

MEETING AGENDA – Tuesday, January 9th, 2024 1:30 pm
FloridaWest Economic Development Alliance – Board Meeting
CO:LAB Pensacola, 418 Garden Street, Pensacola, FL 32502

1. Call to Order David Bear
2. Public Notice (11/29/23) Melissa Stoker
3. Roll Call Melissa Stoker
4. Public Comment David Bear
5. Action Items
 - a. 1.09.24 Agenda
 - b. 11.14.23 Board Meeting Minutes
 - c. 12.08.23 Executive Committee Meeting Minutes
 - d. December Financials
 - e. CO:LAB Policy Board Appointment: Larry Strain Vacancy
 - f. FYE 2023 Audit
6. Program Updates Brian Hilson/Danita Andrews
 - a. Project Updates
 - i. Project Laser
 - ii. Project Crescent
 - iii. Project Dawn
 - iv. Project Kiku
 - v. Project Boola
 - vi. Tech Park
 - vii. OLF8
 - viii. The Bluffs
7. Other Business/Additional Board Action Expected
 - a. Funding Solutions Phase 1 Status Report Tom Mucks
 - b. Funding Solutions Phase 2
 - c. Reminder: Melissa Stoker
 - i. Updated Board Member Information Cards/Confidentiality/Conflict of Interest Status Update
 - Doug Bert
 - Kelvin Enfinger
 - Dr. Ed Meadows
 - Chris Plaeger
8. Adjourn

Fiscal Year Meeting Schedule (Tentative)

- 2.09.24 EC (Executive Committee) Meeting 7:30 am
- 2.27.24 Board Meeting 1:30 pm
- 3.08.24 EC Meeting 7:30 am
- 3.26.24 Board Meeting 1:30 pm
- 4.12.24 EC Meeting 7:30 am

- 4.23.24 Board Meeting 1:30 pm
- 5.10.24 EC Meeting 7:30 am
- 5.28.24 Board Meeting 1:30 pm - FYE 25 Budget Draft Due
- 6.14.24 EC Meeting 7:30 am
- 6.25.24 Board Meeting 1:30 pm - FYE 25 Budget Approval Due
- 7.12.24 EC Meeting 7:30 am
- 7.23.24 Board Meeting 1:30 pm - FYE 25 Budget Due to PEDC for Approval per Interlocal Agreement
- 8.09.24 EC Meeting 7:30 am
- 8.27.24 Board Meeting 1:30 pm - Board Officer Nominations
- 9.13.24 EC Meeting 7:30 am
- 9.24.24 Annual Meeting: Board Officer Elections – FYE 25 Meeting Schedule – Board Member Attendance Review – Board Member Documentations (Information Form/Confidentiality/Conflict of Interest)

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MEETING MINUTES – Tuesday, November 14th 2023 1:35 PM
FloridaWest Economic Development Alliance – Board of Director’s Meeting
CO:LAB Pensacola, 418 W Garden St. Pensacola, FL

1. **Call to Order:** David Bear called the meeting to order at 1:35 pm.
2. **Publicly Notice:** Brian Hilson confirmed the meeting was noticed on October 23, 2023.
3. **Roll Call**
 - a. **Board Members Present:** Rick Byars, Ryan Tilley, Don Palmer, Olevia McNally, David Bear, Matt Davis
 - b. **Board Members Absent:** Donnie McMahon, Jim Waite, Dr. Charletha Powell
 - c. **Investors Present:** KC Gartman, Dave Murzin, Chris Plaeger, Dr. Marcus McBride, Doug Bert
 - d. **Investors Absent:** Kelvin Enfinger, Dr. Ed Meadows, Rick Johnson
 - e. **Staff Present:** Brian Hilson, Danita Andrews, Patrick Rooney, Casey Campbell, Jeff Rogers, Jessica Scholl
 - f. **Invited Guests:** None
4. **Public Comment:** David requested public comment.

Dave Murzin discussed the local technology planning team and the \$1.2 billion BEAD broadband initiative. He invited the group to attend an open meeting with the new Escambia IT Director, Russell Clark, at 3pm this Thursday at the Public Safety Building on W Street. He also reminded the group of the next First Place Partners meeting, always held the first Tuesday of the month at 2pm, hosting the Escambia and Santa Rosa County Property Appraisers.

Rick Byars discussed the Northwest Florida Defense Coalition and initial funding and in-kind contributions obtained to date. He invited the public’s participation and discussed the importance of a unified message. He also listed the board members to include Matt Coughlin, Steve Moorehead, Ryan Campbell, Bruce Vrendenberg, Steve Rhodes, and Col. David Peach.

Dr. Marcus McBride introduced the new Workforce Development Director, Carolyn Fries. Ms. Fries provided a brief background and update on her initial initiatives and priorities.
5. **Action Items**
 - a. Approval of November 14th 2023 Board Meeting Agenda
Rick Byars moved to approve.
Don Palmer seconded.
Approved unanimously.
 - b. Approval of September 19th Meeting Minutes
Matt Davis moved to approve.
Rick Byars seconded.
Approved unanimously.
 - c. Approval of October 2023 Financials
Treasurer, Olevia McNally, reviewed the financials and discussed Funding Solutions payment, as well as footnotes regarding refunds and audit fees. Ms. McNally provided an update on the audit and software installation.
Matt Davis moved to approve.

Ryan Tilley seconded.
Approved unanimously.

d. Approval of Financial Policies

Treasurer, Olevia McNally, reviewed the financial policy revisions and recommended approval on behalf of the finance committee. Rick Byars discussed the revision regarding return of unspent public monies to PEDC. David Bear noted that the funds would not be returned if already appropriately encumbered and identified for payment during the fiscal year. Rick Byars moved to approve.
Don Palmer seconded.
Approved unanimously.

6. Program Updates

a. Funding Solutions Capital Investment Campaign

Brian Hilson discussed effective and thorough implementation of the Strategic Plan and the funding opportunities currently under review to address these goals and priorities. FloridaWest issued a request for proposals and received two compelling proposals. Both were reviewed by the Executive Committee. Funding Solutions was chosen and is currently conducting approximately thirty-five interviews as part of its preliminary of “leadership consensus building” Process. Funding Solutions is expected to report initial findings at the December meeting, where there will also be discussion and recommendations regarding potential for a capital campaign.

b. Floridian Partners/Flagler Strategies Contract Update

Brian Hilson addressed the status of the Flagler contract termination and the savings to be deployed to other needs.

c. Brian thanked Matt Davis for attending Florida’s Great Northwest Workforce Conference.

d. Project Updates

- i. Project Laser – Brian Hilson provided an update on the request pending before Triumph for support of this project, in the amount of up to \$6,000,000.00. The request received Triumph’s initial unanimous term sheet approval as presented. Counsel is working through details of the lease documentation.
- ii. Project Crescent – Danita Andrews provided an updated on the expansion of an existing manufacturing business already in Pensacola and current efforts to support company growth and a prospective buildout at Midtown Commerce Park. This would utilize a formerly distressed property owned by the County and add approximately 250 jobs, 40% of which will include second chance employment opportunities.
- iii. Project Dawn – Danita Andrews provided an update on this medical device manufacturing company. The company prioritizes attracting physicians and workforce retention for research and development. CO:Lab is engaged in soft landing discussions to provide transitional support for this company to enter into the community and grow the life sciences bio sector in the area.
- iv. Project Kiku – Danita Andrews provided an update on this Japanese environmental engineering company, whose representatives are expected to return in December to review initial office locations.
- v. Tech Park – Brian Hilson discussed the Tech Park land owned by PEDC, and prioritizing development of this asset. FloridaWest and Space Florida are reviewing prior design

plans. FloridaWest is in discussion with potential candidates to begin a phased in buildout of the space. Mr. Hilson also discussed the benefit of locating a strong institutional partner within the Tech Park, as well as logistical considerations such as parking and work style planning.

- vi. OLF8 – Danita Andrews noted that Commissioner Bergosh anticipates a new letter of intent, which he will share as soon as it is received and available.
- vii. The Bluffs – Danita Andrews provided an update and noted that FloridaWest staff is working closely with PEDC and Ascend counsel to coordinate options for ability to sell or lease the property. Mr. Byars inquired regarding implications on the associated roundabout.

e. Investor Updates

Brian Hilson discussed considerations for a possible investor campaign, inclusive of additional investor funding levels to expand involvement and accessibility. Funding Solutions will include recommendations for this structure following its preliminary consensus building analysis.

7. Other Business

a. Reminder:

- i. Updated Board Member Information Cards
- ii. Confidentiality Agreement Renewal
- iii. Conflict of Interest Renewal

8. Adjourn: David Bear adjourned the meeting at 2:35pm.

Fiscal Year Meeting Schedule

12.12.23 – Audit Presentation; Funding Solutions Presentation of Phase 1

1.23.24

2.27.24

3.26.24

4.23.24

5.28.24

6.25.24

7.23.24

8.27.24

9.24.24

Respectfully Submitted By:

Dr. Charletha Powell, Secretary
FloridaWest Economic Development Alliance

MEETING MINUTES – Friday, December 8th, 2023 11:00 am
FloridaWest Economic Development Alliance – Executive Committee Meeting
FloridaWest EDA, 3 W Garden St, Ste 618, Pensacola, FL

1. **Call to Order:** President David Bear called the meeting to order at 11:04 am.
2. **Public Notice:** Melissa Stoker confirmed the meeting was publicly noticed on 11/29/23.
3. **Roll Call**
 - a. Executive Committee Members Present:
 - i. David Bear
 - ii. Ryan Tilley
 - iii. Rick Byars
 - iv. Olevia McNally
 - v. Charletha Powell
 - b. Staff Members Present:
 - i. Brian Hilson
 - ii. Melissa Stoker
 - iii. Danita Andrews
 - c. Funding Solutions Present:
 - i. Tom Mucks
 - d. **Public Present: None**
4. **Public Comment:** President David Bear noted no members of the public were present for comment.
5. **Discussion Items**
 - a. **Audit Status Update:** Olevia McNally provided an update and the committee discussed. The suggestion was made to set up ACH payments for expenses under \$10,000 in the coming months as that is the threshold for 2 signatures.
Olevia McNally motioned to approve titrated ACH payments beginning with those under \$1,000 first.
Ryan Tilley seconded.
Passed unanimously.
 - b. **Funding Solutions Phase 1 Status Update:** Tom Mucks provided an update to the committee. He noted that for FloridaWest to execute the Strategic Plan, a capital campaign for private funding was needed. He shared feedback from the Discovery Interviews and Leadership Consensus Building Interviews reflecting the visibility of FloridaWest. The finalized report will be submitted to FloridaWest staff after the upcoming weekend for later dissemination to the Executive Committee and full board. An expected bylaws revision may follow in February with a campaign slated potentially for spring.
6. **Program Updates:** Brian Hilson and Danita Andrews provided specific project updates and discussed needs, challenges, and paths forward with the committee related to the below.
 - a. **Project Updates**
 - i. Project Laser
 - ii. Project Crescent
 - iii. Project Dawn
 - iv. Project Kiku
 - v. Project Boola
 - vi. Tech Park
 - vii. OLF8
 - viii. The Bluffs

7. Other Business

a. Reminder:

i. Updated Board Member Information Cards/Confidentiality/Conflict of Interest Status Update

- Doug Bert
- Kelvin Enfinger
- Dr. Ed Meadows
- Chris Plaeger
- Dr. Charletha Powell

8. Adjourn: President David Bear adjourned the meeting at 12:59 pm.

Upcoming Meeting Schedule

1.5.23 Executive Committee Meeting - Funding Solutions

1.9.23 Board Meeting – Audit Presentation & Funding Solutions Presentation of Phase 1

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FloridaWest Economic Development Alliance
Profit & Loss Budget Performance YTD
October - December, 2023

	Total			
	Actual	Budget	over Budget	% of Budget
Revenue				
4000 Membership Dues	\$ 60,000.00	\$ 200,000.00	\$ (140,000.00)	30.00%
4200 Investor Membership Dues	\$ 20,000.00	\$ 90,000.00	\$ (70,000.00)	22.22%
4410 Non-Dues Income	\$ -	\$ 5,400.00	\$ (5,400.00)	0.00%
4420 Government Income	\$ -	\$ 150,000.00	\$ (150,000.00)	0.00%
4430 PEDC	\$ 168,750.00	\$ 675,000.00	\$ (506,250.00)	25.00%
4500 CoLab Income	\$ 24,642.94	\$ 117,000.00	\$ (92,357.06)	21.06%
4512 Miscellaneous Income	\$ 150.00	\$ 400.00	\$ (250.00)	37.50%
4513 CD Interest Income	\$ 4,817.06	\$ 4,500.00	\$ 317.06	107.05%
4520 New Revenue	\$ -	\$ 327,850.00	\$ (327,850.00)	0.00%
Total Revenue	\$ 278,360.00	\$ 1,570,150.00	\$ (1,291,790.00)	17.73%
Gross Profit	\$ 278,360.00	\$ 1,570,150.00	\$ (1,291,790.00)	17.73%
Expenditures				
5005 Bank & Credit Card Fees	\$ -	\$ 650.00	\$ (650.00)	0.00%
5060 Marketing, Adv & Promo/Investor	\$ 5,695.00	\$ 18,000.00	\$ (12,305.00)	31.64%
5060a Marketing - Website	\$ 789.60	\$ 18,000.00	\$ (17,210.40)	4.39%
5060b Business Development	\$ 478.23	\$ 12,000.00	\$ (11,521.77)	3.99%
5060c Prospect Development	\$ 779.79	\$ 24,000.00	\$ (23,220.21)	3.25%
5060d Consulting	\$ 54,728.69	\$ 212,000.00	\$ (157,271.31)	25.82% 1
5060e Tradeshow	\$ 250.00	\$ 6,000.00	\$ (5,750.00)	4.17%
5559 Workforce Marketing	\$ -	\$ 12,000.00	\$ (12,000.00)	0.00%
5680 Cyber/High Growth Companies	\$ 639.47	\$ 18,000.00	\$ (17,360.53)	3.55%
Total 5060 Marketing, Adv & Promo/Investor	\$ 63,360.78	\$ 320,000.00	\$ (256,639.22)	19.80%
5066 Database/Research	\$ 5,395.68	\$ 20,000.00	\$ (14,604.32)	26.98%
5100 Audit Expense	\$ 18,750.67	\$ 30,800.00	\$ (12,049.33)	60.88% 2
5105 Legal Fees	\$ 5,310.00	\$ 20,000.00	\$ (14,690.00)	26.55%
5120 Auto Travel	\$ 1,253.51	\$ 10,000.00	\$ (8,746.49)	12.54%
5140 Business Travel	\$ 6,547.95	\$ 35,000.00	\$ (28,452.05)	18.71%
5200 Dues & Subscriptions	\$ 628.98	\$ 12,500.00	\$ (11,871.02)	5.03%
5310 Insur-D&O/Liab/Umbrella/EPLI	\$ 10,884.11	\$ 8,000.00	\$ 2,884.11	136.05% 3
5410 Maint & Repair- Computers	\$ 5,363.26	\$ 24,000.00	\$ (18,636.74)	22.35%
5440 Meeting Expense	\$ 437.44	\$ 3,000.00	\$ (2,562.56)	14.58%
5500 CoLab Expenses	\$ 12,240.08	\$ 117,000.00	\$ (104,759.92)	10.46%
5600 Miscellaneous Expense	\$ 250.00	\$ 350.00	\$ (100.00)	71.43%
5610 Postage	\$ -	\$ 600.00	\$ (600.00)	0.00%
57000 Employee Wages & Benefits	\$ 176,938.16	\$ 770,000.00	\$ (593,061.84)	22.98%
5800 Supplies	\$ 772.33	\$ 2,750.00	\$ (1,977.67)	28.08%
5915 Telephone	\$ 488.34	\$ 4,000.00	\$ (3,511.66)	12.21%
5925 Cell Phones	\$ 1,545.27	\$ 7,000.00	\$ (5,454.73)	22.08%
5954 Copier Expense	\$ 17.20	\$ 500.00	\$ (482.80)	3.44%
5980 Rent Expense	\$ 12,920.67	\$ 55,000.00	\$ (42,079.33)	23.49%
6000 Professional Services				
6000c Advocacy	\$ 10,000.00	\$ 60,000.00	\$ (50,000.00)	16.67% 4
6000d Marketing Consultant	\$ 17,250.00	\$ 69,000.00	\$ (51,750.00)	25.00%
Total 6000 Professional Services	\$ 27,250.00	\$ 129,000.00	\$ (101,750.00)	21.12%
Total Expenditures	\$ 350,354.43	\$ 1,570,150.00	\$ (1,219,795.57)	22.31%
Net Operating Revenue	\$ (71,994.43)	\$ -	\$ (71,994.43)	
Net Revenue	\$ (71,994.43)	\$ -	\$ (71,994.43)	

