



**MEETING AGENDA – Wednesday, January 9th, 2019 1:30 PM FloridaWest Economic
Development Alliance – Board of Director’s Meeting
Co:Lab, 3rd Floor Conference Room
418 W Garden Street - Pensacola, Florida 32502**

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| 1. Call to Order | Donnie McMahon |
| 2. Meeting publicly noticed (December 20, 2018) | Donnie McMahon |
| 3. Public Comment | Donnie McMahon |
| 4. Action Items | Donnie McMahon |
| a. Approve December 12 th , 2018 Minutes | Donnie McMahon |
| b. Approval of December 2018 Financials | Rebecca Ferguson |
| 5. Discussion Items | |
| a. The Bluffs – Phase 2 Market Analysis Update | Mark Waterhouse/Bill Fredrick |
| b. FloridaWest Office Space | Karen Sindel/Melissa Stoker |
| c. ED Project Updates | |
| i. Cybersecurity Implementation Update | Bob David |
| ii. Co:Lab | |
| iii. Business Development | Danita Andrews |
| iv. Marketing/Workforce | Sena Maddison |
| d. ED Calendar Review | Sena Maddison |
| e. Other Business | |
| i. Membership | Donnie McMahon |
| ii. Local Marketing | Karen Sindel |
| iii. Workforce Development | Rebecca Ferguson |
| iv. FloridaWest Bylaw Review Update | Donnie McMahon/Margaret Stopp |
| v. Employee Handbook Review | Melissa Stoker |
| 6. Adjourn | Donnie McMahon |

Next Meeting: Wednesday, February 13th 1:30 pm

Fiscal Year Meeting Schedule

Wednesday, March 13th 1:30 pm
Wednesday, April 10th 1:30 pm
Wednesday, May 8th 1:30 pm
Wednesday, June 12th 1:30 pm
Wednesday, July 10th 1:30 pm
Wednesday, August 14th 1:30 pm
Wednesday, September 11th 1:30 pm



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

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

Associate Members Present:

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

Members/Associate Members Not Present: Jonathan Tucker

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

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

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

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

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

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

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

Verdell Hawkins seconded.

Approved unanimously.

d. **ED Project Updates:**

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

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

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

g. **Other Business:**

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

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

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

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

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

Respectfully Submitted By:

Rebecca Ferguson, Secretary/Treasurer
FloridaWest EDA

BUSINESS DEVELOPMENT REPORT

Year to Date
October 1, 2018 – January 3, 2019

DANITA ANDREWS
Director of Business Development

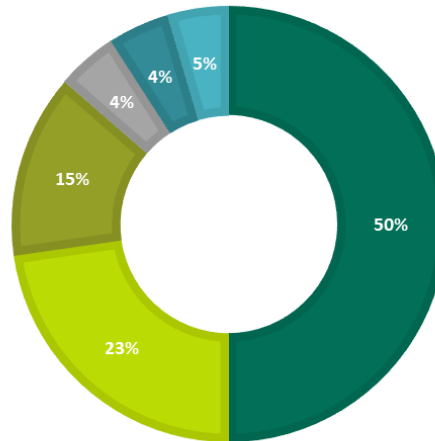
Year to Date

BUSINESS DEVELOPMENT SUMMARY

Total Pipeline	22
Active Projects	17
Existing	6
New	11
Site Visits	5
Business Retention Visits	5

Pipeline by Sector

■ Manufacturing 50%	■ Aviation/Aerospace Mfg 23%
■ Warehouse/Distribution 14%	■ Headquarters 5%
■ Business Services 5%	■ MRO 5%



Economic Development Pipeline - Project Rating

Indicates individual project rating/status with varied location decision factors and highly competitive environment:

- (1) Inquiry/Suspect - initial or early stage of activity (example: response for proposal (RFP), presentation of potential site/buildings, demographics, customized package supporting client's needs)
- (2) Prospect - client actively engaged (example: site visit, narrowing location options/short-listed)
- (3) Project - regular client interaction (example: multiple visits, site or building identified, or incentive process initiated)
- (4) Imminent - client decision forthcoming (example: moving toward incentive application approval and local support)
- (5) Announced - project approved, client location formally public


Economic Development Pipeline

Project Code	# Jobs	Industry Sector	Status	Space Required	Lead	Project Rating
A08312016_WD	5	Warehouse/Distribution	Active	150,000	Direct	3
B12282016_MFG	35	Manufacturing	Active	60,000	Direct	4
A02202017_MFG	20	Manufacturing	Active	0	Direct	3
P07062017_MFG	15	Manufacturing	Active	0	Direct	3
T07172017_AAM	1325	Aviation	Active	200,000	Direct	3
F10012017_BSVC	5	Business Services	Active	20,000	Direct	3
V10302017_MFG	75	Manufacturing	Active	60,000	Direct	2
I02052018_MFG	75	Manufacturing	Active	155,000	Direct	4
D02202018_AAM	30	Aviation	Active	173,000	Direct	3
H004012018_MFG	140	Manufacturing	Active	200,000	Direct	2
A04162018_MFG	50	Manufacturing	Active	30 AC	Consultant	3
E07112018_MFG	40	Warehouse/Distribution	Active	200,000	Direct	2
V07132018_HQ	24	Headquarters	Active	10,000	Direct	2
C08022108_WD	200	Warehouse/Distribution	Active	100 AC	FGNW	2
B08102018_MRO	30	MRO	Active	TBD	Direct	2
M09182018_AAM	50	Aviation	Active	TBD	FGNW	2
F09242018_MFG	15	Manufacturing	Active	20 Acres	FGNW	1
C10022018_AAM	16	Aviation	Active	30,000	EFI	1
E10/04/2018_AAM	60	Aviation	Active	85,000	FGNW	1
S10052018_MFG	15	Manufacturing	Active	20 Acres	FGNW	1
L10152018_MFG	12	Manufacturing	Active	40,000	Direct	2
N101918_MFG	45	Manufacturing	Active	10,000	FGNW	2
# Jobs	2,282	Total Space		1,393,000		

LEAD SOURCE:

Enterprise Florida, Inc. (1)
 Florida's Great Northwest (5)
 Site Consultant (1)
 Direct (14)

TYPE:

Existing 
 New 

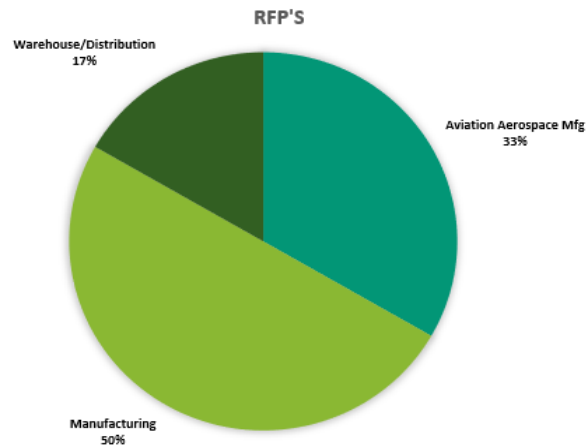
STATUS:

Active (21)
 Inactive
 Hold
 Dead
 Announced

RATING:

1 Inquiry/Suspect
 2 Prospect
 3 Project
 4 Imminent
 5 Announced

Total Request For Proposal (RFP) by Sector 6

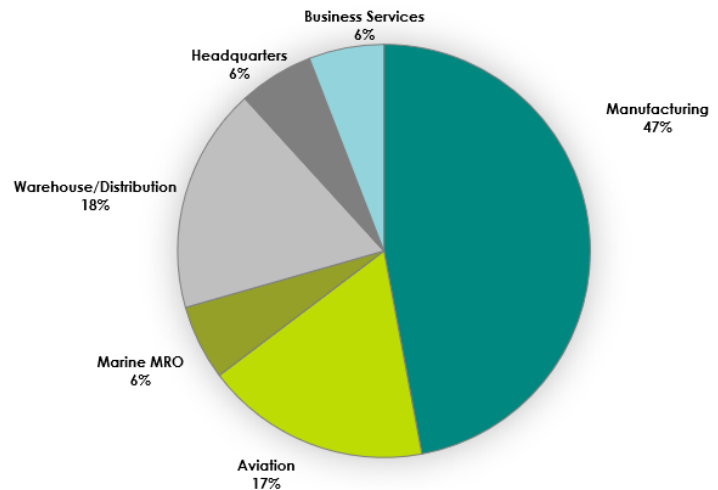


Site Visits 5

M09182018_AAM	ACTIVE	Sept. 18, Nov.13, Dec. 19, 2018
L10152018_MFG	ACTIVE	Oct. 18, 2018
N101918_MFG	ACTIVE	Dec. 2, 2018

Total Active Projects 17

11 RECRUITMENT
6 EXPANSIONS
2131 Jobs



Business Retention-Expansion 5 Visits

Existing Industry Visits 2018-2019

Date	Visit	# Employees	Sector
10/23/18	Vivid Bridge	5	Business Services
11/02/18	IHMC	100	R&D
11/06/18	Ascend Performance Materials	888	Manufacturing
11/09/18	Custom Control	50	Manufacturing
12/07/18	Bell Steel	85	Manufacturing

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

ARTICLE I
Name and Location

The name of the corporation is the Community Economic Development Association of Pensacola and Escambia County, Inc., doing business as FloridaWest, FloridaWest Economic Development Association, and FloridaWest EDA (“CEDAFloridaWest”), and its principal place of business will be in Escambia County, Florida. The office location may be moved from time to time but must remain in Escambia County, Florida.

ARTICLE II
Purpose

The purpose of CEDA-FloridaWest is to promote industry and commerce, enhance the business climate and stimulate economic prosperity, support workforce development, promote community development, and encourage political action. CEDA-FloridaWest will strive to accomplish the greatest good for the greatest number of people in Pensacola, Escambia County, and Northwest Florida. CEDA-FloridaWest shall observe all local, state and federal laws that apply to non-profit organizations as defined in Section 501(c)(6) of the Internal Revenue Code.

ARTICLE III
Membership and Investors

Section 1. Members. An entity or person interested in the development of this region and who desires to preserve and promote the objectives of CEDA-FloridaWest may become a voting Member upon an annual payment to be determined by the Board of Directors annually before the beginning of each Fiscal Year. A Member remains in good standing upon payment of annual assessments determined by the Board of Directors of CEDAFloridaWest; provided, however, that annual payments from governmental entities will be credited to CEDA-FloridaWest upon receipt.

(1) Applications for membership must be in writing to CEDA FloridaWest.

(2) Membership must be approved by the Board of Directors.

(3) Resignations must be in writing to CEDA FloridaWest.

(4) Each Member in good standing ~~is entitled to one vote and~~ qualifies for consideration as a Director. Entities must provide to CEDA-FloridaWest the name of the person designated to ~~vote-serve on the Board~~ on behalf of the entity if the entity chooses to be represented on the Board. Governmental entities may become Members upon payment of the annual payments. Appointment of persons as the designated Member by the governmental entities will be pursuant to Florida law.

Section 2. ~~Associate Members~~Investors. ~~At the discretion of the Board, a category including Associate Members may be established.~~ An entity or person interested in the development of this region and who desires to preserve and promote the objectives of CEDA-FloridaWest may become an Associate Member-Investor upon an annual payment to be determined by the Board of Directors from time to time, and remains in good standing upon payment of annual assessments as determined by the Board of Directors.

