Catch Fire	Business Services	1		\$50,000	\$50,000	NA
April, 2020						
CoFlyt	IT	5		\$45,000	\$225,000	NA
May, 2020						
Right on Target Marketing	Business Services	2		\$40,000	\$80,000	NA
May, 2020						
Speaker Training	Business Services	1		\$50,000	\$50,000	NA
May, 2020						
Alfius Marketing	Business Services	1		\$55,000	\$55,000	NA
May 2020						
Blue Wind Technologies	Manufacturing	120		\$41,937	\$4,193,700	\$2,500,000
May 2020						
Ascend Performance Materials	Manufacturing	10	30	\$67,000	\$2,680,000	\$20,000,000
June 2020						
Cordele Intermodal	Business Services	5	20	\$42,000	\$1,050,000	\$3,500,000
June 2020						
Streamline Boats	Manufacturing	100		\$45,500	\$4,550,000	\$2,000,000
September 2020						
5-year Goals To Date	15 Projects	1622	70	\$47,488	\$75,743,700	\$277,350,000
FY 2015-2020 Totals	31 Projects	8602	675	\$50,953	\$366,980,750	\$744,580,200

Employment / Unemployment Data	Pensacola-Ferry Pass-Brent Metropolitan Statistical Area												
	Jan 20	Feb 20	Mar 20	April 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Difference Jan to Nov	Difference Apr to Nov
Unemployment Rate	3.2%	3.1%	4.3%	12.0%	10.1%	7.3%	8.5%	5.4%	4.5%	4.8%	5.3%	2.1%	-6.7%
Labor Force	229,082	230,631	231,038	208,489	210,410	214,928	221,910	235,796	234,593	224,156	225,308	(3,774)	16,819
Total Unemployed	7,435	7,078	10,045	24,682	21,225	15,962	18,839	12,280	10,712	11,062	11,840	4,405	(12,842)
Total Employment	221,647	223,553	220,993	183,807	189,185	198,966	203,071	223,576	223,881	213,094	213,468	(8,179)	29,661
Total Non Agricultural Employment	186,000	187,400	188,500	173,200	171,000	175,600	177,300	179,000	178,800	178,900	180,600	(5,400)	7,400
Mining, Logging, and Construction	12,500	12,700	12,900	12,100	12,500	12,600	12,400	12,400	12,400	12,500	12,600	100	500
Manufacturing	7,000	6,900	7,100	6,500	6,800	6,800	6,800	6,800	6,700	6,800	6,800	(200)	300
Trade, Transportation, and Utilities	33,700	33,700	34,100	30,900	31,300	32,300	32,300	32,300	32,700	33,000	33,500	(200)	2,600
Wholesale Trade	5,700	5,700	5,700	5,600	5,500	5,500	5,500	5,500	5,500	5,600	5,600	(100)	0
Retail Trade	23,700	23,800	24,200	21,300	21,900	22,800	22,800	22,700	23,100	23,300	23,700	0	2,400
Transportation, Warehousing, and Utilities	4,300	4,200	4,200	4,000	3,900	4,000	4,000	4,100	4,100	4,100	4,200	(100)	200
Information	1,600	1,600	1,600	1,600	1,500	1,500	1,500	1,500	1,500	1,500	1,500	(100)	(100)
Financial Activities	14,900	15,000	15,000	14,600	14,600	14,800	14,600	14,500	14,600	14,600	14,600	(300)	0
Professional and Business Services	24,100	23,900	23,900	22,900	22,200	23,200	24,100	23,900	23,300	24,000	23,900	(200)	1,000
Education and Health Services	31,200	31,500	31,400	29,300	29,900	30,100	30,200	30,800	31,100	31,300	31,300	100	2,000
Leisure and Hospitality	25,700	26,300	26,600	20,800	19,000	22,700	23,600	22,900	22,500	21,500	22,200	(3,500)	1,400
Other Services	6,400	6,500	6,500	5,200	5,800	5,800	5,800	5,800	5,900	5,900	5,900	(500)	700
Government	28,900	29,300	29,400	29,300	27,400	25,800	26,000	28,100	28,100	27,800	28,300	(600)	(1,000)