1. Expenses for Funding Solutions

2. \$14,000 is one time audit expenses

3. Insurance for year

4. Contract with Floridian Partners ended Nov 2023

FloridaWest Economic Development Alliance

Statement of Financial Position

As of December 31, 2023

	Total
ASSETS	
Current Assets	
Bank Accounts	
1000 Checking- Private Hancock -363	186,378.58
1010 Checking - Public Hancock- 355	106,012.38
1020 Money Market - HW	100,565.22
Total Bank Accounts	\$ 392,956.18
Accounts Receivable	
11000 Accounts Receivable	117,805.13
Total Accounts Receivable	\$ 117,805.13
Other Current Assets	
1300 Prepaid Rent	23,827.50
Total Other Current Assets	\$ 23,827.50
Total Current Assets	\$ 534,588.81
Fixed Assets	
1600 Furniture and Fixtures	43,931.73
1650 Computers	27,092.11
1700 Accum Depreciation Computers	-22,660.31
1701 Accum Depreciation Furn & Fix	-30,033.41
Total Fixed Assets	\$ 18,330.12
Other Assets	
1800 Security Deposit	1,000.00
Total Other Assets	\$ 1,000.00
TOTAL ASSETS	\$ 553,918.93
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Total Accounts Payable	\$ 902.05
Other Current Liabilities	
2300 Other Payables	29,462.00
2350 Christmas Club Payable	225.00
Total 2300 Other Payables	\$ 29,687.00
2400 Payroll Liabilities	31,986.00
Total Other Current Liabilities	\$ 61,673.00
Total Current Liabilities	\$ 62,575.05
Total Liabilities	\$ 62,575.05
Equity	
3200 Unrestricted Net Assets	563,338.31
Net Revenue	-71,994.43
Total Equity	\$ 491,343.88
TOTAL LIABILITIES AND EQUITY	\$ 553,918.93

FloridaWest Economic Development Alliance
Statement of Activity by Class
October - December, 2023

	Private	Public	TOTAL
Revenue			
4000 Membership Dues	\$ 50,000.00	\$ 10,000.00	\$ 60,000.00
4200 Investor Membership Dues	\$ 20,000.00		\$ 20,000.00
4430 PEDC		\$ 168,750.00	\$ 168,750.00
4500 CoLab Income	\$ 24,642.94	\$ -	\$ 24,642.94
4512 Miscellaneous Income	\$ 150.00	\$ -	\$ 150.00
4513 CD Interest Income	\$ 4,817.06	\$ -	\$ 4,817.06
Total Revenue	\$ 99,610.00	\$ 178,750.00	\$ 278,360.00
Gross Profit	\$ 99,610.00	\$ 178,750.00	\$ 278,360.00
Expenditures			
5060 Marketing, Adv & Promo/Investor	\$ 5,695.00	\$ -	\$ 5,695.00
5060a Marketing - Website	\$ -	\$ 789.60	\$ 789.60
5060b Business Development	\$ 478.23	\$ -	\$ 478.23
5060c Prospect Development	\$ 779.79	\$ -	\$ 779.79
5060d Consulting	\$ 54,728.69	\$ -	\$ 54,728.69
5060e Tradeshows	\$ 250.00	\$ -	\$ 250.00
5680 Cyber/High Growth Companies	\$ -	\$ 639.47	\$ 639.47
Total 5060 Marketing, Adv & Promo/Investor	\$ 61,931.71	\$ 1,429.07	\$ 63,360.78
5066 Database/Research	\$ -	\$ 5,395.68	\$ 5,395.68
5100 Audit Expense	\$ -	\$ 18,750.67	\$ 18,750.67
5105 Legal Fees	\$ -	\$ 5,310.00	\$ 5,310.00
5120 Auto Travel	\$ 533.51	\$ 720.00	\$ 1,253.51
5140 Business Travel	\$ 6,547.95	\$ -	\$ 6,547.95
5200 Dues & Subscriptions	\$ 628.98	\$ -	\$ 628.98
5310 Insur-D&O/Liab/Umbrella/EPLI	\$ -	\$ 10,884.11	\$ 10,884.11
5410 Maint & Repair- Computers	\$ 2,470.66	\$ 2,892.60	\$ 5,363.26
5440 Meeting Expense	\$ 437.44	\$ -	\$ 437.44
5500 CoLab Expenses	\$ 5,971.98	\$ 6,268.10	\$ 12,240.08
5600 Miscellaneous Expense	\$ 250.00	\$ -	\$ 250.00
Total 57000 Employee Wages & Benefits	\$ -	\$ 176,938.16	\$ 176,938.16
5800 Supplies	\$ 772.33	\$ -	\$ 772.33
5915 Telephone	\$ 488.34	\$ -	\$ 488.34
5925 Cell Phones	\$ 1,545.27	\$ -	\$ 1,545.27
5954 Copier Expense	\$ 8.60	\$ 8.60	\$ 17.20
5980 Rent Expense	\$ -	\$ 12,920.67	\$ 12,920.67
6000 Professional Services			
6000c Advocacy	\$ 10,000.00	\$ -	\$ 10,000.00
6000d Marketing Consultant	\$ -	\$ 17,250.00	\$ 17,250.00
Total 6000 Professional Services	\$ 10,000.00	\$ 17,250.00	\$ 27,250.00
Total Expenditures	\$ 91,586.77	\$ 258,767.66	\$ 350,354.43
Net Operating Revenue	\$ 8,023.23	\$ (80,017.66)	\$ (71,994.43)
Net Revenue	\$ 8,023.23	\$ (80,017.66)	\$ (71,994.43)

**COMMUNITY ECONOMIC DEVELOPMENT ASSOCIATION
OF PENSACOLA AND ESCAMBIA COUNTY, INC.
(d/b/a FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE)**

PENSACOLA, FLORIDA

FINANCIAL STATEMENTS

SEPTEMBER 30, 2023 AND 2022

DRAFT

**COMMUNITY ECONOMIC DEVELOPMENT ASSOCIATION
OF PENSACOLA AND ESCAMBIA COUNTY, INC.
(d/b/a FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE)**

PENSACOLA, FLORIDA

FINANCIAL STATEMENTS

SEPTEMBER 30, 2023 AND 2022

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Community Economic Development Association
of Pensacola and Escambia County, Inc.
(d/b/a FloridaWest Economic Development Alliance)
Pensacola, Florida

Opinion

We have audited the accompanying financial statements of the Community Economic Development Association of Pensacola and Escambia County, Inc. (d/b/a FloridaWest Economic Development Alliance) ("FloridaWest"), which comprise the statements of financial position as of September 30, 2023 and 2022, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of FloridaWest as of September 30, 2023 and 2022, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of FloridaWest and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about FloridaWest's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibility

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements, including omissions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of FloridaWest's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about FloridaWest's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

**COMMUNITY ECONOMIC DEVELOPMENT ASSOCIATION OF
PENSACOLA AND ESCAMBIA COUNTY, INC.
(d/b/a FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE)
STATEMENTS OF FINANCIAL POSITION
SEPTEMBER 30, 2023 AND 2022**

ASSETS

	2023	2022
Current Assets:		
Cash and cash equivalents	\$ 512,025	\$ 466,467
Prepaid expenses and other assets	1,000	24,828
Total current assets	513,025	491,295
Property and Equipment, net	12,632	18,331
Right-of-Use Assets, Operating	404,011	-
Total Assets	\$ 929,668	\$ 509,626

LIABILITIES AND NET ASSETS

Current Liabilities:		
Accounts payable	\$ 4,155	\$ 4,230
Accrued payroll	48,727	57,669
Deferred membership dues	40,000	-
Operating lease liabilities, current portion	97,366	-
Total current liabilities	190,248	61,899
Long-Term Liabilities:		
Operating lease liabilities, less current portion	284,833	-
Net Assets Without Donor Restrictions	454,587	447,727
Total Liabilities and Net Assets	\$ 929,668	\$ 509,626

The accompanying notes are an integral
part of these financial statements.

**COMMUNITY ECONOMIC DEVELOPMENT ASSOCIATION OF
PENSACOLA AND ESCAMBIA COUNTY, INC.
(d/b/a FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE)
STATEMENTS OF ACTIVITIES
YEARS ENDED SEPTEMBER 30, 2023 AND 2022**

	2023	2022
Changes in Net Assets Without Donor Restrictions:		
Support and Revenue:		
Membership dues	\$ 200,000	\$ 200,000
Investor dues	50,000	30,000
Other support	5,000	-
Local governments	825,000	825,000
Incubator	96,733	63,281
Other revenue	7,285	45,075
Total support and revenue	1,184,018	1,163,356
Expenses:		
Program services:		
Salaries and benefits	377,472	524,035
Marketing and advertising	103,263	152,111
Incubator	120,034	149,427
Travel	21,419	28,457
Other	53,213	43,581
Total program services	675,401	897,611
Supporting services:		
General and administrative	501,757	411,009
Total expenses	1,177,158	1,308,620
Change in Net Assets	6,860	(145,264)
Net Assets, Beginning of Year	447,727	592,991
Net Assets, End of Year	\$ 454,587	\$ 447,727

The accompanying notes are an integral
part of these financial statements.

**FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE
STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED SEPTEMBER 30, 2023**

	2023		
	Program	Management and General	Total
Incubator	\$ 120,034	\$ -	\$ 120,034
Database	23,593	-	23,593
Depreciation	-	5,699	5,699
Dues and subscription	7,960	-	7,960
Maintenance and repairs	-	26,751	26,751
Marketing and advertising	103,263	-	103,263
Office	-	13,259	13,259
Professional fees	5,910	180,269	186,179
Rent	-	58,437	58,437
Salaries and benefits	377,472	198,929	576,401
Travel	21,419	6,932	28,351
Other	15,750	11,481	27,231
Total expenses	\$ 675,401	\$ 501,757	\$ 1,177,158

The accompanying notes are an integral
part of these financial statements.

**FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE
STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED SEPTEMBER 30, 2022**

	2022		
	Program	Management and General	Total
Incubator	\$ 110,593	\$ -	\$ 110,593
Incubator hurricane repairs*	38,834	-	38,834
Database	18,155	-	18,155
Depreciation	-	6,070	6,070
Dues and subscription	6,984	-	6,984
Maintenance and repairs	-	22,976	22,976
Marketing and advertising	152,111	-	152,111
Office	-	13,810	13,810
Professional fees	-	98,800	98,800
Rent	-	49,673	49,673
Salaries and benefits	524,035	204,001	728,036
Travel	28,457	9,990	38,447
Other	18,442	5,689	24,131
Total expenses	\$ 897,611	\$ 411,009	\$ 1,308,620

*Represents noncapitalized furniture/equipment and repair expenses which were purchased using insurance proceeds.

The accompanying notes are an integral
part of these financial statements.

**COMMUNITY ECONOMIC DEVELOPMENT ASSOCIATION OF
PENSACOLA AND ESCAMBIA COUNTY, INC.
(d/b/a FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE)
STATEMENTS OF CASH FLOWS
YEARS ENDED SEPTEMBER 30, 2023 AND 2022**

	2023	2022
Cash Flows From Operating Activities:		
Change in net assets	\$ 6,860	\$ (145,264)
Adjustments to reconcile change in net assets to net Cash provided by operating activities -		
Depreciation	5,699	6,070
Bad debt	10,000	-
Changes in -		
Accounts receivable	(10,000)	-
Prepaid expenses and other assets	-	(5,078)
Right-of-use assets	93,515	-
Accounts payable	(75)	4,230
Accrued payroll	(8,942)	(12,729)
Deferred revenue	40,000	-
Operating lease liabilities	(91,499)	-
Net cash provided by operating activities	45,558	(152,771)
Cash Flows From Investing Activities:		
Purchases of property and equipment	-	(1,114)
Net Increase (Decrease) in Cash	45,558	(153,885)
Cash and Cash Equivalents, Beginning of Year	466,467	620,352
Cash and Cash Equivalents, End of Year	\$ 512,025	\$ 466,467
Supplemental Schedule of Noncash Investing and Financing Activities:		
Recognition of right-of-use assets upon adoption of ASC 842	\$ 497,526	\$ -

The accompanying notes are an integral
part of these financial statements.

**COMMUNITY ECONOMIC DEVELOPMENT ASSOCIATION
OF PENSACOLA AND ESCAMBIA COUNTY, INC.
(d/b/a FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE)
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2023 AND 2022**

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization:

The Community Economic Development Association of Pensacola and Escambia County, Inc. (d/b/a FloridaWest Economic Development Alliance) (“FloridaWest”) is a not-for-profit corporation incorporated on September 23, 2014, to promote business development in Pensacola and Escambia County. Its primary means of support is from local governments, its members, and rents from the incubator project.

Financial Statement Presentation:

FloridaWest is required to report information regarding its financial position and activities according to two classes of net assets: without donor restrictions and with donor restrictions. Contributions received are reported as without donor restrictions or with donor restrictions depending on the existence or nature of any donor restrictions.

Cash and Cash Equivalents:

For purposes of the statements of cash flows, all highly liquid investments with an original maturity of less than three months are considered to be cash equivalents.

Contributions and Local Government Funding:

Contributions and local government funding received are recorded as without donor restrictions or with donor restrictions, depending on the existence and/or nature of any donor restrictions. When the restrictions expire, donor-restricted net assets are reclassified to net assets without donor restrictions and are reported in the statement of activities as *net assets released from restrictions*. Donor-restricted contributions are classified as revenue without donor restrictions if the restrictions are met in the same reporting period in which the contributions are received. There were no donor-restricted net assets at September 30, 2023 or 2022.

FloridaWest also receives funding in the form of membership dues and investor dues from local businesses. Businesses that pay membership dues receive voting privileges in FloridaWest in exchange for their annual dues. Businesses that pay investor dues do not receive voting privileges. Income from membership and investor dues are recognized in the period to which the dues relate. Dues which are not yet earned are presented as deferred membership dues in the accompanying Statements of Financial Position. Deferred membership dues at September 30, 2023 and 2022 totaled \$40,000 and \$0, respectively.

**COMMUNITY ECONOMIC DEVELOPMENT ASSOCIATION
OF PENSACOLA AND ESCAMBIA COUNTY, INC.
(d/b/a FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE)
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2023 AND 2022**

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Property and Equipment:

Property and equipment acquired through purchase is recorded at cost. Donated property and equipment is recorded at estimated fair value at the date received. The cost of maintenance and repairs is charged to expense as incurred; significant renewals and betterments are capitalized. The capitalization policy for FloridaWest requires applicable costs be recorded as property and equipment when amounts equal or exceed \$1,000. Property and equipment is depreciated using the straight-line method over the estimated useful lives as follows:

Furniture, fixtures, and equipment	5 - 15 years
Computer equipment	5 years
Leasehold improvements	4 - 7 years

Allocation of Expenses:

Directly identifiable expenses are charged to programs and supporting services. Payroll and related expenses are charged to programs and supporting services based on estimated time of each employee dedicated to each function. General and administrative expenses include primarily those expenses that are not directly identifiable with any other specific function but provide for the overall support and direction of FloridaWest.

Use of Estimates:

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Advertising Costs:

Advertising costs are expensed when incurred. Advertising costs for the years ended September 30, 2023 and 2022 amounted to \$63,516 and \$58,763, respectively.

Income Taxes:

FloridaWest is operating as a not-for-profit corporation, under Section 501(c)(6) of the Internal Revenue Code and is not subject to income taxes with the exception of unrelated business income. Accordingly, no provision for income taxes has been recorded in the financial statements.

**COMMUNITY ECONOMIC DEVELOPMENT ASSOCIATION
OF PENSACOLA AND ESCAMBIA COUNTY, INC.
(d/b/a FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE)
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2023 AND 2022**

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Leases:

In February 2016, the Financial Accounting Standards Board (“FASB”) issued Accounting Standards Update No. 2016-02, *Leases (Topic 842)* (“ASU 2016-02”), which supersedes the requirements in Accounting Standards Codification Topic 840, *Leases*. The update required business and not-for-profit entities to recognize lease assets and liabilities on the statement of financial position and to disclose key information about leasing arrangements. A lessee recognizes a liability to make lease payments and a right-of-use asset representing its right to use the leased asset. FloridaWest adopted the standard effective October 1, 2022, using the modified retrospective transition method permitted by ASU 2018-11.