(1) Applications as an Investor must be in writing to CEDA-FloridaWest.

(2) Applications must be approved by the Board of Directors.

(3) Resignations must be in writing to CEDA-FloridaWest.

(4) Investors will receive communications related to FloridaWest projects and activities, and will receive notices of Board meetings.

(5) Investors are encouraged to attend periodic information meetings for Investors where ideas for promoting economic development can be explored, and where appropriate, provided to the Board for consideration.

(46) ~~Associate Members-Investors~~ are not entitled to elect Directors and cannot become a Director.

(57) ~~Associate Members-Investors may are encouraged to let the Board know of the Investor's interest in serve-serving on a~~ Committees of CEDA-FloridaWest.

Section 3. ~~Non-Voting Members.~~ ~~At the discretion of the Board, a category including Non-Voting Members may be established based upon significant in-kind donations and will remain in good standing for a period of time as determined by the Board. At the discretion of the Board, Non-Voting Members may participate as non-voting Directors.~~

Section 4. Meetings.

4.1 Annual Meeting. A meeting of the Members ~~and Investors~~ must be held each year for transaction of any business that may come from the meeting. The time and place of the meeting must be designated by the Board of Directors.

4.2 Place of Meeting. The Board of Directors may designate any place within northwest Florida as the place of meeting for any annual meeting. If no designation is made, the place of meeting will be the principal office of the corporation.

4.3 Notice of Meeting. Written notice stating the place, day, and hour of the annual meeting, must be delivered to the Members not less than ~~three-ten~~ days or more than 60 days before the date of the meeting, personally, by electronic transmission, or by U.S. Mail by the

Secretary or officer calling the meeting. Meetings of Members must be publically noticed as required by Florida law.

4.4 Waiver of Notice of Meeting. Attendance of a person at a meeting constitutes a waiver of lack of notice or objection to consideration of a matter at a meeting that is not within the purpose or purposes described in the meeting notice, unless the person objects to considering the matter when presented.

4.5 Quorum. A majority of Members entitled to vote constitutes a quorum.

ARTICLE IV

Board of Directors

The Board of Directors serves as the governing body of ~~CEDA FloridaWest~~. The affairs of ~~CEDA-FloridaWest~~ and the control and disposition of its properties and funds are vested in the Board, either directly or through its officers, and pursuant to applicable federal and Florida law.

Section 1. Number. The Board of Directors must consist of no fewer than seven (7) and no more than twenty-one (21) persons.

1.1 Determination of Number of Directors. The number of Directors may be increased or decreased to no fewer than seven (7) annually prior to the Annual Meeting by action of the Board pursuant to the requirements of Article III above, but no decrease in the number of Directors can have the effect of shortening the term of any incumbent Director.

1.2 Director Qualification. All Directors must be Members or designees of Members, ~~or a Non-Voting Member,~~ except for the Designated Director who is appointed pursuant to subsection 1.2.1 below.

1.2.1 Designated Director. The Designated Director will be appointed by the Board at the first meeting following the Annual Meeting after applications are solicited from a pool of applicants at least 30 days before the Annual Meeting. In the solicitation for applications, the criteria for consideration must include the then-current Directors and how they reflect the socio-demographic composition of Escambia County.

1.2.2 Governmental Entity Director. Governmental entities that contribute more than \$150,000 annually either through the Pensacola-Escambia County Promotion and Development Commission (the "PEDC") or directly are entitled to appoint designees as Directors at the time of the Annual Meeting. The Board of Directors of ~~CEDA-FloridaWest~~ will determine the number of designees that may be appointed by governmental entities.

1.3 Term of Office. Each Director will hold office until no longer qualified, qualified and appointed, or until an earlier resignation, removal from office, or death.

Section 2. Duties. Directors must discharge their duties in good faith, with the care an ordinary person would exercise under similar circumstances, and in the manner the Director thinks is in the best interests of the corporation. In discharging their duties, Directors are entitled to rely on information, opinions, reports, or statements, including without limitation, financial statements and other financial data, prepared or presented by (i) officers or employees of the corporation whom the Director reasonably believes is reliable and competent in the matters presented; (ii) legal counsel, public accountants, or other persons about matters the Director reasonably believes are within the person's professional or expert competence; or (iii) a Board committee on which the Directors does not serve, designated by the Articles or these Bylaws, about matters within the committee's authority, which the Director reasonably believes merits confidence.

Section 3. Regular Meetings. An annual Regular Meeting of the Board of Directors ~~must~~ may include be held with notice immediately after, and at the same place as, the Annual Meeting. Regular Meetings must be held no less than quarterly at the principal office of the corporation, or at such other time and place as the Board may determine by resolution.

Section 4. Special Meetings. Special meetings of the Board of Directors may be called by the President of the Board or any two Directors. The person calling the meeting must designate the day and time. The place must be the principal office of the corporation or in reasonable proximity to the principal office.

Section 5. Notice of Meetings. Written notice stating the place, day, and hour of the meeting, and, in the case of a special meeting, the purpose for which the meeting is called, must be delivered to the Directors not less than three days or more than 30 days before the date of the meeting, personally, by electronic transmission, or by U.S. Mail by the Secretary or officer calling the meeting. Meetings of Members must be publically noticed as required by Florida law.

Section 6. Waiver of Notice of Meetings. Whenever notice is required to be given to a Director, a waiver in writing signed by the Director and delivered to the corporation for inclusion in the minutes is equivalent to the giving of the notice. Attendance of a person at a meeting constitutes a waiver of lack of notice or objection to consideration of a matter at a meeting that is not within the purpose or purposes described in the meeting notice, unless the person objects to considering the matter when presented.

Section 7. Quorum. A majority of Directors entitled to vote constitutes a quorum at any meeting of the Board, unless applicable law, the Articles, or these Bylaws require the vote of a greater number of Directors. A quorum can only be established by the physical presence of a majority of Directors.

Section 8. Effect of Action. The act of a majority of the Directors present at a meeting at which a quorum is present when the vote is taken is the act of the Board.

Section 9. Meeting by Conference Call or Similar Electronic Means. Directors may participate in a meeting of the Board by means of a conference call or similar communications equipment if

all persons participating in the meeting can hear each other at the same time. Participation by these means constitutes presence in person at a meeting.

Section 10. Resignation. Any Director may resign at any time by giving written notice to the corporation, the Board, or the President. The resignation of the Director will take effect when the notice is delivered unless the notice specifies a later effective date.

Section 11. Vacancies. Any vacancy may be filled pursuant to Article III above; provided, however, that the annual assessment will not be pro-rated.

Section 12. Removal. A Director may be removed at any time by a three-fourths majority vote of all Directors then serving.

Section 13. Compensation. Directors shall not receive any compensation for their service as Directors, but the Board may, by resolution, authorize reimbursement of reasonable expenses incurred in the performance of their duties. Such authorization may prescribe the procedure for approval and payment of the expenses by designated officers of the corporation. This provision does not preclude a Director from serving the corporation in any other capacity and receiving compensation for such services.

Section 14. Conflicts of Interest. No contract or other transaction between the corporation and one or more of its Directors, or any other corporation, firm, association, or entity in which one or more of the Directors or Officers are financially interested, is void or voidable because of the relationship or interest, because the Director or Directors are present at the meeting of the Board, or Board committee, that authorizes, approves, or ratifies the subject contract or transaction, or because the votes of the Directors are counted for that purpose, providedd that:

(1) the fact of the relationship or interest is disclosed to or is otherwise known by the ~~b~~Board, or Board committee, that authorizes, approves, or ratifies the contract or transaction by a vote or consent sufficient for that purpose without counting the votes or consents of the interested Directors;

~~(2) the fact of the relationship or interest is disclosed to or is otherwise known by the Members entitle to vote, and the Member authorize, approve, or ratify the contract or transaction by vote;~~

~~(3)~~ (2) the contract or transaction is fair and reasonable for the corporation at the time it is authorized by the Board, ~~a Board committee, or the Members.~~

A quorum is present if a majority of Directors who do not have an interest in the transaction vote to authorize, approve, or ratify it.

ARTICLE V

Committees and Councils

Section 1. Standing Committees. Standing Committees include the Executive Committee, the Finance Committee, and the Nominating Committee with the duties and responsibilities as indicated by these Bylaws. The Board may override any decision made by a Standing Committee by a majority of votes at a duly noticed meeting of the Board at which a quorum is present, unless otherwise provided in these Bylaws.

1.1 Executive Committee. The Executive Committee consists of the Officers of the corporation.

1.1.1 Meetings. Meetings are at the call of the corporation President. A quorum is a majority of the members of the Committee. No revision or alteration by the Board of Directors of action taken at the Executive Committee will affect the rights of third parties.

1.1.2 Powers. The Executive Committee may exercise all powers and authority of the Board of Directors when the Board is not in session, including taking such action from time to time as may be required for the expeditious operation of the corporation. However, the Executive Committee has no authority to alter, amend, or repeal the corporation Articles of Incorporation or Bylaws.

1.1.3 Authority. The powers and authority of the Executive committee are subject to the full Board of Directors being unable to meet in a timely manner to conduct business of the corporation. The powers and authority granted to the Executive Committee is further subject to such restrictions or limitations as the Board of Directors may from time to time specify by resolution.

1.1.4 Actions. All actions of the Executive Committee must be reported in writing to the Directors individually within thirty days after the action is taken, or at a meeting of the Board of Directors if a meeting is held within thirty days of the action. Minutes of the Executive Committee must be included as an information item in the Executive Committee report at the next occurring regular meeting of the Board of Directors.

1.1.5 Board Powers. The Board of Directors may override or negate any Executive Committee action by a majority vote of the Directors present at a duly noticed meeting of the Board of Directors, subject to subsection 1.1.1 of this Article.

1.2 Finance Committee. The Finance Committee will be appointed by the President and will consist of no fewer than three Directors with the Treasurer acting as Chair of the Committee. The committee will prepare an annual corporation budget for review and approval by the Board of Directors. The Committee will conduct a process for the selection of the independent auditor for recommendation to the Board of Directors as needed. If an audit is conducted, upon completion, the Committee shall recommend the audited financial statement for approval by the Board of Directors. The Committee must review no less than every five years the spending policies and make recommendations to the Board in this regard.

1.3 Nominating Committee. The Nominating Committee will consist of no fewer than three, or more than five, Directors with the corporation President acting as its Chair and

appointing the Committee members. Recommendations for potential nominees for Officers of the corporation may be submitted to the Nominating Committee no later than thirty days prior to the Annual Meeting. The Nominating Committee will meet and nominate Officers and present its slate of Officers to the Members with voting privileges at the Annual Meeting at which time these Members will vote on the slate of candidates.

Section 2. Ad hoc Committees. Ad hoc committees may be created by the President to perform a specific task that is not within the purview of a Standing Committee. Ad hoc committees may investigate or research a matter or carry out an action adopted by the Board. The composition and duties of ad hoc committee shall be determined by the President, who will report to the Board on the committee's work. Ad hoc committee members, other than a chair, may be appointed from the Members and Investors, ~~as well as the Board of Directors~~. Ad hoc committees may be comprised of as few as one Director working with corporation staff.

ARTICLE VI

Officers

Section 1. Officers of the Corporation. The Officers of the corporation are President, Vice President, Secretary, and Treasurer. The positions of Secretary and Treasurer may be combined.