Employment / Unemployment Data	Escambia County												
	Jan 20	Feb 20	Mar 20	April 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Difference Jan to Oct	Difference Apr to Oct
Unemployment Rate	3.4%	3.2%	4.5%	12.6%	10.9%	7.9%	9.2%	5.9%	5.1%	5.5%	5.9%	2.1%	-7.1%
Labor Force	146,089	147,161	147,562	134,040	135,227	137,655	142,520	143,753	143,418	143,717	TBD	(2,372)	9,677
Total Unemployed	4,905	4,708	6,685	16,897	14,721	10,917	13,167	8,665	7,647	7,795	TBD	2,890	(9,102)
Total Employment	141,184	142,453	140,877	117,143	120,506	126,738	129,353	135,088	135,771	135,742	TBD	(5,442)	18,599

**Overview of the CareerSource Escarosa Region
Not Seasonally Adjusted
December 18, 2020**

- The unemployment rate in the CareerSource Escarosa region (Escambia and Santa Rosa counties) was 5.3 percent in November 2020. This rate was 2.5 percentage point higher than the region's year ago rate of 2.8 percent. The region's November 2020 unemployment rate was 1.0 percentage point lower than the state rate of 6.3 percent. The labor force was 225,308, down 4,957 (-2.2) over the year. There were 11,840 unemployed residents in the region.
- Santa Rosa County had the lowest unemployment rate (4.1 percent) in the CareerSource Escarosa region followed by Escambia County (5.9 percent).
- In November 2020 nonagricultural employment in the Pensacola-Ferry Pass-Brent MSA was 180,600, a decrease of 7,800 jobs (-4.1 percent) over the year.
- The mining, logging, and construction (+2.4 percent) industry grew faster in the metro area than statewide over the year.
- The industry gaining in jobs over the year was mining, logging, and construction (+300 jobs).
- The leisure and hospitality (-3,500 jobs); government (-1,200 jobs); trade, transportation, and utilities (-1,000 jobs); professional and business services (-800 jobs); other services (-600 jobs); financial activities (-400 jobs); manufacturing (-300 jobs); information (-200 jobs); and education and health services (-100 jobs) industries lost jobs over the year.

Note: All data are subject to revision.

Source: Florida Department of Economic Opportunity, Bureau of Workforce Statistics and Economic Research.

Unemployment Rates (not seasonally adjusted)	Nov-20	Oct-20	Nov-19
CareerSource Escarosa	5.3%	4.8%	2.8%
Escambia County	5.9%	5.4%	2.9%
Santa Rosa County	4.1%	3.7%	2.6%
Florida	6.3%	6.3%	2.7%
United States	6.4%	6.6%	3.3%

Pensacola-Ferry Pass-Brent Metropolitan Statistical Area					Florida			
Nonagricultural Employment by Industry (not seasonally adjusted)	Nov-20	Nov-19	change	percent change	Nov-20	Nov-19	change	percent change
Total Employment	180,600	188,400	-7,800	-4.1	8,660,500	9,088,400	-427,900	-4.7
Mining, Logging, and Construction	12,600	12,300	300	2.4	568,000	582,000	-14,000	-2.4
Manufacturing	6,800	7,100	-300	-4.2	381,800	389,500	-7,700	-2.0
Trade, Transportation, and Utilities	33,500	34,500	-1,000	-2.9	1,799,000	1,846,900	-47,900	-2.6
Wholesale Trade	5,600	5,700	-100	-1.8	349,700	356,400	-6,700	-1.9
Retail Trade	23,700	24,500	-800	-3.3	1,098,600	1,138,300	-39,700	-3.5
Transportation, Warehousing, and Utilities	4,200	4,300	-100	-2.3	350,700	352,200	-1,500	-0.4
Information	1,500	1,700	-200	-11.8	127,800	139,100	-11,300	-8.1
Financial Activities	14,600	15,000	-400	-2.7	592,400	599,600	-7,200	-1.2
Professional and Business Services	23,900	24,700	-800	-3.2	1,355,700	1,410,900	-55,200	-3.9
Education and Health Services	31,300	31,400	-100	-0.3	1,339,800	1,362,600	-22,800	-1.7
Leisure and Hospitality	22,200	25,700	-3,500	-13.6	1,064,500	1,253,300	-188,800	-15.1
Other Services	5,900	6,500	-600	-9.2	328,300	353,500	-25,200	-7.1
Government	28,300	29,500	-1,200	-4.1	1,103,200	1,151,000	-47,800	-4.2