FloridaWest’s lessee arrangements include operating leases for office space and equipment. Under these arrangements, FloridaWest records right-of-use (“ROU”) assets and corresponding lease liabilities, each of which is based on the present value of the remaining lease payments discounted using the risk-free rate practical expedient allowable under ASC 842. ROU assets are reported as noncurrent assets and the related lease liabilities are reported in current and long-term liabilities on the statement of financial position. Lease terms may contain renewal and extension options and early termination features. Lease expense is recognized on a straight-line basis over the lease term.

Subsequent Events:

Management has evaluated subsequent events through **December XX, 2023**, which is the date the financial statements were available to be issued.

NOTE 2 - PROPERTY AND EQUIPMENT

Property and equipment and related accumulated depreciation consist of the following:

	2023	2022
Furniture, fixtures and equipment	\$ 43,932	\$ 43,932
Computer equipment	27,092	27,092
	71,024	71,024
Less accumulated depreciation	(58,392)	(52,693)
Property and equipment, net	\$ 12,632	\$ 18,331

Depreciation expense totaled \$5,699 and \$6,070 for the years ended September 30, 2023 and 2022, respectively.

**COMMUNITY ECONOMIC DEVELOPMENT ASSOCIATION
OF PENSACOLA AND ESCAMBIA COUNTY, INC.
(d/b/a FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE)
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2023 AND 2022**

NOTE 3 - BENEFIT PLAN

FloridaWest has a 401(k)-plan covering substantially all employees who have met certain service requirements. Contributions to the plan amounted to \$10,399 and \$16,411 for the years ended September 30, 2023 and 2022, respectively.

NOTE 4 - USE OF RESERVES

During the year ended September 30, 2022, FloridaWest utilized funds reserved by the Board of Directors from within net assets without donor restrictions in the amount of \$55,400 to finance the costs associated with the development of a five-year strategic plan. This amount was included in professional fees in the Statement of Functional Expenses.

NOTE 5 - COMMITMENTS AND CONTINGENCIES

Concentration – Major Support:

FloridaWest receives a substantial amount of its support from local governments. A significant reduction in the level of this support would impact FloridaWest's programs and activities.

Concentration of Credit Risk – Uninsured Cash Balances:

Demand deposits held at financial institutions are insured by the Federal Deposit Insurance Corporation ("FDIC") up to certain limits. At September 30, 2023, FloridaWest had uninsured balances of \$278,011.

Contract:

FloridaWest contracted with a marketing firm for the period October 1, 2023 to September 30, 2024. The contract commitment remaining as of September 30, 2023 was \$69,000.

**COMMUNITY ECONOMIC DEVELOPMENT ASSOCIATION
OF PENSACOLA AND ESCAMBIA COUNTY, INC.
(d/b/a FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE)
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2023 AND 2022**

NOTE 6 - LEASES

FloridaWest leases office facilities and equipment under operating leases expiring through January 2029. As of September 30, 2023, the ROU assets related to the operating leases totaled \$404,011 and the lease liabilities totaled \$382,199. Rent expense totaled \$110,989 and \$107,651 for the years ended September 30, 2023 and 2022 and is included in program and general and administrative expenses on the accompanying statements of activities. The following table presents supplemental information pertaining to the operating leases as of and for the year ended September 30, 2023:

Operating cash flows from operating leases	\$ 108,973
ROU assets obtained in exchange for new operating lease liabilities	\$ 497,526
Weighted-average remaining lease term in years for operating leases	4.55
Weighted-average discount rate for operating leases	3.96%

The following table presents the maturities of FloridaWest's operating lease liabilities and the present value discount at September 30, 2023:

2024	\$ 111,047
2025	110,448
2026	55,575
2027	58,500
2028	61,425
Thereafter	<u>20,800</u>
Total undiscounted cash flows	417,795
Less: present value discount	<u>(35,596)</u>
Total lease liabilities	<u>\$ 382,199</u>

Subleases:

FloridaWest subleases office space to tenants under cancelable operating leases. Sublease rental income amounted to \$90,271 and \$57,988 for the years ended September 30, 2023 and 2022, respectively. As of September 30, 2023, minimum rental income under subleases for fiscal year 2024 is \$49,661. FloridaWest has a maximum of four renewal years until the sublease is considered a graduated lease, which can no longer be extended.

**COMMUNITY ECONOMIC DEVELOPMENT ASSOCIATION
OF PENSACOLA AND ESCAMBIA COUNTY, INC.
(d/b/a FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE)
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2023 AND 2022**

NOTE 7 - LIQUIDITY

FloridaWest's financial assets available within one year of the statement of financial position date for general expenditure are as follows as of September 30, 2023 and 2022, respectively:

	<u>2023</u>	<u>2022</u>
Cash and cash equivalents	<u>\$ 512,025</u>	<u>\$ 466,467</u>

As part of FloridaWest's liquidity management, it has a policy to structure its financial assets to be available as its general expenditures, liabilities and other obligations come due.

DRAFT

January 09, 2024

Saltmarsh, Cleaveland & Gund
Post Office Drawer 13207
Pensacola, Florida 32591-3207

This representation letter is provided in connection with your audit of the financial statements of the Community Economic Development Association of Pensacola and Escambia County, Inc. (d/b/a/ FloridaWest Economic Development Alliance) ("FloridaWest"), which comprise the statements of financial position as of September 30, 2023 and 2022, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the disclosures (collectively, the "financial statements"), for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States ("U.S. GAAP").

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. An omission or misstatement that is monetarily small in amount could be considered material as a result of qualitative factors.

We confirm, to the best of our knowledge and belief, as of January 09, 2024, the following representations made to you during your audit.

Financial Statements

1. We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated September 20, 2023, including our responsibility for the preparation and fair presentation of the financial statements in accordance with U.S. GAAP.
2. The financial statements referred to above are fairly presented in conformity with U.S. GAAP.
3. We acknowledge our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
4. We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.
5. Significant assumptions we used in making accounting estimates, including those measured at fair value, are reasonable.

6. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with U.S. GAAP.
7. All events subsequent to the date of the financial statements and for which U.S. GAAP requires adjustment or disclosure have been adjusted or disclosed.
8. We are in agreement with the adjusting journal entries you have proposed, and they have been posted to FloridaWest's accounts.
9. The effects of all known actual or possible litigation, claims, and assessments have been accounted for and disclosed in accordance with U.S. GAAP.
10. Significant estimates and material concentrations have been appropriately disclosed in accordance with U.S. GAAP.
11. Guarantees, whether written or oral, under which FloridaWest is contingently liable, have been properly recorded or disclosed in accordance with U.S. GAAP.

Information Provided

12. We have provided you with:
 - a) Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements, such as records (including information obtained from outside of the general and subsidiary ledgers), documentation, and other matters.
 - b) Additional information that you have requested from us for the purpose of the audit.
 - c) Unrestricted access to persons within FloridaWest from whom you determined it necessary to obtain audit evidence.
 - d) Minutes of the meetings of the governing board or summaries of actions of recent meetings for which minutes have not yet been prepared.
13. All material transactions have been recorded in the accounting records and are reflected in the financial statements.
14. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
15. We have no knowledge of any fraud or suspected fraud that affects FloridaWest and involves:
 - a) Management,
 - b) Employees who have significant roles in internal control, or
 - c) Others where the fraud could have a material effect on the financial statements.
16. We have no knowledge of any allegations of fraud or suspected fraud affecting FloridaWest's financial statements communicated by employees, former employees, grantors, regulators, or others.

17. We have no knowledge of any instances of noncompliance or suspected noncompliance with laws and regulations, whose effects should be considered when preparing financial statements.
18. We are not aware of any pending or threatened litigation, claims, or assessments or unasserted claims or assessments that are required to be accrued or disclosed in the financial statements in accordance with U.S. GAAP, and we have not consulted a lawyer concerning litigation, claims, or assessments.
19. We have disclosed to you the names of all of FloridaWest's related parties and all the related-party relationships and transactions, including any side agreements.
20. FloridaWest has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.
21. We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to us.
22. The Community Economic Development Association of Pensacola and Escambia County, Inc. (d/b/a/ FloridaWest Economic Development Alliance) is an exempt organization under Section 501(c)(6) of the Internal Revenue Code. Any activities of which we are aware that would jeopardize FloridaWest's tax-exempt status, and all activities subject to tax on unrelated business income or excise or other tax, have been disclosed to you. All required filings with tax authorities are up-to-date.
23. In regard to the financial statement preparation, tax return preparation, and fixed asset schedule services performed by you, we have –
 - Assumed all management responsibilities.
 - Designated an individual who has suitable skill, knowledge, or experience to oversee the services.
 - Evaluated the adequacy and results of the services performed.
 - Accepted responsibility for the results of the services

As provided by you, we have read and reviewed a copy of the draft financial statements for the Community Economic Development Association of Pensacola and Escambia County, Inc. (d/b/a/ FloridaWest Economic Development Alliance) as of and for the year ended September 30, 2023 and 2022 and we accept full responsibility for the amounts and disclosures contained therein. Management has also reviewed any audit adjustments proposed by you during your recent examinations, all of which have been previously discussed.

We approve the draft and all audit adjustments by signing below as of the date listed and authorize you to issue final reports. The number of final reports requested total _____.

Brian Hilson, CEO

David Bear, President

BUSINESS DEVELOPMENT

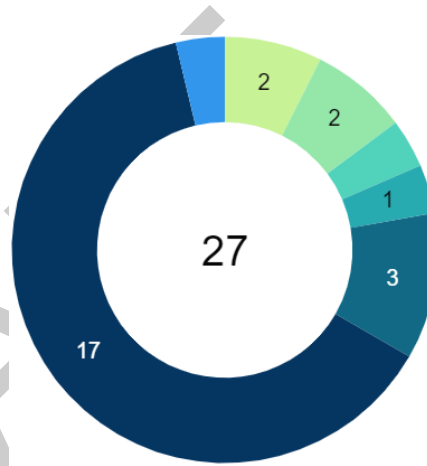
January 3, 2024

Active Projects	27
Active Project Site Visits	7
Existing Industry Visits	10
Response Proposals	2

PROJECTS BY TARGET SECTOR / **11** NEW LOCATIONS
16 LOCAL EXPANSIONS

New Jobs	Retained Jobs	Average Wage	Capital Investment
1,277	489	\$62,059	\$2,692,548,000

- Primary Target Industry
- Aviation/Aerospace ●
 - Business Services ●
 - Cyber Security ●
 - Distribution/Logistics ●
 - Headquarters ●
 - Manufacturing ●
 - Research & Development ●

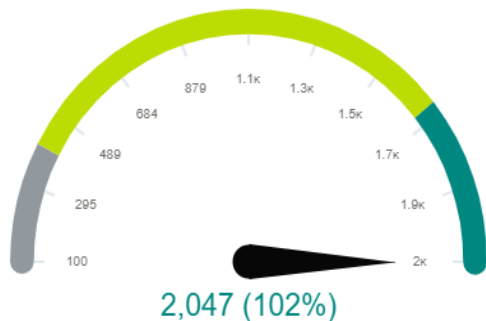


YTD EXISTING INDUSTRY VISITS = 10

OCTOBER	7
NOVEMBER	2
DECEMBER	1

Date	Company	#Employees	Sector
11/28/2023	Pensacola Christian College	1,164	Post Secondary Education
11/29/2023	Tech Farms Capital	2	Business Services
12/5/2023	Griffox Consulting	1	Business Services

ANNOUNCEMENTS



5-YEAR JOBS GOAL = 2000 (by 2023)
2014 -2023 = 58 PROJECTS ANNOUNCED

35 PROJECTS / **10** NEW RELOCATIONS
25 LOCAL EXPANSIONS

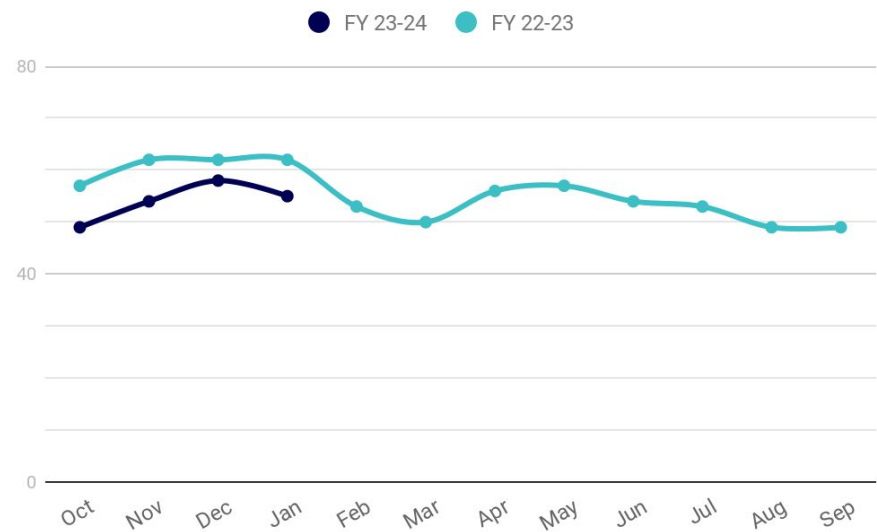
New Jobs	Retained Jobs	Average Wage	Annual Payroll	Capital Investment
2047	299	\$58,101	\$136,305,080	\$325,651,385
New Jobs	Retained Jobs	Average Wage	Annual Payroll	Capital Investment
7444	913	\$57,621	\$481,537,112	\$803,109,585

FloridaWest - Business Expansion and Relocation Announcements



Company	Zip Code	Sector	New Jobs	Retained Jobs	Average Wage	Annual Payroll	Capital Investment
Economic Development Announcements (2014 - 2018)		24 Projects	5397	614	\$56,890	\$341,965,790	\$477,458,200
Lost Key Media May, 2019	32502	Business Services	3		\$50,000	\$150,000	NA
American Tire Distributors June, 2019	32503	Distribution	30	20	\$32,000	\$1,600,000	\$4,000,000
ST Engineering Aerospace July, 2019	32503	Aviation	1325		\$45,394	\$60,147,050	\$245,000,000
Qualia Is March 2020	32502	Business Services	2		\$50,000	\$100,000	NA
EBI Management Group, Inc. March, 2020	32502	Business Services	13	1	\$65,000	\$910,000	\$350,000
Girl Catch Fire April, 2020	32503	Business Services	1	1	\$50,000	\$100,000	NA
CoFlyt May, 2020	32507	IT	5	3	\$63,200	\$505,600	NA
Right on Target Marketing May, 2020	32502	Business Services	2		\$40,000	\$80,000	NA
Social Icon May, 2020	32502	Business Services	3		\$42,000	\$126,000	NA
Speaker Training May, 2020	32502	Business Services	1	1	\$50,000	\$100,000	NA
Allius Marketing May 2020	32503	Business Services	1	1	\$55,000	\$110,000	NA
Association Resource Solutions May 2020	32514	Business Services	1	5	\$45,000	\$270,000	NA
Blue Wind Technologies May 2020	32514	Manufacturing	120		\$41,937	\$5,032,440	\$3,500,000
Ascend Performance Materials June 2020	32533	Manufacturing	10	30	\$67,000	\$2,680,000	\$20,000,000
Cordele Intermodal June 2020	32533	Business Services	5	20	\$42,000	\$1,050,000	\$3,500,000
Data Revolution September, 2020	32504	Business Services	5		\$60,000	\$300,000	NA
Guided Particle Systems September, 2020	32502	R&D	1	4	\$80,000	\$400,000	NA
WarFighter Fitness September, 2020	32503	Business Services	2	4	\$51,600	\$309,600	NA
Tag Tech, LLC September, 2020	32502	IT	5	6	\$84,500	\$929,500	NA
Angler Up Charters September, 2020	32503	Business Services	2	2	\$59,900	\$239,600	\$225,000
Streamline Boats September 2020	32502	Manufacturing	100		\$45,500	\$4,550,000	\$2,000,000
N Star Investments March 2021	32502	Business Services	1		\$106,000	\$106,000	
Hemp Surgical March 2021	32502	Manufacturing	35		\$38,000	\$1,330,000	\$7,000,000
CIRCULOGENE December 2021	32535	BioMedical	70		\$100,000	\$7,000,000	\$3,325,000
Paradigm Parachute & Defense March, 2022	32502	Manufacturing	28	21	\$46,500	\$2,278,500	\$2,653,345
Pegasus Laboratories March, 2022	32534	Manufacturing	63	100	\$61,204	\$9,976,252	\$17,665,000
ActiGraph, LLC April, 2022	32514	Headquarters	43	80	\$65,000	\$7,995,000	\$7,833,040
Advanced Technology Recycle (ATR) June, 2022	32502	Headquarters	74		\$55,332	\$4,094,568	\$3,500,000
Vivid Bridge Studios January, 2023	32505	Business Services	6		\$58,200	\$349,200	NA
Anglin Reichmann Armstrong March, 2023	32502	Headquarters	10		\$58,000	\$580,000	\$3,600,000
128 Creative Collective March, 2023	32505	Business Services	5		\$68,300	\$341,500	NA
RX-Stay May, 2023	32502	Business Services	2		\$78,700	\$157,400	NA
Algoplast Corp. May, 2023	32535	Manufacturing	25		\$46,570	\$1,164,250	\$1,500,000
Capacity Path May, 2023	32501	Business Services	2		\$82,300	\$164,600	
CO:LAB Pensacola (19 Companies) October, 2023	32502	Business Services	46		\$49,400	\$2,272,400	NA
5-year Goals to Date		35 Projects	2047	299	\$58,101	\$136,305,080	\$325,651,385
FY 2014-2023 Totals		58 Projects	7444	913	\$57,621	\$481,537,112	\$803,109,585