Section 2. Election. The Officers of the corporation must be elected annually by the Directors at the Board's meeting ~~following at the time of~~ the Annual Meeting, to serve until a successor is duly elected and qualified.

Section 3. Removal. Any Officer of the corporation may be removed at any time by the Board whenever in its judgment the best interests of the corporation will be served by doing so.

Section 4. Resignation. Any Officer may resign at any time by giving written notice to the corporation, the Board, or the President. The resignation of the Officer will take effect when the notice is delivered unless the notice specifies a later effective date, in which event the Board may fill the pending vacancy before the effective date if it provides the successor does not take office until the effective date.

Section 5. Vacancies. Any vacancy may be filled by the affirmative vote of a majority of the Board of Directors.

Section 6. Duties. The duties of the Officers of the corporation are as usually appertain to such officers of corporations generally.

6.1 President. The President will preside at all meetings of the Members, the Board, and all Board committees on which the President may serve, except as otherwise authorized by these Bylaws or by resolution of the Board. In addition, the President will possess and may exercise the power and authority, and perform those duties, as may from time to time be assigned to the President by the Board and that are incident to the offices of president.

6.2 Vice President. The Vice President possesses and may exercise the power and authority, and perform the duties, as may from time to time be assigned by the Board. The Vice President will perform the duties of the President in the absence or incapacity of the President; and in case of the resignation or death of the President, the Vice President will perform such duties as are imposed on the President until such time as the Board elects a new President.

6.3 Secretary. The Secretary will prepare the Minutes for meetings of the Board and the Members; provide Notices consistent with these Bylaws or as may be required by law; be custodian of the corporate records; and exercise the power and authority, and perform the duties, as may from time to time be assigned by the Board and that are incident to the office of secretary.

6.4 Treasurer. The Treasurer must make periodic examination of the financial position of the corporation, coordinate preparation of the annual budget, and chair the Finance Committee. The Treasurer must review all disbursements made by the corporation and assist the Executive Director in preparation of financial reports to the Board of Directors for each regular meeting of the Board, or as may be required by the Board or Executive Committee, and perform the duties, as may from time to time be assigned by the Board and that are incident to the office of treasurer.

Section 7. Bond. Each Officer and the Executive Director, if authorized to collect, hold, or disburse funds of the corporation must be bonded for the faithful discharge of duties, the adequacy of which will be determined by the Executive Committee. The corporation will pay for the bonds.

Section 8. Insurance. The corporation must maintain Directors and Officers liability insurance on behalf of the Board.

ARTICLE VII

Chief Executive Officer

The Chief Executive Officer (“CEO”) is not a member of the Board of Directors and is responsible to the Members and the Board, subject to the policies and directives of the corporation. The immediate supervisor of the CEO is the President of the corporation. The CEO exercises control over the administration of the corporation and the execution of the corporation’s policies. The CEO must attend all meetings of the Board and the membership and assist the Secretary and Treasurer in their duties, including maintain custody of corporate documents and keeping an account of all transactions and financial condition of the corporation. The CEO is authorized to (i) appoint, remove, discipline, and supervise the corporation’s personnel; (ii) authorize and certify payrolls, requisitions, and other documents relating to the financial affairs of the corporation; and (iii) perform such other duties as may from time to time be prescribed by the Board of Directors. The compensation of the CEO will be determined by the Board. The Board may, by resolution, remove the CEO and terminate employment at any time, with or without cause.

ARTICLE VIII

Contracts and Funds

Section 1. Authorization. The Board of Directors may authorize any Officer to enter into any contract or execute and deliver any instrument in the name of an on behalf of the corporation, and such authority may be general or confined to specific instances. All checks, drafts, or other orders for the payment of money, notes, or other evidences of indebtedness issued in the name of the corporation must be signed by such officers of the corporation an in such manner as will be determined by resolution of the Board of Directors from time to time.

Section 2. Funds. All funds of the corporation not otherwise employed must be deposited to the credit of the corporation in such banks or other depositories as the Board of Directors may select or as may be designated by any Officer of the corporation to whom such power may be delegated by the Board of Directors.

Section 3. Acceptance of Gifts and Grants. The Board of Directors or any Officer of the corporation to whom such authority may be delegated by the Board may accept on behalf of the corporation any contribution, gift, bequest, device, or grant for general purposes or for any special purpose that may be designated. The Board is authorized to receive contributions from any governmental entity or private sources.

Section 4. Audits. Annually, or as may otherwise be required by the Board, these Bylaws, or by contract for funding, the accounts of the corporation will be audited by a certified public accountant, whose report must be submitted to the Finance Committee and to each member of the Board.

ARTICLE IX Records and Fiscal Year

Section 1. Records. The corporation must keep complete records of accounts and minutes of the proceedings of its Board of Directors and committees, and maintain all financial records in the principal office of the corporation.

Section 2. Fiscal Year. The fiscal year of the corporation begins October 1, or set by the Board of Directors by resolution from time to time as may be required.

ARTICLE X Amendments

The Board may amend or repeal these Bylaws and adopt new Bylaws at any regular meeting or special meeting called for that purpose, provided that notice of the proposed amendment or repeal is given to each Director at least five days prior to the meeting date at which these Bylaws are to be amended or repealed.

ARTICLE XI Dissolution

The corporation must use its funds only to accomplish the mission and corporate objectives, and no part of these funds shall inure, or be distributed to, any Director, Member, or other person. Upon dissolution of the corporation, any funds remaining must be distributed to one or more regularly organized and qualified organization as defined in IRC 501(c)(6) to be selected by the Board of Directors.

ARTICLE XII

General Laws

Any matters not covered in these Bylaws or in the Articles of Incorporation will be governed by the laws of the State of Florida, including without limitation, Public Records and Sunshine Laws as they may apply.

Approved the 26th day of September, 2014

Amended the 19th day of October, 2016

Tim Haag, Secretary

Amended the _____ day of _____, 2019.

By _____
Its Secretary

DRAFT 1/4/19

2019

January

Date	Time	Event	Details
9-Jan	1:30 PM	FloridaWest Board Meeting Co:Lab Conference Room	
11-Jan	7:30 AM - 9:00 AM	Mayor's Transition Team - Economic Development 321 Devilliers Square 3rd Floor	
14-Jan	11:30 AM - 1:00 PM	Mayor's Transition Team - Economic Development Fricker Community Center 900 N F St	
15-Jan	11:30 AM - 1:00 PM	GP Chamber Legislative Luncheon Pensacola Yacht Club 1897 Cypress Street	
15-Jan	10:00 AM - 11:30 AM	PEDC Board Meeting - Cancelled Co:Lab Conference Room	
17-Jan	9:00 AM	Escambia County Committee of the Whole 221 Palafox Place	<i>Economic Development Update</i>
17-Jan	5:30 PM	Pensacola City Council Meeting 22 West Main Street	
22-Jan	5:30 PM - 7:00 PM	Mayor's Transition Team - Economic Development Vickery Center 2130 Summit Blvd.	

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

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

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

ASSETS

Current Assets

Checking/Savings

1000 · Checking- Private Hancock -363 479,627.85

1010 · Checking - Public Hancock- 355 34,125.09

Total Checking/Savings 513,752.94

Accounts Receivable

11000 · Accounts Receivable 80,000.00

Total Accounts Receivable 80,000.00

Total Current Assets 593,752.94

Fixed Assets

1750 · Construction in Progress 61,576.10

1702 · Accum Depr-Leasehold Improvemen -4,070.00

1655 · Leasehold Improvements 61,050.00

1600 · Furniture and Fixtures 42,086.60

1650 · Computers 25,754.22

1700 · Accum Depreciation Computers -7,798.31

1701 · Accum Depreciation Furn & Fix -8,447.41

Total Fixed Assets 170,151.20

Other Assets

1800 · Security Deposit 1,000.00

Total Other Assets 1,000.00

TOTAL ASSETS **764,904.14**

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Other Current Liabilities

2300 · Other Payables

2350 · Christmas Club Payable 1,550.00

Total 2300 · Other Payables 1,550.00

2400 · Payroll Liabilities 3,677.00

Total Other Current Liabilities 5,227.00

Total Current Liabilities 5,227.00

Total Liabilities 5,227.00

Equity

3200 · Unrestricted Net Assets 741,176.59

Net Income 18,500.55

Total Equity 759,677.14

TOTAL LIABILITIES & EQUITY **764,904.14**

The Bluffs – Phase 2

Market Analysis Update

Including

Data Profile

and

Competitor Analysis

January 9, 2019

Mark D. Waterhouse, CEcD
President, Garnet Consulting Services, Inc.



Bill Fredrick
Principal, Wadley-Donovan GrowthTech, LLC



Purpose of the Update

- ❖ Verify that the project concept – an industrial park for large manufacturing projects – remains valid or make recommendations to amend and refine as necessary
- ❖ Provide the basis for an updated Economic Impact and Return on Investment Analysis
- ❖ Provide information PEDC/FloridaWest can use in applying for Triumph funding



Key Findings from the 2015 Report

- ❖ Continued strength & growth in the U.S. manufacturing sector predicted by multiple sources.
- ❖ Southeastern region of the U.S. is one of the strongest for manufacturing and is expected to remain so. However, Florida has been lagging behind.
- ❖ U.S. industrial real estate market projected to remain strong – there will be demand for more sites.
- ❖ Significant number of larger industrial projects in U.S. each year but Florida is limited by lack of suitable sites.
- ❖ Wide range of potential targets.
- ❖ Competition in immediate and broader region but The Bluffs will be a unique project with competitive advantages.

UPDATED INFORMATION



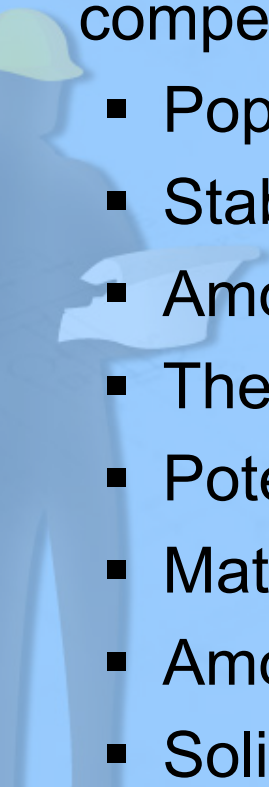
What the Data Says About The Bluffs and Competitor Areas

❖ Compared 23 key data sets used in site selection

- Population/demographics, workforce, industry and occupational employment, employee earnings
- Data in 2015 report, current situation and 2023 forecasts
- The Bluffs' 30 and 45 minute labor sheds, Escambia County, Pensacola-Ferry Pass-Brent MSA and 7 Gulf competitors:
 - Santa Rosa County
 - Panama City-Lynn Haven, FL MSA
 - Gulfport-Biloxi-Pascagoula MS MSA
 - Mobile, AL, MSA
 - Lake Charles, LA MSA
 - New Orleans-Metairie, LA MSA
 - Lafayette, LA MSA



What the Data Says About The Bluffs and Competitor Areas

- 
- ❖ Escambia County / the MSA continue to be highly competitive versus its Gulf Coast competitors
 - Population growth is \geq the competitors
 - Stability of the Millennial cohort - declines elsewhere
 - Among the highest with 2 & 4 year college degrees
 - The MSA has the second largest civilian labor force
 - Potential workforce elasticity for expansion needs
 - Matching occupational diversity
 - Among the strongest employment growth
 - Solid and growing manufacturing employment

What the Data Says About The Bluffs and Competitor Areas

- ❖ Escambia County / the MSA continue to be highly competitive versus its Gulf Coast competitors
 - Strong opportunity base of expansion in chemicals, machinery, fabricated metals, misc. manufacturing
 - Lower average employee earnings versus the key competitors of:
 - New Orleans
 - Lake Charles
 - Mobile
 - Lafayette



Is Manufacturing Still a Viable Target?