Population	2019	2018	change	percent change
CareerSource Escarosa	502,629	494,399	8,230	1.7
Escambia County	318,316	315,104	3,212	1.0
Santa Rosa County	184,313	179,295	5,018	2.8
Florida	21,477,737	21,244,317	233,420	1.1

Average Annual Wage	2019	2018	change	percent change
CareerSource Escarosa	\$44,363	\$42,865	\$1,498	3.5
Escambia County	\$45,808	\$44,262	\$1,546	3.5
Santa Rosa County	\$39,340	\$37,943	\$1,397	3.7
Florida	\$51,761	\$50,092	\$1,669	3.3

Note: All data are subject to revision.

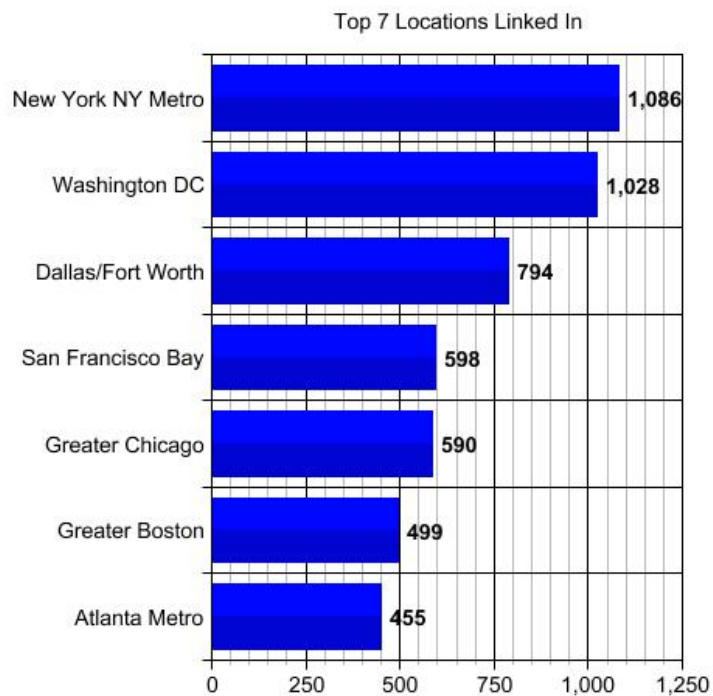
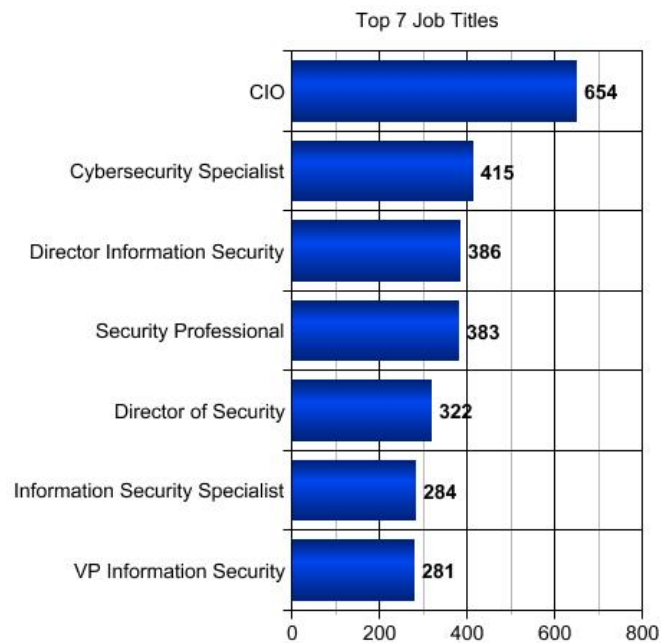
Source: Florida Department of Economic Opportunity, Bureau of Workforce Statistics and Economic Research.