Occupancy (Goal: 80%)

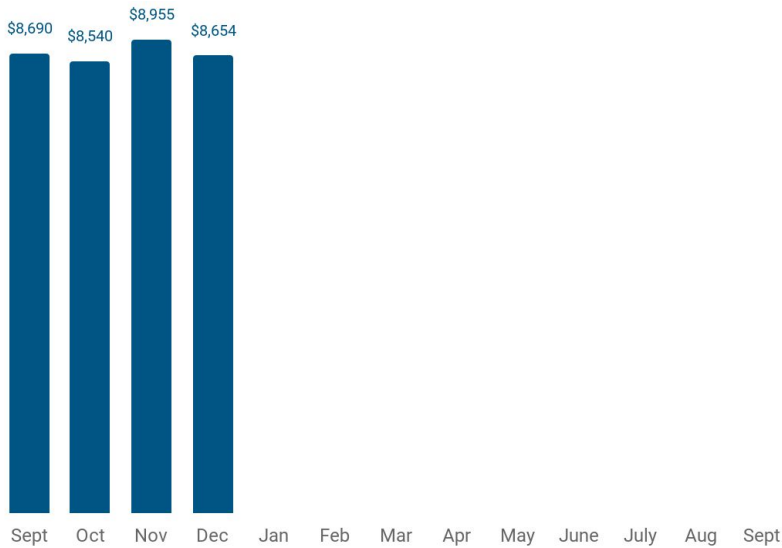


5,639 SQ. FT.
OF 10,206 TOTAL

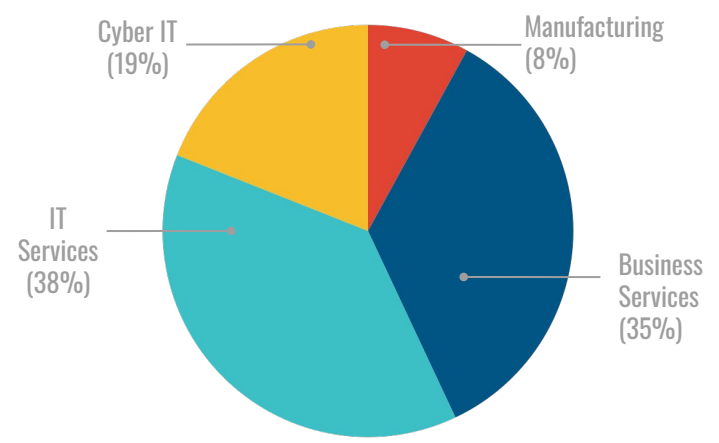
19
COMPANIES

48 EMPLOYEES

Revenue



Employees by Industry



Companies

Snap Soccer

Year 5

Prospect Junkie
ARGO Cyber Systems
Envision CMS
National Energy USA

Year 3

Brewwww
Taste of Pensacola
MediaTech Direct
Maps & Legends Marketing
Morbi
All Mine Lah
Lifestyle Medicine Wellness & Recovery

Year 2

She Speaks and Inspires
Accenture
Mappica
Gulf Coast 3D Metrology
Screen Corps
Key Tutoring Resources
SwiftWorks Technology

Year 1

Alumni

Heart Crossed Films, *Dec '23*
Determinant Materials, *Nov '23*
Capacity Path, *Aug '23*
Doorknob Consulting, *Aug '23*
Master Butler Service Corp, *Jul '23*
Rx:Stay, *June '23*
128 Creative Collective, *Mar '23*
Vivid Bridge Studios, *Feb '23*
Data Revolution, *Sep '20*
Guided Particle Systems, *Sep '20*
Warfighter Fitness, *Sep '20*
N Star Investments, *Sep '20*
Tag Tech, *Sep '20*
Angler Up, *Sep '20*
Assoc. Resource Solutions, *Sep '20*

Coast Software, *Jul '20*
Girl Catch Fire, *Jun '20*
Altius Marketing, *May '20*
Coflyt, *May '20*
Social Icon, *May '20*
Speaker Training, *May '20*
Right on Target Marketing, *May '20*
Pensacola Media Group, *May '20*
EBI Management Group, *Mar '20*
Qualia Is, *Mar '20*
Samantha Weaver, *Sep '19*
The Strength Group, *Sep '19*
Lost Key Media, *May '19*
Hatchmark Studio, *Aug '18*
Your Techno Geeks, *May '18*

IRIS, *Apr '18*
Hexad Analytics, *Apr '17*
Accountingfly, *Feb '17*
Paint University, *Feb '17*
FFCFC, *Feb '17*
Jewel Graphics, *Apr '17*
Broker Frameworks, *Feb '17*
Koala Pickup, *Feb '17*
Re Vera Services, LLC, *Sep '16*
Clearstream, *Sep '16*
Pay Cell Systems, *Jun '16*
Robotics Unlimited, Inc., *Dec '15*
EPR, *Apr '14*
The Analyst Group, *Jul '12*

Community

NEW TENANT Key Tutoring Resources specializes in helping children with dyslexia using the Barton program.

NEW TENANT ScreenCorps provides background screening services to employers in NWFL and across the country.

NEW TENANT SwiftWorks Technology is an IT consulting and professional Managed Services firm offering Enterprise Architecture Design and process improvements with technology.

Marketing & Communications Review – Dec. over Nov. 2023

Website Metrics – Google Analytics

Summary: Numbers are soft from the holidays. We would greatly improve results by returning a digital marketing campaign for each enterprise.

FloridaWest.com

- users ↓ 31% - ↓ 288 – total of 630 unique users
- page views ↓ 40% - ↓ 773 – total of 1178 page views
- sessions ↓ 34% - ↓ 389 – total of 768 sessions
- top cities: Pensacola, Chicago, Atlanta, Columbus, Mobile,

CyberCoastFlorida.com

- users ↓ 34% - ↓ 26 – total of 517 users
- page views ↓ 22% - ↓ 27 – total of 94 page views
- sessions ↓ 27% - ↓ 22 – total of 61 sessions
- top cities: Chicago, Columbus, Nashville, Atlanta

CO-LAB.com

- users ↓ 12% - ↓ 22 – total of 161 users
- page views ↓ 2% - ↓ 7 – total of 300 page views
- sessions ↓ 13% - ↓ 29 – total of 189 sessions
- top cities: Pensacola, Chicago, Dallas, San Antonio

Social Media Metrics

Summary: While numbers are improving, we recommend returning to an ongoing marketing effort to promote our social pages.

FloridaWest

- Facebook
 - Reach: 372 ↓ 56% over previous period
 - Page views: 49 ↑ 9% over previous period
 - Page new likes: 10
 - Total likes/followers: 915
- Instagram
 - Reach: 120 ↓ 33% over previous period
 - Profile visits: 12 - even over previous period
 - New followers: 5
 - Total followers: 569
- X - 28-day snapshot
 - Tweet impressions: 389 ↓ 54% over previous period

- New Followers: 99
- Total Followers: 840
- LinkedIn
 - Reactions: 184 ↑ by 61% over previous period
 - Page views: 67 ↑ by 22% over previous period
 - New followers: 14
 - Total followers: 1163

CO:LAB

- Facebook
 - Reach: 531 ↓ by 45% over previous period
 - Page views: 120 ↑ by 1% over previous period
 - Page new likes: 9
 - Total likes: 991
- Instagram
 - Reach: 221 ↓ 43% over previous period
 - Profile Visits: 14 ↓ 66% over previous period
 - New followers: 5
 - Total followers: 1,089
- X - 28-day snapshot
 - Tweet impressions: 55 ↓ 48% over previous period
 - New Followers: 0
 - Followers: 171
- LinkedIn
 - Reactions: 44 ↓ 62% over previous period
 - Page views: 30 ↓ 29% over previous period
 - New followers: 6
 - Total followers: 525

CyberCoast

- Facebook
 - Reach: 154 ↑ 144% over previous period
 - Page views: 14 ↑ 405% over previous period
 - Page new likes: 1
 - Total likes: 151
- Instagram
 - Reach: 95 ↓ 47% over previous period
 - Profile visits: 7 ↓ 42% over previous period
 - New followers: 3
 - 325
- X - 28-day snapshot
 - Tweet impressions: 131 ↑ 24% over previous period
 - New Followers: 0
 - Followers: 46
- LinkedIn - 90-day snapshot
 - Reactions: 118 ↑ 151% over previous period

- Page views: 12 ↑ 9% over previous period
- New followers: 8
- Total followers: 164

News, Events & More

- January eNewsletter sent Friday, Jan. 5.
 - Please send any relevant economic development/community news to pr@floridawesteda.com
- The next Taco Thursday is Jan. 28, noon at CO:LAB
- 1 Million Cups is Feb. 7, 9 a.m. at CO:LAB

DRAFT



FUNDING SOLUTIONS

More than fundraising.





Community and Economic Development Work-Past & Current

Represents 5 LCB Questions in 4 Key Areas

Greatest Challenges Question

1. What are the greatest challenges/barriers in our ability to retain, expand and recruit business and industry in Pensacola and Escambia County?

FloridaWest Existing Program of Work Questions

2. FloridaWest is focused on three main strategic goals: business recruitment, business retention, and the facilitation of innovation and entrepreneurship. With those strategic goals in mind, what do you believe is FloridaWest's role as it relates to other local and regional economic development organizations?
3. What is your understanding and appreciation for the successes and impact of FloridaWest and its program of work in Pensacola and Escambia County?



Community and Economic Development Work-Past & Current

Represents 5 LCB Questions in 4 Key Areas

Recollection of past results from FloridaWest programs question

4. From the “Business Development Report and CO:LAB Occupancy Report”, what specific programs and/or results can you recall from the implementation of FloridaWest’s efforts in the last several years?

Has your business/organization benefited question

5. Has your business/organization directly benefited or experienced residual benefits from FloridaWest’s efforts discussed above?



Community and Economic Development Work-Past & Current

— Key Take Aways —

1. Greatest Challenges

- 55% of our respondents mentioned a lack of a cohesive economic development strategy that includes all the players – public sector, private sector, local and regional partner organizations
- General feeling that local government constricts quality business growth and development
- Strong feeling amongst those interviewed that there is a significant opportunity to unify the economic development efforts in Pensacola and Escambia County

2. FloridaWest Existing Programming – Strategic Goals and Role in Economic Development

- 69% of our respondents expressed the opinion that FloridaWest should be the lead convener, conductor and collaborator of economic development entities – targeted within it's three main strategic goals
- It is clear that both community and business leadership is ready and looking for an organization to lead, partner, and collaborate on all things economic development in Pensacola and Escambia County



Community and Economic Development Work-Past & Current

— Key Take Aways —

3. FloridaWest Existing Programming – Appreciation of Successes and Impact

- Only five percent (5%) of our interviewees stated they had a solid understanding of FloridaWest's success and impact; forty-six percent (46%) had limited understanding; and the largest group of forty-nine percent (49%) said they had no understanding
- The very high lack of awareness of the content of this question accentuates the fact that FloridaWest has not been outwardly visible in the community nor has it communicated effectively its mission, strategy and outcomes to its stakeholders nor the broader community



Community and Economic Development Work-Past & Current

— Key Take Aways —

4. Recollections of Past Results

- When our interviewees were given copies of the FloridaWest Business Development Report and CO:LAB Occupancy Report to review during our interview process and asked if they could recall results listed from the implementation of FloridaWest’s efforts, their responses were as follows:
 - Have a solid familiarity with the positive outcomes – 2%
 - Have limited to very little recollection of the reported results – 27%
 - Have no recollection of the reported results – 71%
- With the lack of visibility and communicated results there was a definite question regarding FloridaWest’s true results verses what is perceived in the broader community as “taking credit” for the outcomes of other individuals/organizations
- In further discussion with those with little to some recollection of FloridaWest results, the following received the most mentions:
 1. ST Engineering – 15
 2. Navy Federal Credit Union – 7
 3. CO:LAB occupants or alumni – 6
 4. Ascend Performance Materials - 1

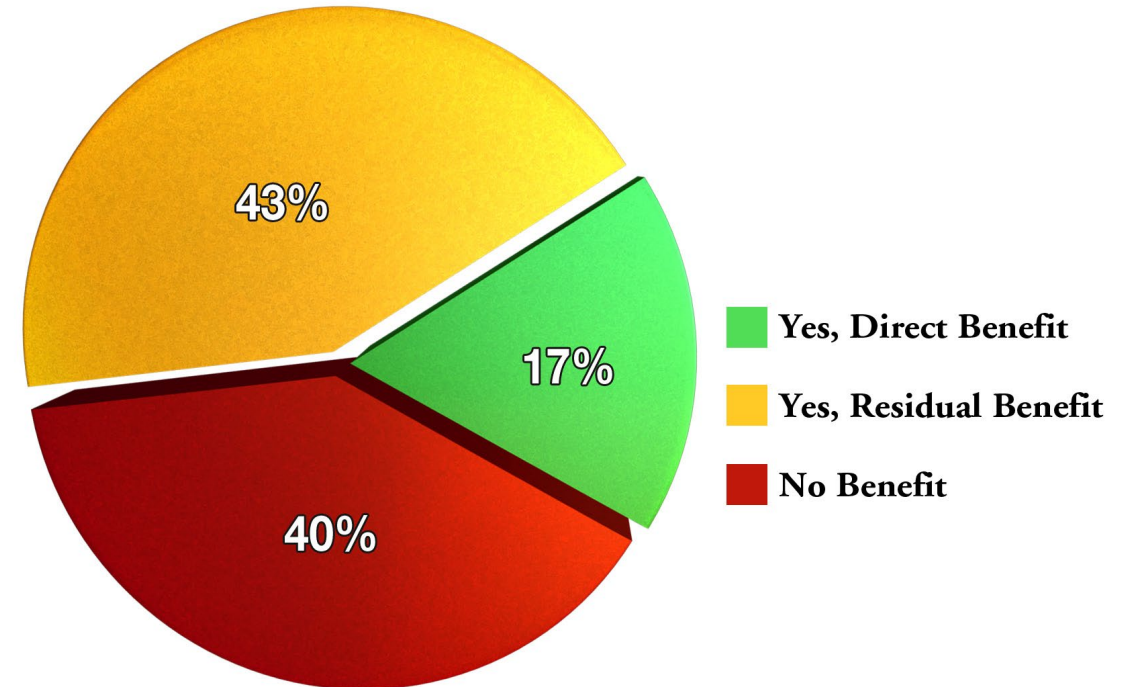


Community and Economic Development Work-Past & Current

— Key Take Aways —

5. Your Business/Organization Benefited?

- As displayed in the pie chart, 60% of our interviewees stated they had either direct benefits (17%) or some residual benefits (43%) from FloridaWest’s efforts.
- A note of concern is that in addition to a very high (40%) in the “no benefit” group was how strongly several respondents (including from both the private and public sectors) expressed their disappointment regarding what they considered a lack of measurable results from FloridaWest’s past efforts – including concerns voiced by the existing investors. Funding Solutions will address remedies to this issue in our Recommendations that follow.