- ❖ Multiple sources indicate continuing strength and growth in the U.S. manufacturing sector that will require additional space in locations such as The Bluffs.
- ❖ While Florida appears to have a healthy manufacturing sector of its overall economy, it has a great deal of room for growth and improvement. The state does not appear on any list of top states in manufacturing output researched in preparing this analysis.
 - Master-planned environments with full infrastructure and multi-modal transportation capabilities such as The Bluffs will be necessary to support growth in this sector.

Are Large Projects Still a Viable Target?

- ❖ There continues to be a significant number of large projects (100,000 square feet or more) in the United States annually. The Southeastern Region of the U.S. accounts for a significant share of larger project activity.
- ❖ During the 2013 – May 2018 period (five years and five months), there were more than 1,524 larger manufacturing projects (100,000 SF or larger) – an average of $337 \pm$ per year.
- ❖ During the 2013 – May 2018 period there were 39 larger manufacturing projects in Florida (one in Escambia County).
 - Escambia County is currently at a disadvantage in meeting large project needs, with a small inventory of available sites that can accommodate industrial buildings of 100,000 square feet or more. The Bluffs is designed to correct this deficiency.

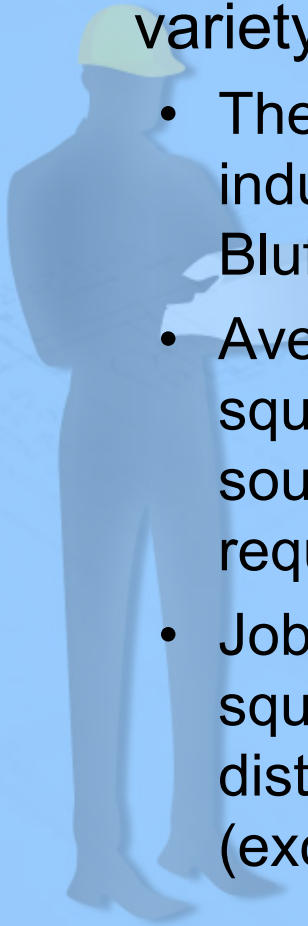
National Large Project Parameters

- ❖ More than 50% of the large manufacturing projects are between 100,000 and 200,000 square feet.
- ❖ The most common investment range of large manufacturing projects in the United States in the 2015 – May 2018 period was between \$1 million and \$24.9 million.
- ❖ On average nationally, each new 1,000 square feet of new manufacturing space in a large project resulted in 1.4 to 1.7 new jobs.



Pensacola/Escambia County Activity

- ❖ The Pensacola/Escambia County region continues to receive regular inquiries about locations for larger manufacturing and warehouse/distribution activity from a variety of sources - 21 prospects since 2013
 - These prospects are from a broad cross-section of industry sectors considered suitable for a location in The Bluffs.
 - Average project sizes were buildings of nearly 240,000 square feet and sites of 35 to 40 acres. Site sizes being sought were much larger than initial building size would require, suggesting planning for substantial expansion.
 - Job creation averaged 150 per project; 1.4 jobs per 1,000 square feet of building space (excluding warehouse/distribution projects); and 5.4 jobs per acre of land (excluding warehouse/distribution projects).



The Competition

- ❖ There are very few large industrial buildings or smaller buildings with expansion capability available in Escambia County or its neighboring counties that would compete with The Bluffs.
- ❖ While there are few available lots for large industrial use in Escambia or Walton Counties, Santa Rosa County immediately to the east has substantial acreage available as does Okaloosa County.
- ❖ Other competing areas have available land with some “certified sites”. However, as discussed in the section on data, none of these areas has a significant competitive advantage – **IF** The Bluffs is developed.

Summary



Is The Bluffs Still a Good Idea?

❖ YES

- ❖ Pensacola/Escambia County area is “playing in the big leagues” and a first class environment aimed at large manufacturing operations is a requirement. The Bluffs provides the county and region with such an important asset.
- ❖ To be competitive for larger manufacturing plants, Escambia County must continue the development of The Bluffs and have it certified as a Gulf Power First Project Ready Site and a CSX Select Site.

A Likely Development Scenario

- ❖ Once The Bluffs or a portion thereof is fully “ready-to-go” – that is, a suitable industrial access road, full utilities, and robust telecommunications services are in place – The Bluffs should attract one new project every four years. This does not factor in any slowdown in the national economy as is expected by many economists.
- ❖ Typical projects will be in the 125,000 to 200,000 square foot range on sites of 20 to 40 acres. Sites will be sized to allow at least a doubling of the building size in the future.
- ❖ Average employment will be 1.5 jobs per 1,000 square feet of building space. This presumes a concentration on manufacturing plants; if large distribution uses are allowed in The Bluffs, the average employment will be between .75 and 1.0 job per 1,000 square feet of building space in the mixed manufacturing and distribution operations.
- ❖ Land pricing will be \$22,000± per acre. This does not include any reduction of land costs used as an incentive.

DISCUSSION AND QUESTIONS



FloridaTM West

economic
development
alliance



Draft

**Business
Development
Report**

Q1

2019

1. CO:LAB



CO:LAB, a program of FloridaWest EDA and supported by Pensacola State College, is Pensacola's business incubator and growth accelerator.

80.52%



OCCUPANCY RATE



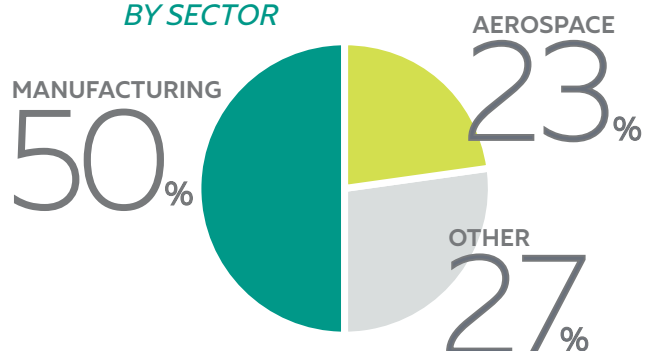
22 TENANT EMPLOYEES



GROSS REVENUES



NEW PROJECTS BY SECTOR



2,131 JOBS

3. BUSINESS RETENTION & ATTRACTION

2. EXISTING INDUSTRY VISITS



TRADE SHOWS ATTENDED THIS YEAR

OUR GOAL IS TO ADD AN AVERAGE OF



NEW MEMBERS EACH YEAR

4. ORGANIZATIONAL SUPPORT

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

Social & Digital Outreach

Social Media Followers:

Followers This Quarter:

Community Presentations :

Metrics for Greater Pensacola MSA

2.9%

Unemployment Rate

\$66.58M

Sales Tax Revenue

Draft
\$41,821

Average annual wage
as of 2018 Q2



Custom Control Solutions was host to our annual Manufacturing Breakfast in November. The annual breakfast recognizes the outstanding opportunities that careers in manufacturing can provide.

floridawesteda.com

FloridaWest
economic development alliance



Jeffrey W. Dyer

*Experienced Workforce Professional Seeking a **DIRECTOR,** WORKFORCE INNOVATION POSITION*

PROFESSIONAL SUMMARY

Multi-talented and goal focused professional with a proven background in Workforce Development, Education and Training, and Personnel Management. Highly regarded for ability to build relationships within business and implement sound business practices. Excellent communicator, able to establish relationships quickly and form strong partnerships.

EXPERTISE

Workforce Development
Teaching & Facilitation
Coaching/Mentoring

Relationship Building
Curriculum Development
Presentation Skills

Training Program Management
Local/State Training Resources
Workforce Needs Assessments

CAREER HIGHLIGHTS

Program Manager, Business Services

CareerSource Escarosa, Pensacola, FL

Jul 2015 - Present

- Manages the day-to-day activities of CareerSource Escarosa's Business Services Team
- Consults with existing businesses and serves as strategic partner in developing talent acquisition strategies; connected critical community resources
- Directs staff in planning and implementing all activities to include job postings, job fairs/hiring events, rapid response efforts, assessments, and providing labor market information to businesses
- Provides guidance and technical support on all state and local workforce grants to business partners; secured over 100K in training dollars for 7 local companies
- Serves as key point of contact for all workforce development components of economic development projects and proposal
- Lead the recruitment, interviewing, hiring, orientation and training of new staff members; selected panel interview members and ensures they are properly trained on interview techniques.
- Develops and maintains contacts with community organizations, educational institutions, and business organizations for the purpose of customer outreach and recruitment
- Represents CSE on community boards and councils as requested by the COO and/or CEO
- Compiles and analyzes data for written performance reports (monthly, quarterly and annually); Monitors performance and progress and promptly addresses any performance deficiencies
- Developed and implemented a local monitoring plan for all case work, specifically job orders

Instructor and Business Services Representative (Workforce Development)

CareerSource Escarosa, Pensacola, FL

Sep 2010 – May 2013 & Nov 2013 - Jul 2015

WorkSource Oregon, Astoria, OR

Aug 2008 –Aug 2009

- Consulted with existing businesses and served as strategic partner in developing talent acquisition strategies; connecting community resources
- Assisted employers in accessing CareerSource Escarosa resources, including labor market information, job fairs, recruiting assistance, training grants, tax credits, etc.
- Conducted research regarding economic development in the area; contacted new businesses/employers to provide welcome information and orientate them to available services
- Provided outreach and recruitment, and networking services to professional organizations, trade organizations, and post-secondary educational institutions to recruit and attract businesses

- Assessed the human resource needs of area businesses by conducting business surveys, customer satisfaction surveys, and job profiling
- Conducted candidate pre-screening activities such as pre-application screening, interviewing, pre-employment testing, etc.; ensured the appropriate candidates were recruited

Training and Development Manager

Georgia Pacific, Brewton, AL
Georgia-Pacific, Clatskanie, OR

June – Nov 2013
Aug 2009 – Sep 2010

- Managed and directed all aspects of training and development for 1,000+ employees ranging from entry level to senior management; partnered with executive leadership team and business leaders in identifying organizational development needs; created learning program from scratch
- Championed mill-wide Educational Skills Improvement initiative; piloted in Operations Department; developed all training and evaluation materials; implemented mill-wide
- Managed corporate and local Learning Management System (LMS); facilitated utilization and operational training sessions; maintained employee training and credentialing files

Employee Development/Training Specialist

Jul 2006 –Mar 2008

MasterCorp, Crossville, TN

- MasterCorp University's primary trainer for Management Orientation and Senior Leadership Development Courses; partnered with Area/Regional Managers and Executive Leadership Team to ensure company standards and best practices were integrated into each training module
- Training lead for MasterCorp's new site start-ups; provided training to all levels of site staff; liaison for resort management, opening site manager, and corporate staff
- Conducted internal quality control audits at company's 75 resort housekeeping locations; evaluated standard operating procedures, safety, security, customer service, and cleanliness standards; helped MasterCorp earn the distinction as the nation's leader in Resort Housekeeping

Training Manager

Jan 2004 –Dec 2005

Coca-Cola Bottling Company Consolidated, Nashville, TN

- Managed and directed all aspects of training and development for 150+ employees ranging from entry level to senior management; maintained employee certification/credentialing files
- Assessed training needs; designed, developed, marketed, and delivered skill enhancement training based on needs at all levels of the organization
- Developed and taught team building, communications skills, problem solving skills; enhanced team effectiveness; praised by site manager

CAREER HIGHLIGHTS (US AIR FORCE, 1981 – 2003, 22 Years of Service)

Superintendent, Current Operations, Elmendorf Air Force Base (AFB), AK 2001 - 2003

- Managed a 24-hour/7 day-a-week intelligence operation valued at over \$43 Million; oversaw training and utilization of 140 personnel ranging from entry level to senior management
- Led a 20-person support department that managed tasking and evaluated and analyzed performance and production statistics, detected adverse trends and adjusted as necessary
- Managed the organization's Quality Assurance Department; ensured 12 diverse departments met or exceeded standards; developed local directives and instructions; program benchmarked

EDUCATION/TRAINING

- Bachelor of Science Degree in Occupational Education, specializing in Corporate Training and Development; Business Management (minor), Wayland Baptist University
- Honor Graduate, USAF Senior Non-Commissioned Officer Leadership School
- Graduate, USAF and USN Instructor Courses and USAF Instructional Systems Design Course
- USAF and USN Master Instructor

Community Economic Development Association of Pensacola and Escambia County, Inc. (“CEDA”).