Date	Time	Event	Location
JANUARY			
January 19th	3:30 PM	City Council Agenda Conference	City Council Chamber
January 21st	8:30 AM	BCC Public Forum	Ernie Lee Magaha Gorvenment Building
January 21st	9:00 AM	BCC Regular Meeting	Ernie Lee Magaha Gorvenment Building
January 21st	5:30 PM	City Council Meeting	City Council Chamber
FEBRUARY			
February 3rd	9:00 AM	1 Million Cups	Zoom Meeting
February 4th	4:30 PM	BCC Public Forum	Ernie Lee Magaha Gorvenment Building
February 4th	5:30 PM	BCC Regular Meeting	Ernie Lee Magaha Gorvenment Building
February 8th	3:30 PM	City Council Agenda Conference	Hagler/Mason Conference Room
February 11th	9:00 AM	Committee of the Whole	Ernie Lee Magaha Gorvenment Building
February 11th	5:30 PM	City Council Meeting	City Council Chamber
February 16th	10:00 AM	PEDC Board Meeting	PSC - The Anna Lamar Switzer Center for Visual Arts
February 16th	1:30 PM	FloridaWest Board Meeting	PSC - The Anna Lamar Switzer Center for Visual Arts
February 18th	8:30 AM	BCC Public Forum	Ernie Lee Magaha Gorvenment Building
February 18th	9:00 AM	BCC Regular Meeting	Ernie Lee Magaha Gorvenment Building
February 22nd	3:30 PM	City Council Agenda Conference	City Council Chamber
February 25th	5:30 PM	City Council Regular Meeting	City Council Chamber
MARCH			
March 3rd	9:00 AM	1 Million Cups	Zoom Meeting
March 4th	4:30 PM	BCC Public Forum	Ernie Lee Magaha Gorvenment Building
March 4th	5:30 PM	BCC Regular Meeting	Ernie Lee Magaha Gorvenment Building
March 11th	9:00 AM	Committee of the Whole Workshop	Ernie Lee Magaha Gorvenment Building
March 11th	3:30 PM	City Council Agenda Conference	Hagler/Mason Conference Room
March 16th	10:00 AM	PEDC Board Meeting	PSC - The Anna Lamar Switzer Center for Visual Arts
March 16th	1:30 PM	FloridaWest Board Meeting	PSC - The Anna Lamar Switzer Center for Visual Arts
March 22nd	3:30 PM	City Council Agenda Conference	Hagler/Mason Conference Room
March 25th	5:30 PM	City Council Meeting	City Council Chamber
March 25th	4:30 PM	BCC Public Forum	Ernie Lee Magaha Gorvenment Building
March 25th	5:30 PM	BCC Regular Meeting	Ernie Lee Magaha Gorvenment Building