Our Program Outreach Vision

Represents 2 LCB Questions in this 1 Key Area

6. Rate and Rank Question

Help us in assessing the importance to your business/organization in five areas of economic and community development programming

7. Programming Question

Do you believe FloridaWest should expand its program of work for enhanced recruitment efforts and better meet the retention and expansion needs of existing business through additional private sector investment?



Our Program Outreach Vision

— Key Take Aways —

6. Five areas of Economic and Community Development (Rate and Rank)

- The following percentages represent activities the interviewees selected as being either extremely or very important to their business/organization

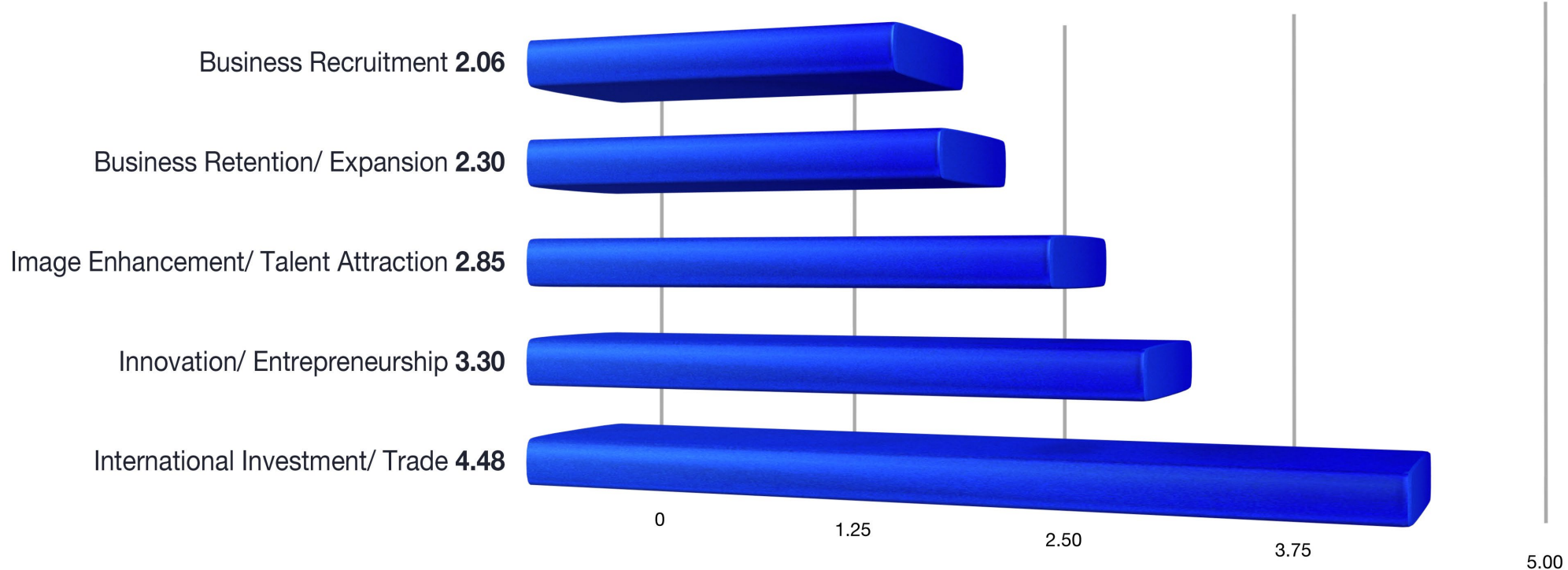
<u>Overarching Categories</u>	<u>% Selected Extremely/Very Important</u>
Business Recruitment	88%
Business Retention/Expansion	79%
Image Enhancement/Talent Attraction	72%
Innovation/Entrepreneurship	67%
International Investment/Trade	30%



Our Program Outreach Vision

— Key Take Aways —

6. The following graph represents how our 38 LCB interviewees ranked the five areas of economic and community development as to the importance to their business/organization, (with 1 being the most important and 5 being the least important). The numbers below are mean averages (the nearer to 1.0 the better).



- The mean averages as well as the potential program initiatives selected “extremely/very important” provide important input as to “highest value” economic/community initiatives the FloridaWest leadership should consider as part of the five-year plan.



Our Program Outreach Vision

— Key Take Aways —

7. Expand Programming

- Prospect of increased private sector investment/involvement in FloridaWest was embraced enthusiastically by interviewees – with the caveat that a solid plan providing ROI and a “real” measurement and reporting process will be required to build and maintain relationships, involvement and funding
- Near unanimous agreement
 - a) Increased private sector participation/funding will enable FloridaWest to expand its programming
 - b) Such participation by the private sector will depend upon the crafting, presentation, and execution of a plan that contains expected outcomes and measurement of performance in attaining the goals and objectives set forth in the plan
 - c) Need to see how the dollars are spent and provide perceived ROI for both investors and the community in general



Our Resources

Represents 3 LCB questions in this 1 Key Area

8. Annual Budget Increase Question

Do you believe an increase of \$500,000 annually, primarily from the private sector, is achievable?

9. Likely to Invest Question

If FloridaWest presents a concise plan of action, that if properly resourced with funding and personnel could more successfully take on impactful economic development projects in the future (like those discussed in question #4 and the initiatives you helped us prioritize in question #6), would you/your organization invest in FloridaWest going forward?

10. Key Individuals/Organizations to Support Plan Question

Identify 6 to 8 individuals/organizational leaders, who if supportive and engaged in this plan, would result in a greater likelihood of success

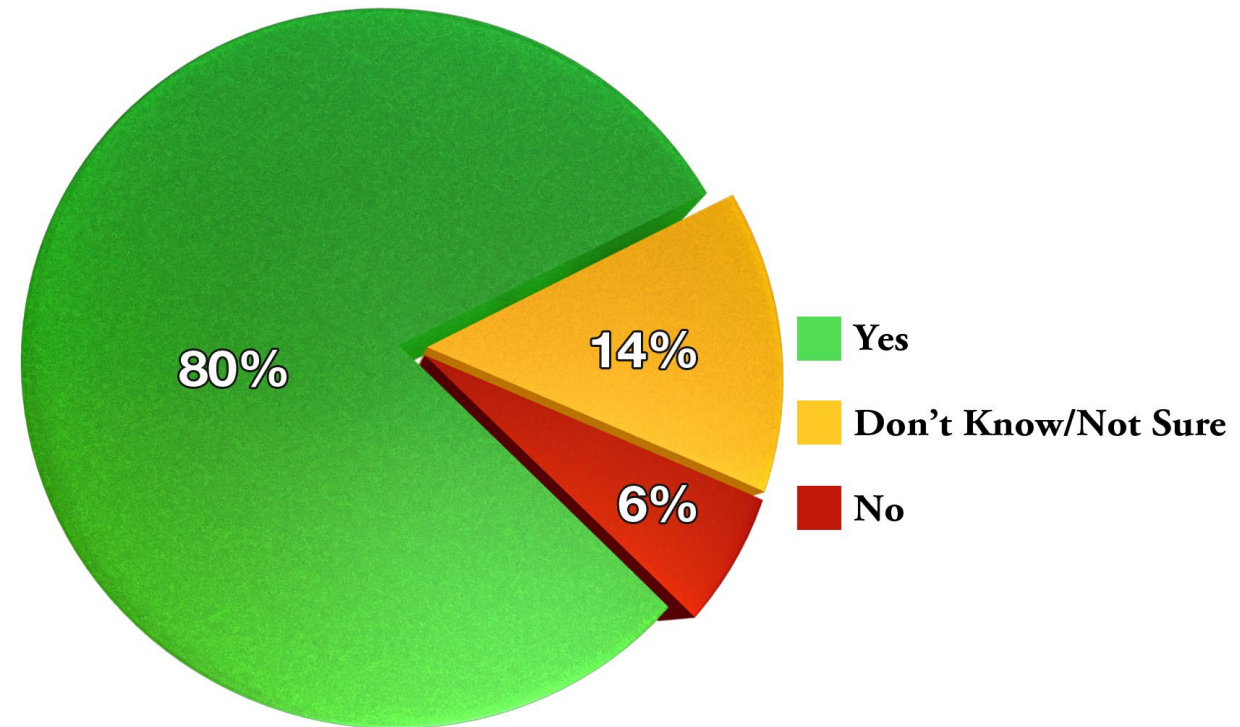


Our Resources

8. Annual budget of \$500,000 per year — Achievable?

— Key Take Aways —

- As to the \$500,000 annual budget increase (primarily from the private sector) being achievable, the largest group of interviewees responded with a “Yes”. About half of the respondents added a qualifying statement such as the need for a “solid plan” and “establish FloridaWest’s credibility, programming, and ability to execute”





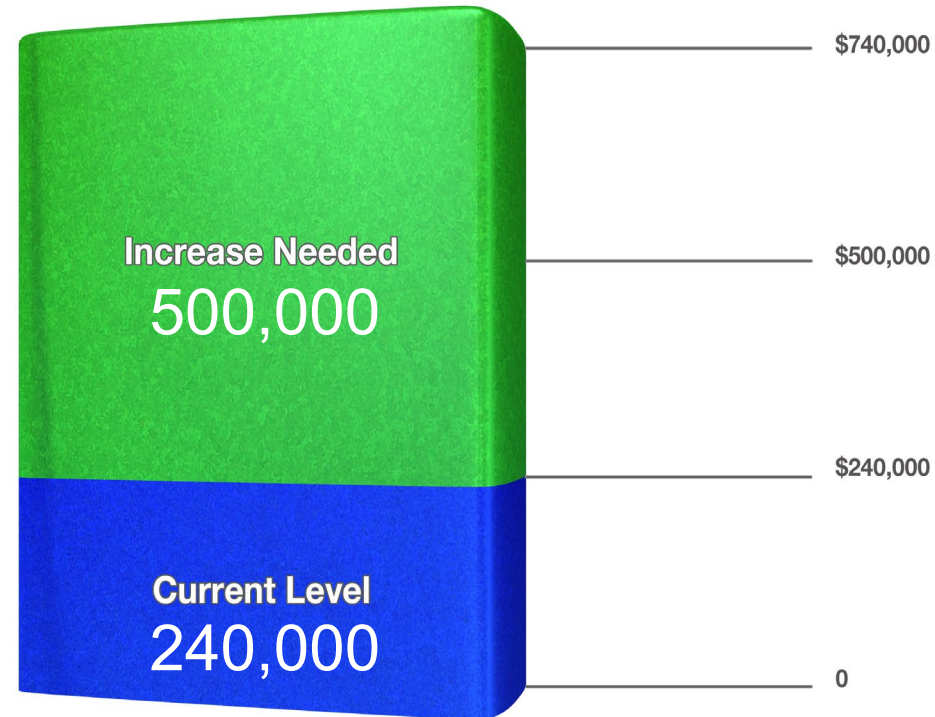
Our Resources

9. “Money Ball” Question... Can we count on your support?

— Key Take Aways —

- Our reasoning for not including the City of Pensacola and Escambia County public sector funding is described in detail in the full LCB report, the “money ball” question is tied to FloridaWest’s current and future potential private sector investment only.
- LCB interview pool of private sector responding to this question = 36
- Of this group 29 (80%) indicated they would likely invest under the following conditions:
 1. Presented with a concise plan of action, that would more successfully take on impactful economic development projects in the future (which they helped prioritize in question #6)
 2. If interested, as an investor in FloridaWest, they would be considered for a more active role in the oversight, execution, and communication of results measurable outcomes their investments helped fund

Increase in Private Sector Investments
(needed annually over 2023/2024 budget)



BOTTOM LINE – It’s Funding Solutions’ professional opinion that a stretch campaign goal of \$740,000 annually/\$3,700,000 5-year is achievable!



Our Resources

10. Key individuals/organizations to support plan

— Key Take Aways —

- Respondents often mentioned that campaign leadership considered should be high ranking members of large companies and elected officials rather than providing specific names. That said, 82 specific individuals were mentioned.
- A list of those individuals who received three (3) or more mentions:

David Bear	Freddy Donovan	Sandy Sansing
Rick Byars	Chad Henderson	Quint Studer
Jason Crawford	Julian McQueen	

Based on this input and Funding Solutions' overall fundraising experience, we have identified a possible structure of campaign leadership that is reflected in our Recommendations section of this report.



Recommendations

- Based on the results of the Discovery Interviews (DI) and the Leadership Consensus Building (LCB) information gathering process – and – Funding Solutions (FS) expertise in crafting successful fundraising strategies, FS recommends that FloridaWest (FWEDA) immediately begin the following two phase process to ensure a successful funding campaign to provide the needed resources for your next five-year program of work:

Phase 1: “Prepare the ship for a successful sail”

1. As a result of 47 LCB interviews plus input from 32 DI’s, several distinct, but interrelated themes have emerged that will have a direct impact on a potential fundraising campaign
 - a) Our interviewees, representing both public and private sector leaders and a number of FloridaWest investors were mostly of the opinion:
 - “FloridaWest has not stepped up in a meaningful way to move Pensacola and Escambia County forward”



Recommendations

- b) Current Board of Directors governance structure is viewed by most of the private sector interviewees, and some of the public sector interviewees, as not best positioned to deliver on a future expanded and more proactive economic development program of work
- c) Specific references were made by many as to the need for a much more balanced investment and representation on the Board of Directors/engagement and involvement in decision making by the private sector
- d) The majority of interviewees commented regarding their desire for positive change/outcomes citing:
 - New experienced and proven CEO
 - Increased involvement/funding by the private sector
 - Willingness to invest in FloridaWest programming if there is a solid measurement plan and ROI
 - The private sector leaders should be part of the decision process



Recommendations

2. Funding Solutions therefore strongly recommends that the FloridaWest Board of Directors immediately investigate and take action on what needs to be done to make the preceding guidance a reality -- including likely by-laws modifications to allow for creation of a more balanced team of public/private sector leaders/decision makers on the Board of Directors

Phase 2: “Launch the Ship”

3. Assuming the FloridaWest Board of Directors accepts and implements the FS Phase 1 recommendations, we recommend FloridaWest immediately begin the process of formulating a new five-year program of work.
4. With the above issues addressed and as a result our findings and analysis of the leadership consensus process and thorough examination of current and potential investors, Funding Solutions recommends FloridaWest immediately launch a new five-year campaign to raise an additional \$500,000 annually (primarily from the private sector) in addition to the current \$240,000 private sector investment for the five-year period 2024-2028, establishing a total

CAMPAIGN GOAL OF \$3.7 MILLION



Recommendations

5. To achieve this goal, Funding Solutions will work in partnership with FloridaWest Board of Directors, leadership of like-minded partner organizations, and FloridaWest staff to complete the following:
 - a) Develop a Case Statement document - Make the “case for Investment” built around the following three initiatives as identified in the current FloridaWest Strategic Plan and reconfirmed through the LCB process:
 - Existing Business Retention and Growth
 - New Business Recruitment – with targeted desired mix
 - Expand Entrepreneurship / Innovation Outreach
 - b) Funding Solutions will recruit a campaign leadership team
 - c) Funding Solutions will manage and track all fundraising activity
 - d) Funding Solutions and FloridaWest staff will develop an overarching marketing and communications plan including:
 - Campaign communications for the ongoing reporting of outcomes
 - Comprehensive Investor Relations strategy



Recommendations

- e) Funding Solutions will ensure that FloridaWest's campaign plan is blended in with FloridaWest's ongoing communications strategies
- f) Funding Solutions will ensure that there is a clear and concise Execution Plan for a living/evergreening five-year program of work to include:
 - An Execution Oversight Committee – consisting of key volunteer leaders
 - A Results/Outcomes Matrix – based on the expected outcomes set forth in the Execution Plan
 - Documents outlining committee structure, planned actions and reporting format as needed