(DBA: FloridaWest EDA)

**Supplement to Landrum Professional
Employee Handbook**

(Revised 11/17/2018)

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Bookmark not defined.

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Supplement to Landrum Professional Employee Handbook Agreement

WELCOME & INTRODUCTION

We are pleased to have you join us on the FloridaWest/CEDA team. This handbook has been prepared to serve as a guide for the effective and efficient operation of the Community Economic Development Association of Pensacola and Escambia County, Inc, also known as FloridaWest. The Community Economic Development Association of Pensacola and Escambia County, Inc. may be referred to as: the CEDA, FloridaWest the company, or the organization. Any of these titles include the Community Economic Development Association of Pensacola and Escambia County, Inc. for purposes of this employee handbook.

Knowledge of our organization is essential to good performance of your regularly and specially assigned tasks. Study this handbook now, but from time to time, refresh your memory on certain procedures and practices of the organization.

Any deviation from the established pattern of operation will be permitted only on the authority of the President of the Board. Furthermore, the policies and procedures set forth in this manual are to be advisory only and are not to be interpreted as a contract for employment or any benefit provided therein.

CEDA possesses the sole right to operate and manage the affairs of the organization. CEDA reserves the right to amend/update this personnel policy handbook at any time. Employees will be notified of any changes through written announcements, training classes, or departmental meetings. This handbook does not cover all possible situations that may arise during the course of employment, and the organization reserves the right to take required management actions appropriate for the situation; including complying with local, state, and/or federal law.

Should any of the provisions of these Employment Policies and Procedures be determined to be contrary to federal, state, or local law, the remaining provisions of these Employee Policies and Procedures will remain in full force and effect.

To the extent that any law provides additional or different benefits or rights to employees, the provisions of these Employee Policies and Procedures will be deemed to include those statements of law.

Nothing in this handbook is intended to create, and cannot be construed as creating, an express or implied contract of employment or to guarantee a term of employment, compensation, or benefits. This handbook supersedes and replaces all previous personnel policies, practices, and guidelines.

Because CEDA is a growing and changing organizations, it reserves full discretion to add to, modify, or delete provisions of this handbook, or the policies and procedures on which they may be based, at any time, without advance notice. For this reason, we urge you to check with your supervisor or the CEO to obtain current information regarding the status of any particular policy, procedure, or practice.

This handbook is the property of CEDA, and it is intended for your personal use and reference as an associate of CEDA. Please sign the acknowledgement form at the back of this handbook and return it to the Operations Manager. This will provide CEDA with a record that you received the handbook.

CEDA Purpose

The purpose of CEDA is to promote industry and commerce, enhance the business climate and stimulate economic prosperity, support workforce development, promote community development, and encourage political action. CEDA will strive to accomplish the greatest good for the greatest number of people in Pensacola, Escambia County, and Northwest Florida. CEDA shall observe all local, state and federal laws that apply to non-profit organizations as defined in Section 501(c)(6) of the Internal Revenue Code. The

duration of the corporation is perpetual unless dissolved according to law.

CEDA is not organized for the pecuniary gain or profit of, and neither the net earnings nor any part of the net earnings is distributable to, its members, directors, officers, or other private persons except as specifically permitted under the provisions of the Florida Not for Profit Corporation Act.

It is intended that the corporation have the status of a corporation that is exempt from federal income taxation under Section 501(a) of the Internal Revenue Code of 1986, as amended (the "Code") and an organization described in Section 501(c)(6) of the Code. These Articles must be construed accordingly, and all powers and activities of the corporation are limited accordingly.

Policy Statement

This **employee handbook** does not cover all possible situations that may arise during the course of employment, and the organization reserves the right to take required management actions appropriate for the situation; including complying with local, state, and/or federal law.

Should any of the provisions of these Employment Policies and Procedures be determined to be contrary to federal, state, or local law, the remaining provisions of these Employee Policies and Procedures will remain in full force and effect.

To the extent that any law provides additional or different benefits or rights to employees, the provisions of these Employee Policies and Procedures will be deemed to include those statements of law.

Mission Statement

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

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

Equal Employment Opportunity

CEDA is an equal employment opportunity employer and is committed to its policy of nondiscrimination and equal opportunity for all applicants and employees. CEDA does not discriminate on the basis of race, color, religion, gender/sex, sexual orientation, national origin, age, veteran's status, marital status, or any other legally protected status. CEDA's policy of providing equal employment opportunities to applicants and employees applies to all employment related decisions. Employment related decisions are those decisions that directly relate to the employment relationship, including recruiting, hiring, compensating, training, evaluating, promoting, and disciplining employees. CEDA makes those decisions based on job-related factors, such as qualifications, experience, performance and availability.

EMPLOYMENT INFORMATION

Employment Status

A full-time employee is defined as working a minimum of 30 hours per week on a continuous basis. A part-time employee is defined as working fewer than 30 hours per week on a continuous basis. All employees, unless operating under a written employment contract, are considered to be at-will employees. This means that either the employee or the employer can discontinue the employment arrangement at any time for any reason not prohibited by law. All new hires will work under a 90-day probationary period, after which a determination of continued employment will be made.

The First 90 Days

CEDA recruits carefully and believes that it is hiring the best associate for each position. It is, however, to both CEDA and the associate's advantage to have an initial period of employment in which the associate has time to appraise CEDA and job content, and CEDA has a similar opportunity to appraise the new associate's job performance. Thus, each new associate must satisfactorily complete an introductory period of 90 days measured from his or her initial date of employment. At the successful completion of the 90-day introductory period, the associate becomes a regular associate. The employment "at will" policy remains in effect after the introductory period has been completed.

Performance Appraisals

Supervisors and employees are strongly encouraged to discuss job performance and goals on an informal, day-to-day basis. Typically, each employee's immediate supervisor will conduct a formal written performance evaluation annually. This evaluation will be conducted in person with each of the supervisor's subordinates. Each appraisal should focus on feedback on job performance, areas of success, and areas where improvement is needed. Reaching individual, departmental, as well as organizational goals will be a part of the performance review. Employees will be allowed to provide a written comment during the appraisal process with their feedback. Refusal to sign a performance appraisal will not keep the appraisal from being filed.

Incentives for reaching established performance measurements may be awarded from time to time, based on budgetary consideration and Board approval. Salary determinations are separate from the appraisals and rely heavily on job descriptions, specific responsibilities, and available funds.

Merit Pay Adjustments

The CEDA award merit-based pay adjustments in an effort to recognize truly superior employee performance. The decision to award such an adjustment is dependent upon numerous factors, including the information documented by a formal performance evaluation process and available funds.

Work Hours

Normal office hours are Monday through Friday from 8:00 a.m. to 5:00 p.m. The typical work week for all full-time employees is forty (40) hours per week.

The organization reserves the right to adjust and change hours of work, days of work and schedules to fulfill its responsibility to members and partners. In an emergency, previously scheduled hours of work, days of work and work arrangements may be altered at the discretion of management. Changes in work schedules will be announced as far in advance as practical.

Occasionally, it may be necessary for non-exempt and hourly employees to work overtime hours or hours outside of the typical work day. Any hours worked outside of the typical workday should be coordinated with that employee's supervisor. It is at the discretion of the supervisor whether, or not, an employee's schedule will be modified in order to avoid overtime hours or whether to allow the employee to work overtime. If an employee anticipates working more than forty (40) hours in a given work week, he or she must obtain prior approval from their supervisor.

If a non-exempt employee works more than 40 hours in an established work week, then the employee will be paid one and one-half times (1½) his/her hourly rate for any hours over 40. In computing hours for overtime purposes, the employee must physically work more than 40 hours to be eligible for overtime calculations. Leave of any nature is NOT considered in overtime calculations in accordance with the Fair Labor Standards Act.

Attendance

Associates are expected to:

1. Report to work on time, observing the time limits for rest and lunch periods, and obtaining approval to leave work early; and
2. Notifying the supervisor in advance of anticipated tardiness or absence.

Breaks

Minimal breaks are allowed and should not be excessive or lengthy. Lunch breaks, if taken, should be taken in the middle of the day.

A kitchen area is maintained for the convenience of the employees, including use of the refrigerator. Employees are responsible for cleaning up after themselves and their guests.

Office Access

CEDA provides associates with parking directly outside of its building. CEDA is not responsible for any vehicle that is damaged or stolen while parked on the premises.

Keys to appropriate building doors and access codes to the building's alarm system will be provided to all approved employees.

Dress Code

General Guidelines:

CEDA aspired to maintain a comfortable, professional, and relaxed working environment. Employees are expected to dress professionally and use moderation and good judgment in choosing dress, hairstyles and accessories. Clothing and accessories should be clean, pressed and in good repair. Hair should be a natural color and be neat and professional in appearance and style. No gauge earrings are allowed.

The following specific guidelines will apply:

- Professional business attire is required, especially on event days or for meetings.
- Dresses and skirts must be business length, no shorter than 1-2" above the top of the knee cap.
- Footwear must be professional in appearance.

Appropriate Attire Includes Items Such As:

- Traditional Suits/Shirt and Ties
- Polo Shirts with Collars
- Oxford Shirts without a tie
- Blazers/Sports Jackets
- Casual Pants
- Casual Dresses/Skirts
- Jeans – Fridays or with Supervisor Approval
- Denim Apparel – Fridays
- Tennis Shoes – Fridays

- Pantsuits
- Blouses
- Sweaters/Cardigans
- Boating/Deck Shoes
- Loafers
- Dress Shoes
- Chino's or Dockers type trousers
- Solid Colored Leggings worn under a dress, skirt, or long tunic

Inappropriate Attire Includes Items Such As:

- Athletic Attire
- T-Shirts
- Midriff or Cut-Out Shirts
- Tube, Tank, Halter Tops
- Bib Overalls
- Beach Shoes/Flip Flops
- Sweat Suits/Jogging Suits
- See-through clothing
- Spandex
- Clothing with Tears, Patches, Holes
- Shorts

The CEO and/or Directors, will, at his/her sole discretion, determine whether an employee's dress code and personal appearance is acceptable. Non-compliant employees will be sent home to comply with the dress code and appearance guidelines. Employees seeking an exception to any of the policies on dress code and personal appearance should contact the CEO and/or Directors.