LinkedIn 1/6-1/12 Targeted to specific Cyber contacts

OVERALL RESULTS

- Impressions: 13,883 (Our goal) These are directed to specific jobs



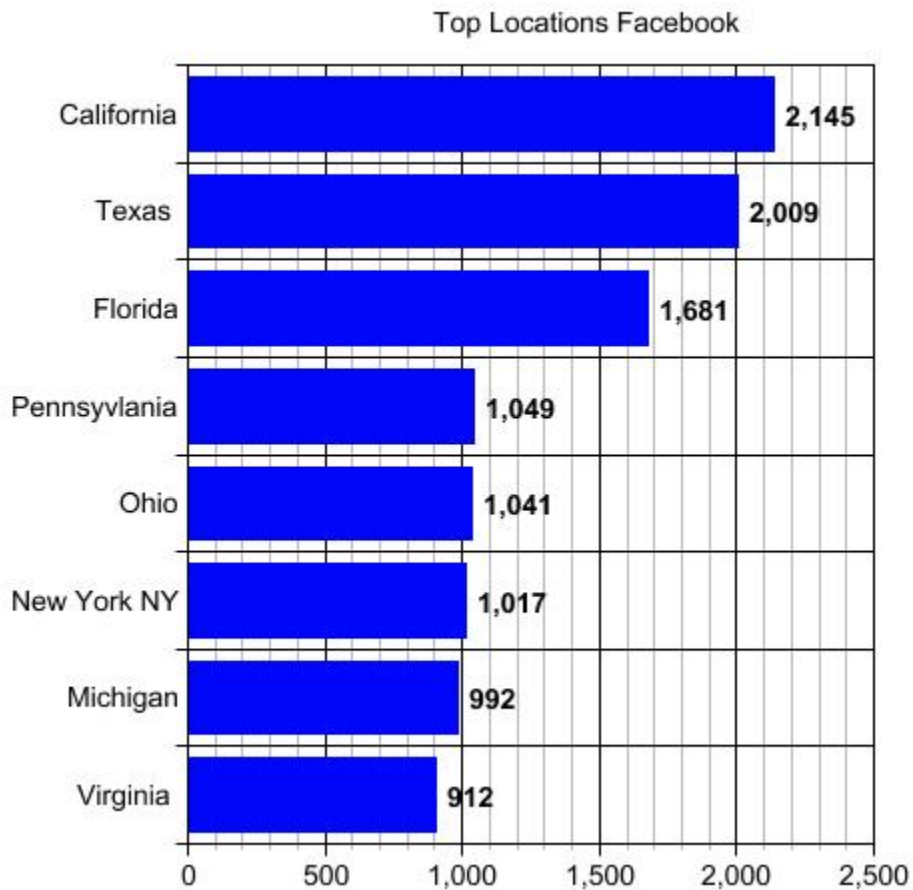
Facebook January 4-11

General Website Promotion to people 22-57 with Cybersecurity interest / job titles

Post Engagement – 240

Link Clicks – 212

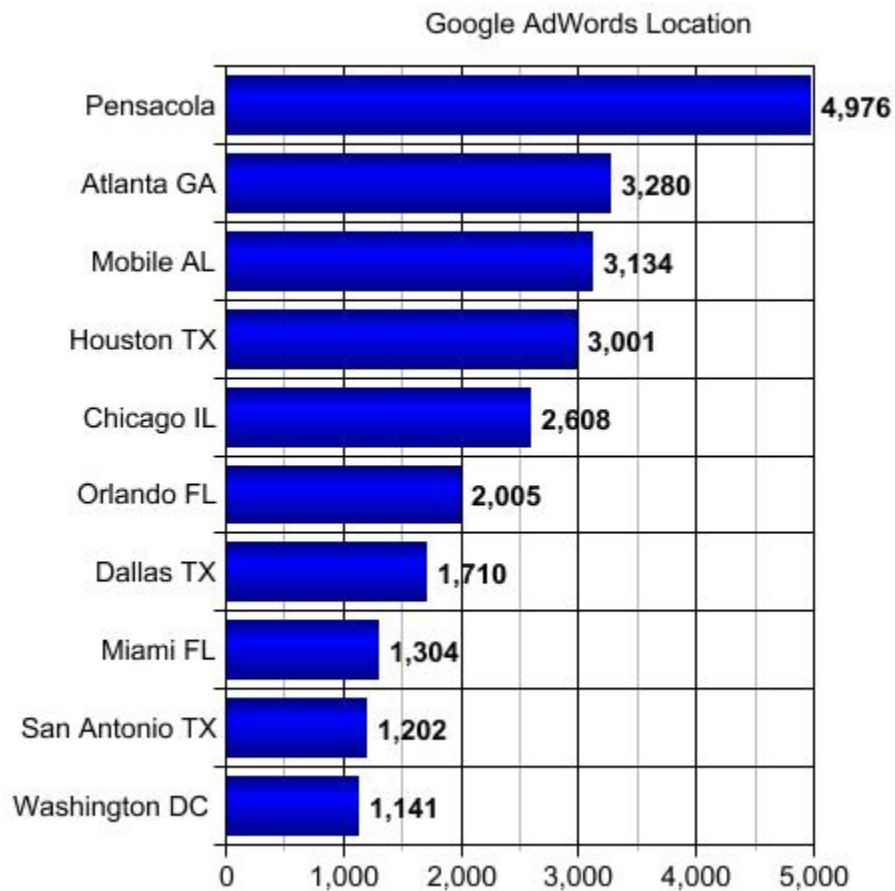
Post Reactions 24



Google Keyword Campaign 12/11 – 1/11 General Cyber Keyword Search Engine Ad

Impressions – 65,352

Clicks – 864



Other Locations with significant hits

Fredricksburg, VA

Ashburn, VA

Arlington, VA