Campaign Timeline

- Planning Phase – Completed December – January

Cost \$45,000, Expenses \$8,663

- Preparation/Fundraising Phases – Recommended start January 15 – July 15

Cost \$21,000/month (6 months), Expenses \$3,500/month

Funding Solutions Campaign Timetable

Planning Phase			Preparation Phase	Fundraising Phase		
<p>DISCOVERY INTERVIEWS</p> <p>The WHAT</p> <ul style="list-style-type: none"> Interviews with top community leaders Questionnaire <p>The HOW</p> <ul style="list-style-type: none"> 20-25 one-on-one interviews employing questionnaire to ensure statistical reliability <p>The WHY</p> <ul style="list-style-type: none"> Determine what key community leaders know about the programming of the organization and what initiatives they would recommend the organization pursue Provides key information to be used in Staff Off-Site Session <p>The WHO</p> <ul style="list-style-type: none"> Funding Solutions FS Senior Partners Fred Mickelson/ Mike Dryden Client Input to content of the questionnaire 	<p>PROFESSIONAL/ STAFF OFF-SITE SESSION</p> <p>The WHAT</p> <ul style="list-style-type: none"> To include: <ul style="list-style-type: none"> FW Staff <p>The HOW</p> <ul style="list-style-type: none"> 2-hour leadership session Agenda will include: <ul style="list-style-type: none"> Discuss campaign process Future programming New ideas - branding campaign Possible new programs Measurements Future budget <p>The WHY</p> <ul style="list-style-type: none"> Provides building blocks for 5-year action plan to be tested in the Leadership Consensus Building (LCB) process <p>The WHO</p> <ul style="list-style-type: none"> Funding Solutions FS Senior Partners Fred Mickelson/ Mike Dryden FS Team support Client Meeting logistics 	<p>LEADERSHIP CONSENSUS BUILDING</p> <p>The WHAT</p> <ul style="list-style-type: none"> Questionnaire Recommendations – Approval Initiatives and Financial Goal <p>The HOW</p> <ul style="list-style-type: none"> 40-45 one-on-one interviews with high value investor prospects and key community leaders <p>The WHY</p> <ul style="list-style-type: none"> Identify and prioritize key initiatives in the 5-year plan Test capacity to raise funds <p>The WHO</p> <ul style="list-style-type: none"> Funding Solutions LCB questionnaire with input from client Mike Dryden/ Mike Noonan will conduct LCB interviews 	<p>CAMPAIGN PREPARATION</p> <p>The WHAT</p> <ul style="list-style-type: none"> Create new 5-year Action Plan and finalize fundraising goal <p>The HOW</p> <ul style="list-style-type: none"> Create/finalize Case Statement with unique campaign theme Create Marketing/ Communications Plan - Sr. Partner Mike Dryden Create Campaign Timeline Identify/recruit campaign leadership Develop all campaign forms and materials Develop Master Prospect List Develop admin. systems Conduct leadership Rate & Rank session <p>The WHY</p> <ul style="list-style-type: none"> To ensure maximum campaign success <p>The WHO</p> <ul style="list-style-type: none"> Funding Solutions Leads all aspects Client Commits staff and leadership to actively participate in all preparation phase activities 	<p>LEADERSHIP PHASE</p> <p>The WHAT</p> <ul style="list-style-type: none"> Builds early fundraising momentum by securing leadership investment commitments Board of Directors Campaign leadership Top-tier investors <p>The HOW</p> <ul style="list-style-type: none"> Identify and solicit the “Top 25” investor prospects <p>The WHY</p> <ul style="list-style-type: none"> Campaign momentum Campaign leverage Demonstrates that the organization leadership has “skin in the game” <p>The WHO</p> <ul style="list-style-type: none"> Funding Solutions Conducts all solicitations Client Staff Admin. support Participate in solicitations as needed Client Leadership Open doors and participate in solicitations as needed Assist with closure of investments as needed 	<p>PUBLIC PHASE</p> <p>The WHAT</p> <ul style="list-style-type: none"> Maintains momentum by soliciting investment from 2nd and 3rd tier investor prospects Public announcement of the campaign <p>The HOW</p> <ul style="list-style-type: none"> Campaign kick-off event Execution of Marketing/ Communications Plan 100+ solicitation calls <p>The WHY</p> <ul style="list-style-type: none"> To reach and exceed fundraising goal <p>The WHO</p> <ul style="list-style-type: none"> Funding Solutions Conducts all solicitations Client Staff Admin. support Participate in solicitations as needed Client Leadership Open doors and participate in solicitations as needed Assist with closure of investments as needed 	<p>CAMPAIGN CLOSE-OUT</p> <p>The WHAT</p> <ul style="list-style-type: none"> Reach/exceed fundraising goal Investor recognition Execution plan Staff add(s) and/or realignment as needed Campaign success event <p>The HOW</p> <ul style="list-style-type: none"> Celebration event <p>The WHY</p> <ul style="list-style-type: none"> Definitive end to fundraising campaign <p>The WHO</p> <ul style="list-style-type: none"> Funding Solutions Provide client post campaign counsel Client Staff Event logistics Implement 5-year plan

Campaign Process Timetable





FUNDING SOLUTIONS

More than fundraising.

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Austin, Texas

Regional Offices:

California, Oregon, Florida

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**LEADERSHIP
CONSENSUS BUILDING
REPORT**

January 2024



FUNDING SOLUTIONS

FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE

I. ASSIGNMENT & METHODOLOGY

Funding Solutions undertook a scope of work with FloridaWest Economic Development Alliance (FWEDA) to explore the options that might be possible to build consensus, passion and commitment for FWEDA's plan to meet its business, workforce and community development goals for the next five years, 2024-2028.

To accomplish this assignment, Funding Solutions sought input from the following:

- A representative sample of existing and potential FWEDA investors from both the private and public sectors
- Key community leaders representing a cross section of interests
- Staff members of the FWEDA
- Core volunteer leadership team for the FWEDA

The following report of Funding Solutions' partners findings detail specific information tested related to the interviews conducted and the combined professional opinion of Funding Solutions partners regarding the programming initiatives for the next five years.

- A programming initiative funding campaign of \$3.7 million for FWEDA programs over a five-year term 2024-2028
- The involvement of both the private and public sectors
- Exploring new opportunities for functional partnerships with local governments, private sector entities, the educational system and all others who will benefit from new five-year programming and community enhancement in providing solutions to current business and community issues

With respect to developing and refining strategies to position programming initiatives for ultimate success, Funding Solution's efforts were focused on:

- Audit and analysis of the current investor base, dollar amount and structure of existing funding support for the FWEDA plan program of work
- Researched and analyzed the potential for investment from a multitude of sectors in a new 2024-2028 five-year program laser-focused on business, workforce and community issues with a goal to secure funding of \$3.7 million (\$740,000 per year for five years)
- Identifying credible local leaders to provide campaign leadership and execution oversight for the funding campaign
- Developing strategies that will ensure a successful private and public sector funding effort to provide the resources to fuel the FWEDA's new programming initiatives and execution plans

II. LEADERSHIP INPUT & KEY FINDINGS

In preparation for the development of the customized FloridaWest focused Leadership Consensus Building Questionnaire, Funding Solutions conducted 32 Discovery Interviews and a FloridaWest Staff Offsite.

To obtain sufficient input for FWEDA's five-year plan from existing and potential investors in both the private and public sectors, Funding Solutions gathered in-person input from 32 Discovery and 47 Leadership Consensus Building interviews during the month of November and December, 2023 (IV. Appendix A – Leadership Interviews). In almost all cases, the interviewees responded to all the questions on the questionnaire. This is an exceptionally strong interview input response rate.

To ensure statistical reliability, Funding Solutions used survey instruments designed in concert with the FWEDA professional staff and volunteer leadership team. *Confidential* handwritten Call Reports were prepared for each one-on-one interview to capture the input received for both current and future use.

The following information summarizes the input received and reflects key findings of Funding Solutions and conclusions for each of the ten (10) questions on the survey document. (V. Appendix B – Leadership Consensus Building Questionnaire):

OUR CORE COMMUNITY AND ECONOMIC DEVELOPMENT WORK—PAST AND CURRENT

Question 1 – What do you see as the greatest challenges/barriers in our ability to retain, expand and recruit business and industry in Pensacola and Escambia County?

Key Findings:

As to the greatest challenges/barriers in our ability to retain, expand and recruit business and industry, respondents provided a wide range of responses. The following are the challenges/barriers mentioned a minimum of three times in descending order; most mentions to least:

1. Lack of a unified economic development strategy with public sector, private sector, local and region partner organizations
2. City and County organizational structure and execution not viewed as pro-business growth oriented
3. Workforce development challenges
4. Local K-12 education system
5. Available commercial and industrial land
6. Affordable housing for workforce
7. Infrastructure and transportation
8. Recruitment incentives from the State of Florida vs. competing regional states
9. Healthcare funding and reimbursement structure

Synopsis:

With more than 55% of respondents mentioning a lack of a cohesive economic development strategy, there is a strong feeling amongst those interviewed that there is a significant opportunity to unify the efforts in Pensacola and Escambia County. As a major focus of the unified approach, there is much work that can be accomplished in working closely with the city and county in order to change, whether perception or reality, the general feeling that local government is more constricting of quality business growth and development. Discussions around the “red tape” and lack of cohesive departmental communication were at the forefront.

FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE

With these findings, there is a real opportunity for FloridaWest to step up in a lead role as the economic development organization for Pensacola and Escambia County. A clarification of roles, responsibilities and expected outcomes between FloridaWest and its public sector partners, as well as partner economic development organizations locally and regionally is an opportunity to align and refocus the economic development efforts.

Representative Input:

"We need to break down the silos and all work towards a common goal for positive growth."

"One organization needs to take the lead in economic development and build the relationships across the city, county and region."

"We have to control the message, figure out who we are and stop worrying about who gets the credit."

"Our city and county governments seem to make growth difficult with red tape and lack of cohesive departmental interaction. It almost feels as if they pushback on private investment."

"It is time for a fresh approach with a unified vision to economic development."

"I feel like here in Escambia County we try to be something we are not. With the lack of state incentives and very limited land, we will never be an industrial powerhouse. Let's figure out who we are, what are our strengths, where are our best opportunities for growth and focus in those areas."

Question 2 – FloridaWest is focused on three main strategic goals: business recruitment, business retention and expansion and the facilitation of innovation and entrepreneurship. With these strategic goals in mind, what do you believe is FloridaWest's role as it relates to other local and regional economic development organizations?

Key Findings:

In support of the findings in question #1, when asked what do you believe is FloridaWest's role as it relates to other local and regional economic development organizations, a significant 69% of those interviewed expressed the opinion that FloridaWest should be the lead convener, conduit and collaborator of economic development activities within its three main strategic goal areas. Respondents prioritized the three strategic goal areas as follows:

1. **Business Recruitment** – While recognized as the most challenging in terms of success rate, it was widely expressed that with execution of a local and regional collaborative strategy embracing solid marketing and an industry targeted plan, the success rate could significantly improve.
2. **Business Retention & Expansion** – Although ranking lower than recruitment, retention and expansions was recognized as the "best bang for our buck." It was generally felt and shared by respondents that this is an area that FloridaWest could significantly expand its efforts. With added existing business engagement, FloridaWest would provide local businesses with the needed resources and connections to expand facilities and number of employees. Furthermore, with additional communication among existing business, FloridaWest would be the conduit organization to connect business and industry with partner organizations as a solution bringer to additional challenges faced like workforce recruitment, readiness and training.

FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE

- 3. Innovation and Entrepreneurship** – FloridaWest’s efforts in this arena are the least recognized of the three strategic focus areas. A small number of those interviewed, less than 25%, questioned whether CO:LAB was the right fit under the FloridaWest umbrella. This small group was questioning if innovation and entrepreneurial efforts were not a better fit under one of the education partners like University of West Florida or Pensacola State College. The majority interviewed felt CO:LAB’s efforts were “a critical element of a comprehensive economic development program” and that this is an opportunity for FloridaWest to expand its efforts and success rate.

Synopsis:

It is clear that leadership is ready and looking for an organization to lead, partner and collaborate on all things economic development in Pensacola and Escambia County. FloridaWest was created for this singular role. With strong collaborative public sector and organizational partnerships combined with enhanced private sector engagement, Pensacola and Escambia County will be positioned for tremendous success moving forward.

Representative Input:

“I think there is a big question mark in many business people’s minds as to who leads economic development here. Who holds the accountability to produce results?”

“I am not sure what other organizations focus on economic development in our area.”

“FloridaWest has the opportunity to bring clarity to the role of economic development and collaborate with local and regional partners with clearly defined roles and outcomes.”

“Too many organizations work independently with no cross coordination. It takes a team and FloridaWest can be the facilitator between public and private sector organizations to get it done.”

“With limited resources and staff, it is very difficult to be successful in all three areas.”

“Business development, retention and recruitment is FloridaWest’s sweet spot.”

“Some question the value of CO:LAB. I see it as a critical element of a comprehensive economic development program.”

“Entrepreneurship and innovation are important, just not sure FloridaWest is the best fit for CO:LAB”

“When it comes to workforce development, FloridaWest should collaborate and be a conduit for business and industry. Providing workforces solutions is not a part of their core mission.”

Question 3 – What is your understanding and appreciation for the successes and impact of FloridaWest and its program of work in Escambia County?

Key Findings:

Only two (5%) respondents stated that they had a solid understanding of FloridaWest’s success and impact of its program of work. In contrast, 49% said they had no to very little understanding of the mission and outcomes of FloridaWest. 46% expressed they had a limited knowledge or understanding of FloridaWest and its successes and impact.

Synopsis:

The response to this question accentuates the fact that FloridaWest has not been outwardly visible in the community nor has it effectively communicated its mission, strategy and outcomes to its stakeholders or the broader community. With the results discussed in question #4 below, there has obviously been production and clear results. Moving forward, FloridaWest has the opportunity to, in a sense, “reinvent itself” as the leader and key collaborative point of contact for economic development activity in Pensacola and Escambia County.

FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE

Representative Input:

"I think FloridaWest has done a decent job although very quietly behind the scenes. I believe they played a big role in putting Pensacola on the map with the cyber industry."

"FloridaWest was a key partner in ST Engineering coming to Pensacola."

"There have been a few small successes come out CO:LAB"

"FloridaWest in a necessity to compete for business and industry and does not get enough credit for being and active 'holding up the flag' organization."

"I still don't really know what FloridaWest's mission and vision is."

"The average person does not know of FloridaWest. As an organization, they need to be more visible. They need clear marketing and branding of the organization that shows their value through execution and outcomes."

"Very Little. I do not see a lot of new business coming to the area."

"With my engagement, I have a solid understanding of FloridaWest and its success over the years. I do believe I am one of a few who can say that."

"I would say the FloridaWest has been more of a reactive organization than an aggressive recruiter of business and industry."

"I am confident, with Brian's leadership, FloridaWest will re-invent itself and be the aggressive and productive economic development organization it was set up to be."

Question 4 – From the attached "Business Development Report and CO:LAB Occupancy Report," what specific programs and/or results can you recall from the implementation of FloridaWest's efforts in the last several years?

Key Findings:

The responses to this question align with that of question #3 above. In regard to the recollection of specific programs and/or results from the provided "Reports," only one (1 or 2%) interviewee said they had a solid familiarity with the positive outcomes of FloridaWest activities. Alternatively, 27% state that they had no recollection of the reported activity. 71% stated they had very little to some recollection of the reported results. In further discussion with those with little to some recollection, respondents were able to identify the following successes listed by number of mentions below:

- | | |
|---------------------------------|----|
| 1. ST Engineering | 15 |
| 2. Navy Federal Credit Union | 7 |
| 3. CO:LAB Occupants or Alumni | 6 |
| 4. Ascend Performance Materials | 1 |

Synopsis:

With the apparent lack of visibility and communicated results to stakeholders and the community, there was a definitive question of FloridaWest's true results versus what is perceived in the broader community as "taking credit." Without further narrative of FloridaWest's engagement with each company, clarity to other public and/or private entities that were engaged and to what capacity, allows for questions to arise as to what is a true outcome of FloridaWest's efforts.

This result is not uncommon in the realm of economic development organizations. Reporting outcomes and results in a timely and effective manner to investors, stakeholders, partner organizations and the broader community can be addressed through the implementation and execution of a comprehensive investor relations and communications plan.

FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE

Representative Input:

"I do not recall any but the reports were helpful in my learning curve of the organization. It appears they have a good industry sector focus."

"From the reports, I just see it as easy to claim success. Tell me what has FloridaWest specifically done in each of these successes versus partnership organization engagement versus what happened organically."

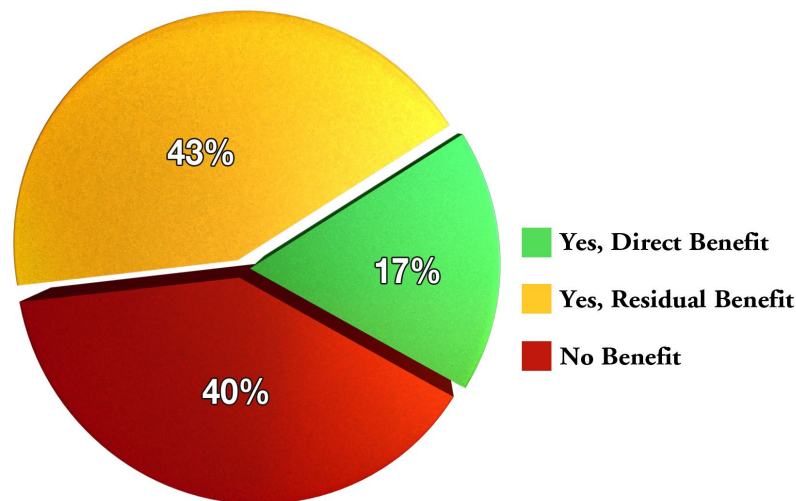
"I found the reports confusing, uninformative and was really not sure what to make of it. They just do not seem like the best metrics to gauge actual involvement and success. Some of my clients are on that list and they have never mentioned FloridaWest to me."