Business-Casual Friday Guidelines

Business-casual day is each Friday. Participation in casual day is voluntary for all staff; however, if you have a meeting or event, please refer to the regular dress code guidelines (above). The following specific guidelines will apply:

- CEDA logo shirts or similar style shirts are permitted.
- Khaki-style slacks, skirts and jeans are permitted.
- Shorts are **not** permitted **unless prior approval is given by the CEO.**

EMPLOYEE BENEFITS

Insurance Coverage

Landrum HR's experienced benefits specialists and independent agents can assist you in obtaining cost-effective coverage. The CEDA may participate in the cost of providing such coverage as an additional benefit of employment, although certain restrictions may apply. Detailed benefit information will be provided upon hiring. Changes to benefits will be made at the employer's discretion and will be communicated appropriately.

401(K) Retirement Plan

The CEDA offers a 401(K) retirement plan for all employees who have been employed by the CEDA for at least ninety (90) days and meet other eligibility requirements. The CEDA may participate with employer matching as an additional benefit of employment, although certain restrictions may apply.

Technology Assets

For certain positions, assets, such as smart phones, tablets, laptops, etc. may be issued. Employees who receive these assets must sign the appropriate agreement/inventory forms and adhere to the corresponding policies. Company assets are for business purposes only and not for personal benefit; therefore, use of assets for personal use is prohibited. All assets are to be returned upon separation of employment.

Holidays

Paid holidays for CEDA employees are as follows:

New Year's Eve	Independence Day	Christmas Eve
New Year's Day	Labor Day	Christmas Day
Martin Luther King, Jr. Day	Veterans Day	"Floating" Holiday
Good Friday	Thanksgiving Day	
Memorial Day	Day After Thanksgiving	

As a general matter, if a holiday falls on a Saturday, it will be observed on the preceding Friday; if the holiday falls on a Sunday, it will be observed the following Monday.

Personal Time Off (PTO) Policy

The organization has designated a combination vacation and sick-leave policy known as the Personal Time Off (PTO) Plan. This plan is applicable to all full-time employees. Part-time employees will earn

proportionate leave based upon the hours they normally work.

PTO hours accrue according to the following table for full-time employees:

Years of Service*	Hours per Pay Period	Hours per Year
0 to less than 5	6.77	176 (22 days)
5 to less than 10	8.31	216 (27 days)
10 or more years	9.85	256 (32 days)

PTO hours accrue according to the following table for part-time employees:

Years of Service*	Hour/Per Hour Worked	Hours per Year
0 to less than 5	0.0846	176 (22 days)
5 to less than 10	0.1038	216 (27 days)
10 or more years	0.1231	256 (32 days)

**Employment anniversary date will be used to determine accrual schedule.*

PTO may be used at the employee's option, after supervisor approval, for vacation, personal or family illness, appointments, or extra holiday time.

Employees must use PTO for all absences, including partial-day absences. Unpaid leave may not be utilized when an employee has available PTO hours, except the minimal provision for extended leave. Employees may accrue, but may not use, PTO during their probationary period.

Except in emergencies, use of PTO should be coordinated with and approved by department supervisors to ensure that department operations and coworkers are not adversely affected.

Leave may not be taken in increments longer than ten (10) days at a time, except in extraordinary circumstances with authorization from the President.

PTO will not be taken in excess of the amount of time accrued; in other words, an employee's PTO account cannot ever have a negative balance. If an employee has an adequate amount of PTO on file at the time a request is made but no longer has an adequate amount of PTO on file at the time PTO is to be taken, the employee may not take the time off work, except with approval from the CEO. This PTO policy does not affect any right an employee may have under any law.

Carryover of PTO

Carryover of PTO (from calendar year to calendar year) will be based on a carryover date of January 1st and will be limited to 320 hours.

Upon discontinuation of employment, employees who have been employed for at least one year may be paid for any unused PTO, up to the maximum hours indicated in the table below. Any employee with a negative PTO balance (which may only occur as a result of CEO's approval) will have the negative balance deducted from their final paycheck.

Years of Service*	Maximum PTO Payout
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0 to less than 5	80 hours
5 to less than 10	120 hours
10 or more years	160 hours

**Employment anniversary date will be used to determine maximum PTO payout.*

Bereavement Leave

Employees will be allowed reasonable time off (up to five days) with pay in cases of death in the immediate family. Immediate family is understood to include: spouses, parents, step-parents, grandparents, siblings, step-siblings, half-siblings, children, step-children, grandchildren, fathers- and mothers-in-law, brothers- and sisters-in-law, and sons- and daughters-in-law. For bereavement leave that does not fall under one of these family member categories, paid vacation time may be taken; otherwise it will be considered an unpaid absence.

Volunteer Time Off

In an effort to encourage our employees to give back to the community in which we live and serve, the CEDA is pleased to provide paid time off for our employees who volunteer their time and service to an approved local non-profit 501(c)(3) organization. Organizations will be approved based on their mission and how it directly relates to the betterment of the Greater Pensacola area. Volunteer time off will be approved based on the nature of involvement with the approved organization and the amount of time needed, i.e., serving on the Board of Directors of an approved organization or volunteering for a one-time approved event.

To be eligible for volunteer time off, employees must be full-time, actively at work, and must receive advance approval from the President. Approval for paid volunteer time will be granted on a case-by-case basis by the President. Volunteer service must be non-paid by the non-profit organization; volunteer hours specifically supporting partisan political groups are not eligible; and the event or service must directly benefit the Greater Pensacola community.

Volunteer time is not accrued, has no cash value and will not be paid upon termination of employment. Volunteer time, like other paid time off, is not work time and will not count towards overtime. Volunteer time for this purpose will only be considered when it coincides with the regular work schedule; employees who volunteer their time in any capacity after work hours are encouraged to do so, but are not subject to approval under this policy.

Leaves of Absence

Civil and Military Responsibilities

Please refer to the Landrum Employee Handbook for policy information, which follows the Uniformed Services Employment and Re-employment Rights Act of 1994 (USERRA).

Extended Leaves of Absence

Extended Leaves of Absence may be available to employees in times of prolonged illness, sudden injury, or following the birth or adoption of a child. For this type of leave, employees will be allowed up to eight (8) weeks of time off, comprised of PTO (when available) and unpaid time off, for employees who have completed at least one (1) year of service. Depending on business need, employees in good standing with less than one (1) year of service may be granted an Extended Leave of Absence at their supervisor's discretion. Leaves of absence longer than eight (8) weeks may be granted on a case-by-case basis with supervisor approval.

During an approved Extended Leave of Absence, accrued PTO hours should be used first, before allowing the use of unpaid time. Depending on business need, an exception may be granted by the CEO with the approval of the board. An employee using extended leave may elect to save up to five (5) days of PTO for any future emergencies, at his or her discretion. Accruals will continue during the time that PTO is used; once the employee enters into unpaid time, accruals will cease.

In the event that an employee does not return to work after an Extended Leave of Absence, PTO accrued during the leave will not be paid out.

To ensure projects are completed timely, employees on extended leave may work up to ten (10) hours per week, at their discretion, with both doctor's approval and supervisor's approval.

Health Insurance Coverage During Leaves of Absence

Any employee who has previously been participating in an organization-sponsored health insurance plan upon taking an Extended Leave of Absence will become temporarily ineligible for the sponsored plan and will thus become eligible for COBRA Continuation Coverage. If those employees elect COBRA coverage, and that coverage remains in place until they return to work on a full-time basis, their sponsored insurance plan may be reinstated the first day of the month following their return. If the employee returns to work on a part-time basis, they may continue COBRA coverage until such time as the COBRA period is exhausted or they become eligible for reinstatement of the sponsored plan. If they do not elect COBRA coverage and thus have a break in coverage during their Leave of Absence, they must re-qualify for benefits as if they were newly hired employees upon their return. Receipt of PTO wages while on leave does not preclude an employee from being eligible for COBRA coverage.

The organization will reimburse up to two months of individual COBRA premiums paid by an employee during an Extended Leave of Absence when the following conditions have been met:

- The employee has returned to work on a full-time basis for a minimum of 90 days following his or her leave.
- The employee submits proof of COBRA expenses paid.

Jury Duty

Employees will be granted leave with pay for witness or jury duty. Employees are also permitted to retain the allowance for services from the court for such service. To qualify for jury or witness duty leave, employees must submit to their supervisor a copy of the summons or other relevant court-related paperwork as early as possible upon receipt thereof. In addition, proof of service must be submitted to their supervisor when the employee's period of jury or witness duty is completed.

Inclement Weather

In exceptional circumstances beyond the employee's control, such as weather-causing hazardous conditions, the employee is required to contact his or her supervisor for instructions regarding job assignments for that particular work day. However, if the conditions are too hazardous for him/her to

get to work safely, he or she will immediately contact their supervisor. Regardless of the situation, an employee is expected to give management proper notice if he or she is unable to report for work. Typically, the organization will follow the Escambia and Santa Rosa County school system inclement weather closure policy.

EMPLOYMENT POLICIES

Payroll

Employees are paid by check or direct deposit bi-weekly. All employees must submit an online timecard through the Landrum Professional *XactTime* Portal as directed by supervision.

Payroll Deductions

Associate pay does not always represent the full amount of earnings because of required deductions. As an example, federal withholding tax (income tax) from earnings is deducted and remitted to the U.S. Treasury. Credit is received for it on income taxes at the end of the year. The associate's earnings and the number of dependents determine the tax deduction amount. Each year associates are provided a W-2 showing taxable earnings for the year and the amounts of taxes withheld. Associates are responsible for the proper completion of their W-4 forms.

Deductions for Social Security also come out of paychecks at the rate established by law. This rate changes frequently based on Congressional action.

Associate benefits are also deducted through payroll.

SHOULD YOU FIND AN ERROR IN YOUR PAY

We take every precaution to avoid errors in your paycheck. If an error does occur, notify your supervisor, who will obtain the correct information for you and determine if an adjustment is in order. If an error is found, you will receive an adjustment on the next regular payday.

Staff Meetings

Management staff meetings, full-staff meetings, and department meetings will be scheduled as necessary. Attendance at such meetings is mandatory unless otherwise approved by your supervisor.

Safety Rules and Procedures

Accidents

All accidents involving personal injury, however minor they may be, which occur on the job or while involved in job-related activities, should be reported immediately to the employee's supervisor. To help ensure the safety and well-being of staff and visitors, the following safety rules and procedures are to be followed as a guideline:

Safety Awareness

- Report all accidents or incidents to your supervisor as soon as possible.
- Take personal responsibility for safety in your area.
- Protect your back when lifting, pushing, pulling or carrying. Get help when necessary.
- Use protective clothing, gear and practices as appropriate.
- Prevent slips, trips and falls to the extent possible.
- Report any unsafe conditions immediately and vacate the area as deemed necessary.
- Do not attempt to repair equipment that is not working properly; i.e. elevator, air or heating systems, or any electrical system or malfunction.

- If it is necessary for you to work late, it is our preference that you not work alone or after daylight hours.
- When you know you will be working late, move your car under a light and closer to the door. If you are concerned about leaving unescorted, please call the Pensacola Police at (850) 595-1214.
- Vehicle Safety. When on official travel, using your own vehicle or a rental vehicle, ensure you comply with all traffic laws and regulations of the states in which you will travel, including carrying a current driver's license and fastening seat belts. If a call or text message must be made or answered while driving on job-related business, the use of "hands-free" cell phone equipment is required. The employee is responsible for immediately notifying his or her supervisor of any accidents while driving a vehicle on organization business.

Refer to the Crisis Management Plan for information on procedures for external threats and natural disasters. For Worker's Compensation issues, please refer to Landrum's employee handbook.

Employee Business Code of Conduct

Ethics Policy

CEDA Associates are expected to maintain the highest ethical and legal standards. The intent of this policy is that each associate will conduct him/herself with integrity, comply with all applicable laws and regulations, and avoid any circumstances that would cast doubt on an associate's ability to act with total objectivity and in CEDA's best interest.

The following is a summary of CEDA's policy with respect to (1) gifts, favors, entertainment and payments given or received by CEDA associates and (2) actual or potential conflicts of interest.

Gifts, Entertainment, and Favors

It is policy to prohibit employees from accepting entertainment, gifts, or personal favors with a value greater than \$50 without approval of CEO. Employees are prohibited from accepting kickbacks or secret commissions of any kind.

Conflicts of Interest

Associates should avoid any situation that involves or may involve a conflict between their personal interest and the best interests of CEDA. It is expected that all associates will use good judgment, high ethical standards and honesty in all business dealings. A conflict of interest is any circumstance that could cast doubt on your ability to act totally objectively regarding CEDA's interests, or any circumstance that benefits the associate to the detriment of CEDA. This includes potential conflicts arising from activities of a spouse, immediate family member or other person with whom an associate may have a personal relationship. Any actions or interests that create even the appearance of conflict or impropriety fall within this policy and must be avoided.

Guidelines for Appropriate Conduct

An employee of the organization is expected to accept certain responsibilities, adhere to acceptable principles in matters of personal conduct and exhibit a high degree of personal integrity at all times. This not only involves a sincere respect for the rights and feelings of others, but also demands that both while at work and in their personal lives, employees refrain from behavior that might be harmful to the employees, co-workers, the citizens and/or the organization.

Whether an employee is on-duty or off-duty, his or her conduct reflects on the organization. An employee should observe the highest standards of professionalism at all times.

Types of behavior and conduct that the organization considers inappropriate include, but are not limited to, the following:

1. Violating any company nondiscrimination and/or harassment policy.
 2. Soliciting or accepting gratuities.
 3. Excessive absenteeism or tardiness.
 4. Excessive, unnecessary or unauthorized use or abuse of company property or the property of other employees.
 5. Reporting to work intoxicated or under the influence of non-prescribed drugs or participating in the illegal manufacturing, possession, use, sale, distribution or transportation of drugs.
 6. Buying or using alcoholic beverages while on company property or using alcoholic beverages while engaged in company business, except when authorized.
 7. Fighting or using obscene, abusive, or threatening language or gestures.
 8. Theft of property from co-workers, citizens, or the company.
 9. Disregarding safety or security regulations.
 10. Neglect or carelessness resulting in damage to company property or equipment.
 11. Dishonesty or falsification of records, including reimbursements, expenditures, CEDA purchases, travel and entertainment expenses, and applications for employment.
 12. Insubordination or refusal to carry out reasonable directives of vice presidents or supervisor
 13. Improper disclosure of confidential organizational information.
- Whether or not to drink alcoholic beverages is entirely a personal decision. No employee is expected to drink, nor is employment conditional upon your decision to drink alcoholic beverages while entertaining for business purposes. In all situations, an employee's conduct when consuming alcoholic beverages is solely his/her responsibility. CEDA is not in a position to alter the consequences, legal or otherwise, of irresponsible alcohol consumption. All employees must ensure that their performance at work and their judgment are not impaired by alcohol. It is unacceptable for employees to report to work or perform their job impaired or intoxicated by alcohol. If an employee chooses to drink alcohol on approved occasions while conducting company business, he or she is expected to do so responsibly. As representatives of CEDA, employees are expected to set a positive example. An employee's decision to drink alcoholic beverages at a CEDA related function includes an obligation to get home safely. It is every employee's responsibility to be sure he or she is able to drive safely. If there are any doubts, arrange alternative transportation.

Job responsibilities frequently require employees to entertain guests, distributors and customers. If an employee chooses to drink alcohol on these approved occasions while conducting company business, he or she is expected to do so responsibly and adhere to the Guidelines for Appropriate Conduct. CEDA reserves the right to test employees where there is reasonable suspicion surrounding their ability to perform their job responsibilities due to being impaired by alcohol. In all cases, CEDA will bear all costs associated with testing. Employees must submit to testing when scheduled by CEDA. All information received regarding an alcohol testing will be maintained on a confidential basis. Except as otherwise provided in the policy, any employee who violate this policy or the spirit of this policy shall be subject to disciplinary action up to and including discharge. In the event that this policy shall conflict with any state or federal laws or regulations, only the provision in conflict shall be modified to comply with the law or regulations.

Should an employee's performance, work habits, overall attitude, conduct or demeanor become unsatisfactory and in violation of either of the above-referenced items or any other CEDA policies, rules or regulations, an employee will be subject to disciplinary action up to and including termination.

Drug and Alcohol Testing

CEDA will follow Landrum HR's Drug and Alcohol – Free Workplace Policy.

To help ensure a safe, healthy and productive work environment for our employees and others, to protect Landrum Professional and your jobsite employer's property, and to ensure efficient operations, Landrum Professional has adopted a policy of maintaining a workplace free of drugs and alcohol. This policy applies to all employees and other individuals who perform work for Landrum Professional.

The unlawful or unauthorized use, abuse, solicitation, theft, possession, transfer, purchase, sale or distribution of controlled substances, drug paraphernalia or alcohol by an individual anywhere on jobsite employer or Landrum Professional premises, while on jobsite employer or Landrum Professional business (whether or not on jobsite employer or Landrum Professional premises) or while representing your jobsite employer is strictly prohibited. Employees also are prohibited from reporting to work or working while they are using or under the influence of alcohol or any controlled substances, except when allowed by state protocol or agency or the use is pursuant to a licensed medical practitioner's instructions and the licensed medical practitioner authorized the employee or individual to report to work.

Your jobsite employer may or may not allow legal and responsible drinking of alcohol at business meetings and related social outings. You must consult with your jobsite employer on this issue.

Many state laws permit the testing of injured workers by licensed laboratories for the presence of any or all drugs and alcohol in the employee after a work-related accident. In this regard, it is a condition of employment at Landrum Professional and your jobsite employer that employees refrain from taking drugs that have not been prescribed to you or in a manner other than as prescribed to you.

If you refuse or fail to timely submit to a test for drugs and alcohol, you may be surrendering your eligibility for medical and compensation benefits under the workers' compensation laws or other state laws as applicable.

Violation of this policy may result in disciplinary action, up to and including discharge, or ineligibility for hire or rehire.

Landrum Professional and your jobsite employer maintain a policy of non-discrimination and will endeavor to make reasonable accommodations to assist individuals recovering from substance and alcohol dependencies, and those who have a medical history which reflects treatment for substance abuse conditions. We encourage employees to seek assistance before their substance abuse or alcohol misuse renders them unable to perform the essential functions of their jobs, or jeopardizes the health and safety of any person, including themselves.

Organizational Funds and Other Assets

Employees must follow the prescribed procedures for recording, handling and protecting money as detailed in the financial policies and procedures. Strict standards are imposed to prevent fraud and dishonesty. If employees become aware of any evidence of fraud and dishonesty, they should immediately advise their supervisor.

When an employee spends organizational funds or incurs any reimbursable personal expenses, that individual must use good judgment on the organization's behalf to ensure that good value is received for all expenditures. Please refer to the "Expense & Travel Policy" in the financial policy documents for specific guidelines and restrictions.

CEDA funds and all other assets of either are for business purposes only and not to be used for personal benefit.

Records and Communications

Accurate and reliable records of many kinds are necessary to meet the organizations' legal and financial obligations and to manage the affairs of the organization.

Employees must not make or engage in any false record or communication of any kind, whether internal or external, including but not limited to:

- False or misleading expense, attendance, production, financial, or similar reports and statements.
- False or misleading advertising, deceptive marketing practices, or other misleading representations.

External Communications

All employees must make every effort to achieve complete, accurate, and timely communications—responding promptly and courteously to all proper requests for information and to all complaints. Any and all mass communications in any form (e.g., news media interviews, directional/advertising signage, bulk mailing, radio/TV ads, billboards, mass emails, posting to social media sites on behalf of the CEDA or your role at the CEDA, etc.), including those intended to be sent to the organization's members, prospective members, investors or stakeholders, must be approved by the organization CEO.

Disciplinary Protocol

It is policy to take a progressive approach to disciplinary action when an employee engages in any practice that is unlawful or inconsistent with policies or acts that reflect adversely on the organization. This progressive approach allows the employee the opportunity to improve his or her behavior in order to meet the expectations of the organization. The organization retains the right to take disciplinary action, up to and including termination of employment, with or without prior caution or warning.

Ongoing and/or serious performance issues may be considered a discipline matter and are managed separately from the regular performance appraisal protocol. Examples of actions that warrant disciplinary action are listed above in the *Guidelines for Appropriate Conduct* Section.

Job Performance – Associates may be disciplined for poor job performance, including but not limited to:

1. Below-average work quality or quantity.
2. Poor attitude (for example, rudeness or lack of cooperation).
3. Excessive absenteeism, tardiness, or abuse of break and lunch privileges.
4. Failure to follow instructions or Company procedures.
5. Failure to follow established safety regulations.

Misconduct – Associates may be disciplined for misconduct, including but not limited to the following:

1. Insubordination.
2. Dishonesty.
3. Theft.
4. Discourtesy.
5. Misusing or destroying Company property or the property of another on company premises.
6. Violating conflict of interest rules.
7. Disclosing or using confidential or proprietary information without authorization.
8. Falsifying or altering Company records, including the application for employment.
9. Interfering with the work performance of others.

10. Altercations.
11. Harassing, including sexually harassing, others.
12. Being under the influence of, manufacturing, dispensing, distributing, using, or possessing illegal or controlled substances on Company property or while conducting Company business.
13. Being intoxicated (look for language).
14. Gambling on Company premises or while conducting Company business.
15. Sleeping on the job or leaving the job without authorization.
16. Being convicted of a crime that indicates unfitness for the job or raises a threat to the safety or well-being of CEDA, its associates, property, etc.
17. Failing to report to CEDA, within 5 days, any conviction under any criminal drug statute for a violation occurring in the workplace.
18. Refusing to submit to testing for drugs and/or alcohol.

Progressive Discipline Procedure

Associate discipline will normally be progressive with each step more severe in an attempt to remedy the associate's behavior. The progression of disciplinary action is as follows:

First Offense → Oral Warning and Corrective Interview

Second Offense → Written Reprimand and Corrective Interview

Third Offense → Suspension

Fourth Offense → Termination

All disciplinary actions, including verbal warnings, should be documented. CEDA reserves the right to proceed directly to a written warning or to terminate for misconduct or performance deficiency, without resort to prior disciplinary steps, when CEDA deems such action appropriate.