"Sure, I recognized some of the company names but this tells me nothing as to what role FloridaWest played."

"FloridaWest needs to be more transparent with their strategy and goals and better communicate the outcomes to its stakeholders."

Question 5 – Has your business/organization directly benefitted or experienced residual benefits from the FloridaWest's efforts discussed above?

Key Findings:



As the pie chart above reveals, a majority (60%) of the interviewees had a positive response to our question regarding "has your business/organization directly benefitted or experienced residual benefits from FloridaWest's efforts discussed above"? A large majority (43%) were of the "received residual benefit" group with comments such as, "A rising tide lifts all boats", while a much fewer number (17%) actually provided input of specific benefits, with comments that linked a FloridaWest effort to a direct benefit for their company/organization. A large number of our interviewees (40%) were of the "I'm not aware of any benefits" group, or responded with "no" benefits received from FloridaWest's efforts.

Synopsis:

A note of concern was how strongly several respondents in the interviewee groups (including our Discovery and LCB interviewees) from both the Private and Public sectors, expressed their disappointment regarding what they considered a lack of measurable results from FloridaWest's past efforts, including from your existing investors. Funding Solutions will address this issue in our Recommendations that follow in this report.

FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE

Representative Input:

- "Yes, we were able to compete for construction contracts at NFCU and ST Engineering"
- "As our economy grows a good thing for us... more of an indirect/residual benefit" (several like this)
- "No" (a large number like this)
- "Not based on ROI... The Bay EDA is very active in this region. FW should take a look at what they are doing and how they communicate with their investors"
- "Expansion of business is good for my business, but no specific benefit"
- "None... no visits from FloridaWest... navigated our expansion/growth on our own at our expense"
- "Yes... Danita made intro on possible recruitment"
- "Strong partner"
- "Not directly... certainly some residual benefits could be there"
- "A rising tide lifts all ships"

OUR PROGRAM OUTREACH VISION

Question 6 – FloridaWest introduced its new 5-year strategic plan in October 2022 that is focused on three main strategic goals: business recruitment, business retention and expansion and the facilitation of innovation and entrepreneurship. FloridaWest is also looking at opportunities to expand its programming in an effort to better meet the needs of business and industry in Pensacola and Escambia County. The following is a list of current and possible future programming. Are these areas you believe FloridaWest should lead? Please rate each area listed in terms of importance to your business/organization and then force rank with 1 = highest rank and 5 = lowest.

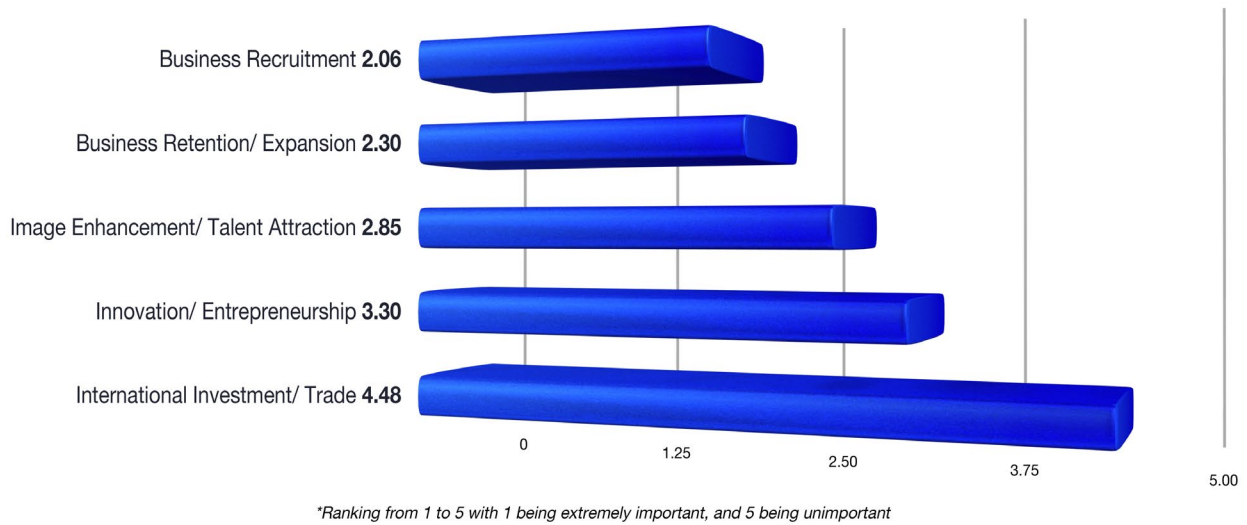
<u>Overarching Categories</u>	<u>Unimportant</u>	<u>Somewhat Important</u>	<u>Very Important</u>	<u>Extremely Important</u>	<u>Force Rank</u>
Business Retention/Expansion	_____	_____	_____	_____	_____
Business Recruitment	_____	_____	_____	_____	_____
Image Enhancement/Talent Attraction	_____	_____	_____	_____	_____
International Investment/Trade	_____	_____	_____	_____	_____
Innovation/Entrepreneurship	_____	_____	_____	_____	_____

Key Findings:

The total number of interviewees that rated each of the Overarching Categories in terms of importance to their business/organization as well as the mean averages of each of the Categories provides the following recap as to "highest value" initiatives FloridaWest may choose to lead/partner/and-or collaborate.

<u>OVERARCHING CATAGORIES</u>	<u>% SELECTED EXTREMELY/VERY IMPORTANT</u>
Business Recruitment	88%
Business Retention/Expansion	79%
Image Enhancement/Talent Attraction	72%
Innovation/Entrepreneurship	67%
International Investment/Trade	30%

Ranking by Responding Companies/Organizations (*Mean Average)



As the graph above indicates, the top two initiative areas that our interviewees ranked as being most important to their business/organization are also included as two of the three initiatives in FloridaWest's existing Strategic Plan. The third initiative area in the FW Strategic Plan, "Innovation and Entrepreneurship," was also rated mid-range by our interviewees right behind "talent attraction". This will mean that the same Strategic Plan FloridaWest is looking to be able to add the resources needed to implement fits nicely in the "sweet spot" of what we heard from many of the potential Private Sector investors, including what they will be looking for when it comes to a measurable ROI for their investment in those areas most important to their business.

Question 7 – Do you believe FloridaWest should expand its program of work for enhanced recruitment efforts and better meet the retention and expansion needs of existing business through additional private sector investment?

If yes, what specific return on investment would you and/or private sector businesses like to see? If no, why?

Key Findings:

The prospect of increased private sector investment/involvement in FWEDA was embraced enthusiastically by interviewees—with the caveat that a solid plan to provide investor and community ROI and a "real" measurement and reporting process will be required to build and maintain relationships, involvement and funding.

Synopsis:

There is near unanimous agreement that increased private sector participation/funding investment will enable FWEDA to expand its programming dealing with/solving key issues having a "chilling effect" on economic development in Pensacola and Escambia County. Such participation by the private sector will largely depend upon the crafting, presentation, and execution of a plan that contains expected outcomes and measurement of performance in attaining the goals and objectives set forth in the plan—plus a

FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE

decision role as to how the dollars are spent and perceived ROI for both the investors and the community in general. It should be noted that some specific areas of continued/expanded programming were suggested (some of which are noted in the representative comments that follow).

Representative Input:

"No to expansion of programming based on track record/current relationships; but yes to expansion if you show us a solid measurable plan"

"Absolutely expand with private sector investment if the expansion addresses where we choose to go in the future" (many similar responses)

"Fix the disconnect between what we need as skill sets from graduates of our public school system" (many similar responses)

"Focus on our businesses that make money out of town, but are located and spend money here"

"Attract and keep talent here—it's more than just job numbers"

"Build trust/relationships, offer clear vision/strategy, and transparent measurement"(several similar responses)

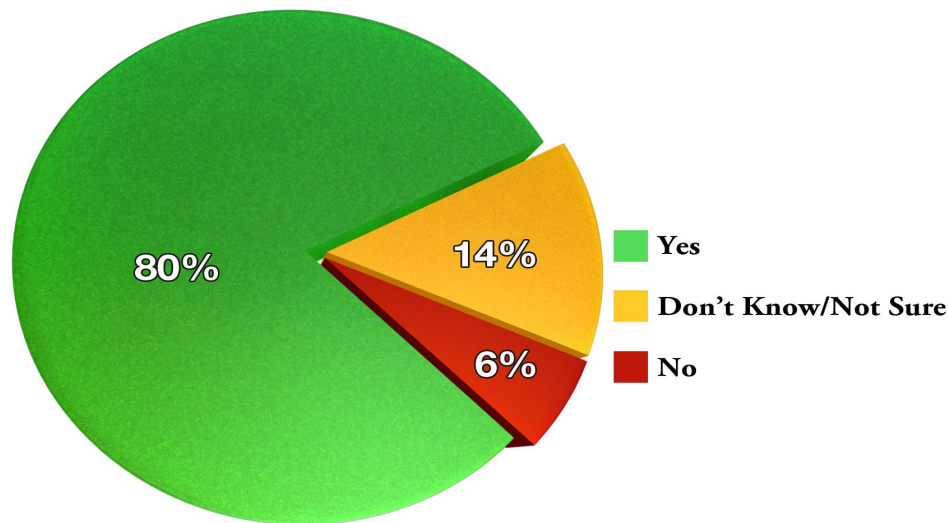
OUR RESOURCES

Question 8 – FloridaWest’s current budget to execute its economic development activities is approximately \$1,200,000 per year, 80% public funds and 20% private sector funds. In view of the potential to recruit additional private sector investors and the opportunity for current investors to increase their investment, do you believe an annual budget of \$1,700,000 per year (\$500,000 annual increase) is achievable?*

**For comparison purposes—similar economic/community development program budgets from peer organizations in annual dollars:

Jacksonville, FL – JAXUSA Partnership	\$3,400,000	28% Public – 72% Private
Mobile, AL – Partners for Growth	\$2,620,000	Public/Private TBD
Norfolk, VA – Hampton Roads Alliance	\$3,798,795	47% Public – 53% Private
Panama City, FL – Bay Economic Development Alliance	\$800,644	47% Public – 53% Private

FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE



Key Findings:

As to the \$500,000 annual funding increase being achievable, the largest group of interviewees, about eighty percent (80%), responded with a clear "Yes". About half of those added a qualifying statement such as ... "yes, with a solid strategy/plan", or "yes, the money is here but do not know if FloridaWest has the track record to ask for support" and "probably yes, need solid plan and big money players on board". About fourteen percent (14%) expressed doubt via statements such as... "money is here, but will be a tough sell and possible, most will need to see ROI", Only six percent (6%) of the interviewees said "No", with one adding... "it would be difficult to add 50 companies as investors"

Synopsis:

With all of the above said, it is very encouraging that the very high positive response (80%) along with the very low negative response (6%) all leads to Funding Solutions confidence that "the money is here". The issue will be for those in the private sector to be convinced that FloridaWest will be able address their perceived poor track record as to both communicating their past results and being able to prove their delivery of measurable positive results for investors in the future. Funding Solutions will address both of these critical pieces in the Recommendations section below in this report.

Representative Input:

"Yes, with a solid strategy/plan"

"Not unreasonable, the challenge will be that last time we invested, no ROI"

"Yes, with a solid plan, action, no more talk"

"Yes, but need more robust communications"

"There is no issue about there being enough money to be invested in FloridaWest programming...the issue is their credibility, programming and ability to execute"

"Will be very tough... lots of big companies here but out of state headquarters"

"Yes, but won't be easy. Dollars likely to come from existing business... no more Gulf Power or Southern Companies"

"Yes" (many like this)

FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE

Question 9 – FloridaWest’s goal is to present a concise plan of action, that if properly resourced with funding and personnel, could more successfully take on impactful economic development projects in the future (like those discussed above in question #4 and the initiatives you helped us prioritize in question #6).

As this plan is implemented, would you be interested in the opportunity of overseeing the execution and the communication of measurable outcomes and would you/your organization invest in FloridaWest moving forward?

If yes, at what likely annual level? (*for forecast estimates only—no commitment today*)

\$5,000+ ___ \$10,000+ ___ \$15,000+ ___ \$20,000+ ___ \$30,000+ ___ \$40,000+ ___

Key Findings:

The key findings of what Funding Solutions refers to as the "Money Ball" question, we have separated our analysis into two distinct groups as follows:

THE PUBLIC SECTOR

The Public Sector in this process represents both the City of Pensacola and Escambia County only. Both the City and County have in the past negotiated annual written agreements with FloridaWest that outline in detail the expected program of work to be implemented by FloridaWest and the subsequent financial support between the parties. It is Funding Solutions understanding and expectation that this process will continue in the future and will require the same parameters and approval process as previously needed. Therefore, Funding Solutions will not make assessments as to the future financial impacts of these agreements between the parties and will only address the \$500,000 annual increase as described in this question as it applies to the Private Sectors potential investments.

THE PRIVATE SECTOR

During our LCB process, Funding Solutions met with 47 interviewees, representing 36 private sector companies/organizations. Of those 36 companies 29, approximately eighty percent (80%), said they would likely invest in FloridaWest under the following conditions:

1. Presented a concise plan of action, that if properly resourced with funding and personnel, could more successfully take on impactful economic development projects in the future (which they helped prioritize in our question #6)

AND

2. If they were interested in the opportunity of overseeing execution of the plan and the communication of the resulting measurable outcomes, that opportunity would be one they could be afforded as a future benefit for investors in FloridaWest

Included in this "Likely to Invest" group about half (50%) identified investment levels between the \$5000+ to the \$40,000+ level choices. The other fifty percent (50%) stated they would need to "see the plan" including future investor benefits before deciding on their likely investment amount.

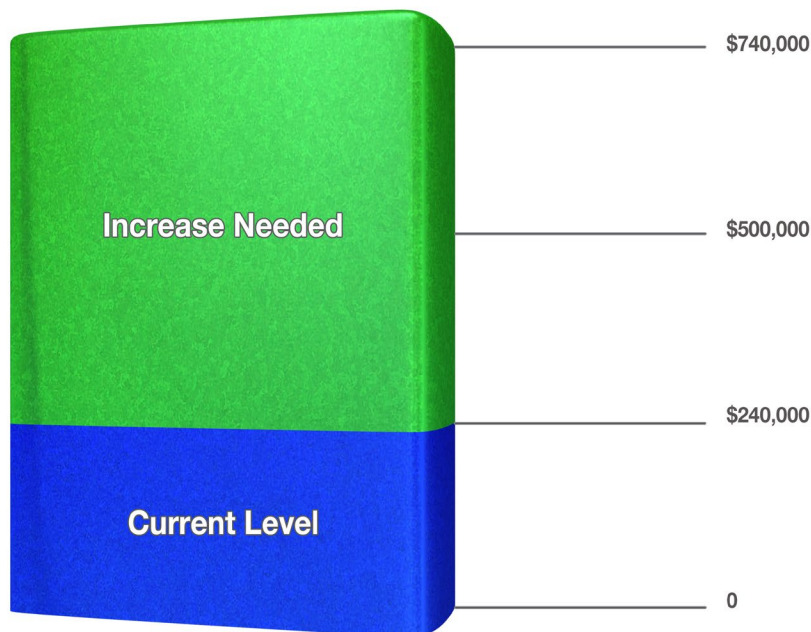
The remaining approximately twenty percent (20%) of our interviewee companies/organizations said they would likely "not invest."

FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE

Synopsis:

It is Funding Solutions professional opinion that with a clearly defined and measurable five-year program of work, grounded in the existing Strategic Plan through which FloridaWest takes the lead in those key areas as prioritized by the potential investors we interviewed, combined with bringing a newly developed proactive communications plan for your investors and delivering well executed/measurable outcomes a campaign goal of \$740,000 per year/\$3,700,000 over 5 years from the Private Sector is achievable.