Harassment, Discrimination, and Dispute Resolution

Please refer to Landrum's Employee Handbook for policy information.

Conflict of Interest

Employees should not affiliate with any organization that may create a conflict of interest (real or perceived) with the organization.

Business Referrals

Because there are many firms that are in competition with each other that support the CEDA, our policy is not to make specific recommendations regarding products or services. The best policy is to give the names of several partners of the particular line in question.

It should be made clear to the inquirer that our provision of names does in no way constitute a recommendation. Recommendations are not furnished regarding the moral or financial standing of individuals or firms. It is not considered the function of the organization to serve as an employment agency, nor does it assume responsibility for securing sales or other representation for either local or out-of-town concerns.

Anti-Nepotism

Family members of existing employees are not eligible for employment. For purposes of the anti-nepotism policy, the term "family members" includes the following: spouses, parents, step-parents, grandparents, siblings, step-siblings, half-siblings, children, step-children, grandchildren, fathers- and mothers-in-law, brothers- and sisters-in-law, and sons- and daughters-in-law.

Smoking

CEDA promotes a tobacco free environment. It is policy to maintain a smoke-free environment within the building. Employees are required to use discretion when taking smoke breaks during work hours (avoiding entranceways, etc.). All employees must refrain from smoking while in attendance at organization-sponsored events, **on Landrum HR, jobsite employer and jobsite employer client premises, and in all Landrum HR and jobsite employer vehicles.**

Change of Address

If an employee changes his or her home address or telephone number, the employee must notify management of this change (within 10 days of the change) so that personnel files may be kept current. This is important in case the organization must contact an employee in an emergency situation or to mail the employee any information the employee will need. Also, if there is any change in the employee's marital status or numbers of dependents, the employee should ensure their insurance coverage and tax withholding is accurate.

Expense and Travel

Please refer to the Finance Policies.

Intellectual Property

The organization owns the rights to any intellectual property that has been made, designed, discovered, or created by members of staff, temporary/contract employees, interns, etc., in the course of their employment and which required significant use of the organization's resources (including its facilities, equipment, and non-salary funding) in connection with the development.

The organization may retain ownership of the intellectual property but give sole license to the developer(s) upon request. This arrangement must be furnished in written format, acknowledged by all parties involved, and approved.

Alternately, should the organization wish to release all ownership rights of intellectual property, it may transfer ownership to the developer, with Board approval. This arrangement must be furnished in written format and acknowledged by all parties involved. In this case, the organization retains the right to a non-exclusive, non-transferrable, irrevocable, royalty-free, worldwide license on the intellectual property for research and educational purposes.

Electronic Communications

To remain competitive, better serve our customers, and give our talented workforce the best tools to do their jobs, the CEDA continue to adopt and make use of new means of communication and information exchange. This means that many of our employees have access to one or more forms of electronic media and services, including computers, e-mail, phones, voicemail, fax machines, external electronic bulletin boards, wire services, on-line services, and the Internet.

Employees are encouraged in the use of these media and associated services because they can make communication more efficient and effective and because they are valuable sources of information about vendors, customers, technology, and new products and services. However, all employees and everyone connected with the organization should remember that electronic media and services provided by the company are company property and their purpose is to facilitate and support company business.

This policy cannot lay down rules to cover every possible situation. Instead, it is designed to express the organization's philosophy and set forth general principles employees should apply when using electronic media and services. The following procedures apply to all electronic media and services that are:

- Accessed on or from company premises.
- Accessed using company computer equipment or via company-purchased access methods and assets.
- Used in a manner that identifies the individual with the company.

Access to Employee Communications

Employees should not have any expectation of privacy with respect to messages or files sent, received, or stored on the CEDA's e-mail system. E-mail messages and files, like other types of correspondence and documents, can be accessed and read by authorized employees or individuals outside the company.

Authorized access to employee e-mail by other employees or outside individuals includes, but is not limited to, the following:

- Access by the systems administration staff during the course of system maintenance or administration.
- Access approved by the employee, the employee's supervisor, or the President when there is a business reason to access the employee's mailbox - for example, if an employee is absent from the office and the supervisor has reason to believe that information relevant to the day's business is located in the employee's mailbox.
- Access approved by the employee's supervisor, Landrum or the President when there is reason to believe the employee is using e-mail in violation of policies.
- Access in response to the organization's receipt of a public records request, court order or request from law enforcement officials for disclosure of an employee's e-mail messages.

E-mail should not be used to communicate sensitive or confidential information. Employees should anticipate that an e-mail message might be disclosed to or read by individuals other than the intended recipients(s), as messages can be easily forwarded to other individuals. In addition, while the organization endeavors to maintain the reliability of its e-mail system, employees should be aware that a variety of human and system errors have the potential to cause inadvertent or accidental disclosures or loss of e-mail messages, including those in draft form.

Passwords

Each user accesses the computer system by means of a login name and password.

- Passwords are intended to keep unauthorized individuals from accessing messages stored on the system. From a systems perspective and from the perspective of an e-mail recipient, passwords also establish the identity of the person sending an e-mail message. The failure to keep sufficient passwords confidential can allow unauthorized individuals to read, modify, or delete e-mail messages; circulate e-mail forgeries; and download or manipulate files on other systems.
- The practice of using passwords should not lead employees to expect privacy with respect to messages sent or received.
- Employees are prohibited from disclosing their login name or password, or those of any other employee, to anyone who is not an employee of the organization. Employees also should not disclose their login or password to other employees, except when necessary. Employees should change their password as soon as possible after the need has been resolved.

Personal Use

The organization allows incidental personal use of its e-mail system subject to the following conditions

and restrictions:

- Personal use must be infrequent and must not
 - Involve any prohibited activity.
 - Interfere with the productivity of the employee or his or her co-workers.
 - Consume system resources or storage capacity on an ongoing basis (for example: audio or visual download files that use bandwidth).
 - Involve large file transfers or otherwise deplete system resources available for business purposes.
 - Using e-mail to participate in any news group, mailing list, bulletin board, or other type of discussion forum that is not job-related is not incidental personal use and is strictly prohibited.

Prohibited Activities

Employees are strictly prohibited from sending communications or otherwise using the system concerning any of the following activities:

- Engage in illegal, fraudulent, or malicious activities.
- Engage in activities on behalf of organizations with no professional or business affiliation with the CEDA.
- Send or store offensive, obscene, or defamatory material.
- Annoy or harass other individuals.
- Send uninvited e-mail of a personal nature.
- Use another individual's account or identity without explicit authorization.
- Attempt to test, circumvent, or defeat security or auditing systems, without prior authorization.
- Permit any unauthorized individual to access the organization's e-mail system.
- Distribute or store chain letters, jokes, solicitations or offers to buy or sell goods, or other non-business material of a trivial or frivolous nature.

Confidential Information

All employees are expected and required to protect trade secrets and other confidential information. Trade secrets or confidential information should never be transmitted or forwarded to outside individuals or companies not authorized to receive the information. Employees must exercise greater care when transmitting trade secrets using e-mail than with other communication means because e-mail makes it easier to redistribute or misdirect trade secrets to unauthorized individuals.

Employees are also required to use e-mail in a way that respects the confidential and proprietary information of others. Employees are prohibited from copying or distributing copyrighted material - for example, software, database files, documentation, or articles - using the e-mail system.

E-mail is an inappropriate method of communicating certain types of confidential information. Employees should consult their supervisor and the IT service provider before e-mailing highly sensitive or confidential information.

Encryption

Encrypting e-mail messages or attached files sent, stored, or received on the e-mail system is prohibited except where explicitly authorized. Employees are prohibited from using or installing any encryption software without prior permission from the IT service provider. Employees with a business need to encrypt messages should submit a written request to the IT service provider with a copy sent to their

supervisor.

Participation in Online Forums

Employees should remember that any messages or information sent on organizational provided facilities to one or more individuals via an electronic network (such as Internet mailing lists, bulletin boards, and on-line services) are statements identifiable and attributable to the organization.

The organization recognizes that participation in some forums might be important to the performance of an employee's job. For instance, an employee might find the answer to a technical problem by consulting members of a news group devoted to the technical area. Employees should include the following disclaimer in all of their postings to public forums:

"The views, opinions, and judgments expressed in this message are solely those of the author. The message contents have not been reviewed or approved by the CEDA."

Employees should note that, even with a disclaimer, a connection with the organization exists and a statement could be imputed legally to the organization. Therefore, employees should not rely on disclaimers as a way of insulating the organization from the comments and opinions they contribute to forums. Instead, employees must limit their discussion to matters of fact and avoid expressing opinions while using the organization's systems or an organizational provided account. **(Refer to the prior section on External Communications.)**

Updates

Employees are responsible for updating their systems when the system prompts them with an automatic update. If there are problems, contact the organization's designated IT service provider. For routine system-wide updates, the IT service provider will carry out/install/perform.

Technical Support

If employees require technical support for their computer system, they should call one of the designated IT service provider liaison employees. The designated employee will then make a determination as to whether to contact the IT service provider with a formal request for service.

Communication Violations

Employees violating the communication policy are subject to discipline, up to and including termination. Employees using the e-mail system for defamatory, illegal, or fraudulent purposes and employees who break into unauthorized areas of the computer system are subject to civil liability and criminal prosecution.

Personal Devices

Subject to the following terms and conditions, the organization will permit Personal Devices to access the Organization Network:

- By receiving access to the Company Network with a Personal Device, the employee agrees to be subject to and comply with all applicable company rules, regulations, and policies; including the security and other usage guidelines set forth in the Electronic Communications section.
- The company reserves the right to modify all such rules, regulations and policies from time to time in its sole discretion. In addition, as a condition to receiving access to the Company Network, the employee will consent to these the terms by signing the Employee Handbook Agreement.
- By receiving access to the Company Network, the employee grants to the company the right to

access the Device with or without notice to investigate, review, delete, remote wipe Company data, and/or remote kill and disable the Device at any time for any reason. The company will not be liable for the loss of any Personal data arising from such actions by the company.

- The employee will immediately notify the company should they believe that his or her Device has been lost, stolen or otherwise compromised so that company may take appropriate actions to safeguard company data and the Company Network.
- If the company suspects a security breach related to a Personal Device, it may, with or without notice, take any and all actions deemed appropriate to secure company data and the Company Network, including, but not limited to, disconnecting the Device from the network and remote wiping company data and/or remote killing or disabling the Device.

DRAFT

**Community Economic Development
Association of Pensacola and Escambia
County, Inc. (“CEDA”).**

**Supplement to Landrum Professional
Employee Handbook
AGREEMENT**

I, _____, agree to comply with the supplement to
Landrum Professional Employee Handbook, and I fully understand that violation of the rules
outlined in this manual could result in disciplinary action or termination of employment.

Signature_____

Date_____

Startup Weekend Pensacola

FROM IDEA TO STARTUP IN ONE WEEKEND

Startup Weekends are 54-hour events where developers, designers, marketers, product managers and startup enthusiasts come together to share ideas, form teams, build products and launch startups!

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INNOVATORS, MARKETERS, STUDENTS, PRODUCT
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