As the chart below depicts, the additional \$500,000 that must be raised over the current private sector funding levels will require the implementation of the targeted strategy outlined in the Recommendations section below in this report.



Question 10 – Please identify 6 to 8 individual/organizational leaders in Escambia County and the northwest Florida region who, if supportive and engaged in this plan, would result in a greater likelihood of success in achieving a meaningful long term programming outreach:

Key Findings:

Respondents often mentioned that leaders considered should be high ranking members of large companies and elected officials rather than providing specific names. That said, 82 specific individuals were mentioned. A listing of those individuals who received three (3) or more mentions included:

- David Bear
- Rick Byars
- Jason Crawford
- Freddy Donovan
- Chad Henderson
- Julian McQueen
- Sandy Sansing
- Quint Studer

Synopsis:

Based on this input and Funding Solutions partners due diligence in Pensacola and the Escambia County region and overall fundraising experience, we have identified a possible structure of campaign leadership for FWEDA's new five-year campaign reflected in the Recommendations section of this report.

III. RECOMMENDATIONS

The following recommendations represent the professional perspective of Funding Solutions, Inc. regarding specifically how the FloridaWest Economic Development Alliance (FWEDA) can most efficiently and effectively proceed with passion and purpose to address the critical economic development and community opportunities and challenges in the City of Pensacola and Escambia County. Through attention to the findings and the adoption of the following recommendations, Funding Solutions positions FWEDA for success by securing the funding from public and private sources and energizing leaders to address key issues in Pensacola and Escambia County.

1. As a result of the 47 Leadership Consensus Building interviews plus input from the 32 Discovery Interviews several distinct interrelated themes have emerged that will have a direct impact on a potential fundraising campaign:
 - a. Our interviewees, representing both public and private sector leaders and a number of FWEDA investors are mostly of the opinion that, at least for the past several years, FWEDA has not “stepped up” to lead economic development in a meaningful way to move Pensacola and Escambia County forward.
 - b. As currently constituted, the Board of Directors governance structure of FWEDA was viewed by most of our private sector interviewees, and some of our public sector interviewees, as not best positioned to deliver on a future expanded and more proactive economic development program of work.
 - c. Specific references were made by many as to the need for a much more balanced investment and representation on the board of directors/involvement in decision making by the private sector.
 - d. The majority of interviewees commented regarding their hope for positive change/outcomes under the leadership of the new CEO and increased involvement on all fronts by the private sector “fulfilling its role” as solid funding and decision-making partners. It is clear that the private sector is willing to invest in FWEDA programming if there is solid measurement and ROI and that private sector leaders are part of the decision process as to how its investment is spent.
 - e. Funding Solutions **STRONGLY RECOMMENDS** that the FWEDA board of directors immediately investigate the process, including likely By-Laws modifications, to create a balance of public sector/private sector decision makers on its board of directors moving forward.
 - f. It should be noted that Funding Solutions Partners are experienced experts in board/organization development and “stand ready” to be of assistance in such an effort.
2. Assuming the FWEDA board of directors moves with alacrity in a board reorganization to add private sector decision makers to its process, Funding Solutions Recommends that FWEDA immediately begin the process of formalizing the next five-year program of work. As a result of the findings and analysis of the Leadership Consensus Building process and thorough examination of current and potential investors, Funding Solutions recommends FWEDA immediately launch a new five-year campaign to raise an additional \$500,000 per year (primarily from the private sector) on top of the current \$240,000 private sector investment for the five-year period 2024-2028 establishing a total campaign goal of \$3.7 million.

FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE

To achieve this goal, Funding Solutions will work in partnership with the FWEDA board of directors, leadership of like-minded partner organizations, and FWEDA professional staff to complete the following:

- a. Develop a Case Statement document. The Case Statement will represent FWEDA's value proposition to investors by spelling out clearly defined and measurable objectives for each initiative line item and a clear delineation of specific investor benefits available to be received at varying investment levels to potential investors. Moving forward to execution of this plan will result in quantifiable outcomes that will provide clear ROI to investors, public sector partners, and businesses and industry throughout Escambia County. It is the recommendation of Funding Solutions that the case statement be built around the following three initiatives as identified in the current FloridaWest Strategic Plan and reconfirmed through this process:
 - Place a major emphasis on existing business retention, rehabilitation, growth, and scaling
 - New Business and Industry recruitment with emphasis on a targeted desired mix
 - Expand entrepreneurial/innovation outreach
- b. Funding Solutions will recruit a Campaign Leadership Team that includes Pensacola and Escambia County's key private and public leaders. The leadership structure will consist of a Campaign Chair or Co-Chairs who will be supported by a larger, 10-12 person Campaign Council. This group will endorse and validate the new program of work as well as provide oversight and support to Funding Solutions and FWEDA staff throughout the campaign.
- c. Funding Solutions will manage and track all fundraising activity throughout the campaign including regular updates on campaign progress to FWEDA's board of directors, campaign leadership, all additional audiences in the community and FWEDA staff.
- d. Funding Solutions and FWEDA staff will develop an overarching marketing and communications plan that will encompass a campaign communications plan and comprehensive investor relations strategy for the ongoing reporting of outcomes and results in a timely and effective manner to investors, stakeholders, partner organizations and the broader community.
- e. Funding Solutions will ensure that FWEDA's campaign communications plan is blended in with FWEDA's ongoing communications strategies. This will include evaluation and modifications of the current stakeholder communications plan to ensure maximum exposure and communications with investors.
- f. Funding Solutions will ensure that there is a clear and concise Execution Plan for a Living/Evergreening five-year program of work to include:
 - An Execution Oversight Committee consisting of key volunteer leaders who will be identified and recruited. This team will provide ongoing leadership and oversight for the total plan metrics and outcomes with an official yearly review.
 - A Results/Outcomes matrix based on the expected outcomes set forth in the Execution Plan for all initiatives to ensure all key milestones are tracked, achieved and communicated to provide full transparency.
 - Documents outlining committee structure, planned actions and reporting format as needed.

FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE

IV. APPENDIX A – LEADERSHIP INTERVIEWS

Discovery Interviews:

<u>First Name</u>	<u>Last Name</u>	<u>Company/Organization</u>
Councilman Charles Scott	Bare	City of Pensacola
Commissioner Steven David	Barrow	Regions Bank
Doug	Barry	Escambia County
Rick	Bear	Lewis Bear Company
Matt	Bert	FBBInsurance
David	Byars	Florida Power and Light
Freddy	Davis	Hancock Whitney
Kelvin	Deliman	Cox Communications
Al	Donovan	Baskerville Donovan
Tom	Enfinger	Greenhut Construction
KC	Faulkner	Ascend
Erica	Ford	IHMC (Institute for Human & Machine Cognition)
Ryan	Gartman	Baptist Health Care
Jen	Grancagnolo	City of Pensacola
Dr. Sunil	Greenhut	Greenhut Construction
Dave	Grove	Baptist Health Care
Rick	Gupta	IRIS (Intelligent Retinal Imaging Systems)
Commissioner Lumon	Hoxeng	Cat Country 987 & ADX Communications
Dr. Marcus	Johnson	Trustmark Bank
Dr. Ed	May	Escambia County
Don	McBride	CareerSource EscaRosa
Councilwoman Allison	Meadows	Pensacola State College
David	Palmer	Emerald Coast Utility Authority
Mayor DC	Patton	City of Pensacola
Lloyd	Peaden	Florida Power and Light
Martha	Reeves	City of Pensacola
Quint	Reschard	Kukua Institute
Ryan	Saunders	University of West Florida
Councilman Delarian	Studer	Studer Group
Bruce	Tilley	IHMC (Institute for Human & Machine Cognition)
	Wiggins	City of Pensacola
	Woody	Emerald Coast Utility Authority

Leadership Consensus Building Interviews:

<u>First Name</u>	<u>Last Name</u>	<u>Company/Organization</u>
Drew	Adams	Engineered Cooling Services
Kim	Aderholdt	Navy Federal Credit Union
Gagan	Bali	Accenture Federal Services
Councilman Charles Scott	Bare	City of Pensacola
	Barrow	Regions Bank

FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE

Commissioner Steven	Barry	Escambia County
Charles	Beall	Moore Hill Westmoreland
Justin	Beck	Beck Partners
Rick	Byars	Florida Power & Light
Kara	Cardona	Navy Federal Credit Union
Michael	Clarke	Hanto-Clarke
Will	Condon	Ascension Sacred Heart
Michael	Crawford	Caldwell Associates
Dean	Dalrymple	Dalrymple Sallis Architecture
Matt	Davis	Hancock Whitney
David	Deliman	Cox Business
Kendrick	Doidge	HCA Healthcare
Bill	Dunn	NOF Technologies
Whitney	Fike	International Paper
Sally	Fox	Emmanuel Sheppard & Condon
KC	Gartman	Baptist Healthcare
Ryan	Greenhut	Greenhut Construction
John	Griffing	NAI Pensacola
Kelsi	Gulig	LifeView Group
Bill	Hafner	VT MAE/ST Aerospace
Ashton	Hayward	Andrews Research & Education Foundation
Chad	Henderson	Catalyst HRE
Allison	Hill	LifeView Group
James	Hosman	Centennial Bank
Chris	Jaubert	Bear General Contractors
Dr. Jon	Lands	Pensacola Christian College
Julian	MacQueen	Innisfree Hotels
Donnie	McMahon	McMahon-Hadder Insurance
Collier	Merrill	Merrill Land Company
Turner	Mitchell	Florida House of Representatives - District 1 Aide
Steve	Moorhead	Moorhead Law Group
Hunter	Morris	International Paper
Brad	Mullenix	Pensacola Christian College
Chris	Plaeger	Bear General Contractors
Jim	Reeves	Reeves and Davis, Attorneys at Law
Mayor DC	Reeves	City of Pensacola
Representative Michelle	Salzman	Florida House of Representatives - District 1
Trevor	Schaettle	Florida House of Representatives - District 1 Aide
Richard	Sherrill	Clark Partington
Quint	Studer	Studer Group
Bruce	Vredenburg	Hancock Whitney
Frank	White	Sandy Sansing Dealerships

V. Appendix B – LEADERSHIP CONSENSUS BUILDING QUESTIONNAIRE

OUR CORE COMMUNITY AND ECONOMIC DEVELOPMENT WORK

1. What do you see as the greatest challenges/barriers in our ability to retain, expand and recruit business and industry in Pensacola and Escambia County?
2. FloridaWest is focused on three main strategic goals: business recruitment, business retention and expansion and the facilitation of innovation and entrepreneurship. With these strategic goals in mind, what do you believe is FloridaWest’s role as it relates to other local and regional economic development organizations?
3. What is your understanding and appreciation for the successes and impact of FloridaWest and its program of work in Escambia County?
4. From the attached “Business Development Report and CO:LAB Occupancy Report,” what specific programs and/or results can you recall from the implementation of FloridaWest’s efforts in the last several years?
5. Has your business/organization directly benefitted or experienced residual benefits from the FloridaWest’s efforts discussed above?

OUR PROGRAM OUTREACH VISION

6. FloridaWest introduced its new 5-year strategic plan in October 2022 that is focused on three main strategic goals: business recruitment, business retention and expansion and the facilitation of innovation and entrepreneurship. FloridaWest is also looking at opportunities to expand its programming in an effort to better meet the needs of business and industry in Pensacola and Escambia County. The following is a list of current and possible future programming. Are these areas you believe FloridaWest should lead? Please rate each area listed in terms of importance to your business/organization and then force rank with 1 = highest rank and 5 = lowest.

<u>Overarching Categories</u>	<u>Unimportant</u>	<u>Somewhat Important</u>	<u>Very Important</u>	<u>Extremely Important</u>	<u>Force Rank</u>
Business Retention/Expansion	_____	_____	_____	_____	_____
Business Recruitment	_____	_____	_____	_____	_____
Image Enhancement/Talent Attraction	_____	_____	_____	_____	_____
International Investment/Trade	_____	_____	_____	_____	_____
Innovation/Entrepreneurship	_____	_____	_____	_____	_____

FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE

- 7. Do you believe FloridaWest should expand its program of work for enhanced recruitment efforts and better meet the retention and expansion needs of existing business through additional private sector investment?

If yes, what specific return on investment would you and/or private sector businesses like to see? If no, why?

OUR RESOURCES

- 8. FloridaWest’s current budget to execute its economic development activities is approximately \$1,200,000 per year, 80% public funds and 20% private sector funds. In view of the potential to recruit additional private sector investors and the opportunity for current investors to increase their investment, do you believe an annual budget of \$1,700,000 per year (\$500,000 annual increase) is achievable?*

**For comparison purposes—similar economic/community development program budgets from peer organizations in annual dollars:

Table with 3 columns: Location/Partnership, Budget, and Public/Private Split. Rows include Jacksonville, FL – JAXUSA Partnership; Mobile, AL – Partners for Growth; Norfolk, VA – Hampton Roads Alliance; Panama City, FL – Bay Economic Development Alliance.

- 9. FloridaWest’s goal is to present a concise plan of action, that if properly resourced with funding and personnel, could more successfully take on impactful economic development projects in the future (like those discussed above in question #4 and the initiatives you helped us prioritize in question #6).

As this plan is implemented, would you be interested in the opportunity of overseeing the execution and the communication of measurable outcomes and would you/your organization invest in FloridaWest moving forward?

If yes, at what likely annual level? (for forecast estimates only—no commitment today)

\$5,000+ ___ \$10,000+ ___ \$15,000+ ___ \$20,000+ ___ \$30,000+ ___ \$40,000+ ___

- 10. Please identify 6 to 8 individual/organizational leaders in Escambia County and the northwest Florida region who, if supportive and engaged in this plan, would result in a greater likelihood of success in achieving a meaningful long term programming outreach:



FUNDING SOLUTIONS

December 28, 2023

Brian Hilson
President & CEO
FloridaWest Economic Development Alliance
3 West Garden St 6th Floor
Pensacola FL 32502

Dear Brian:

Funding Solutions is pleased to offer the following Letter Agreement to conduct the funding initiative for FloridaWest Economic Development Alliance (FWEDA). The scope of work and terms of our Agreement for the purpose of directing the funding Campaign are as follows:

1. Funding Solutions (FS) is retained by (FWEDA) for a period of six (6) months, beginning January 15, 2024, through July 15, 2024, unless extended or terminated as provided for herein.
2. Our joint responsibilities during the first eight (8) weeks will consist of final preparation for the actual Campaign, and will include:

2.1 Case Outline and Campaign Strategy

Funding Solutions will lead with assistance from FWEDA the development of the campaign brochure for presentation to investors and finalize the operational strategy and budget that will ensure a successful funding effort.

2.2 Campaign Organization

In addition, Funding Solutions will:

- i.) Assist FWEDA in the development of a comprehensive Investor relations program.
- ii.) Assist FWEDA to further define goals and objectives of a new five-year program.
- iii.) Lead with assistance from FWEDA in developing and finalizing all materials to be used along with the Campaign brochure (Case Outline) for the purposes of investment solicitation.
- iv.) Lead with assistance from FWEDA in securing the Campaign Chairs.
- v.) Define and recommend to FWEDA other equipment, logistics, collateral material and staffing necessary to assist FS with the Campaign.
- vi.) Lead with assistance from FWEDA in securing members of the Kitchen Cabinet.
- vii.) Initiate the solicitation of selected key, targeted leadership as appropriate.
- viii.) Lead development of the Campaign Marketing Plan.

Simultaneously, FWEDA will:

- i.) Secure, at its expense, the Campaign Coordinator function, including responsibilities for administrative duties such as setting appointments and completing correspondence and reports. The scope of work will begin as soon as possible and be retained through the duration of this Agreement.
 - ii.) Secure, with the involvement of FWEDA and FS assistance as needed, the Campaign Chairs and Campaign Committee.
 - ii.) Secure and set-up the Campaign office, finalize equipment, logistics and Campaign material needs as recommended by FS.
3. Responsibilities of Funding Solutions for the next four (4) months of this Agreement will then consist of the actual Campaign itself, and will include:

3.1 The Campaign

- i.) FS and FWEDA will be responsible for exercising their collective best efforts to achieve and possibly exceed the overall Campaign goal of \$3.7 million. The Campaign will secure commitments to be paid in one to five-year periods, some of which may be subject to annual review.
- ii.) In the performance of its efforts, FS will direct, organize, and personally conduct the actual solicitation calls and presentations on a broad base of individuals and businesses throughout the Pensacola and Escambia County area; monitor and follow-up each visit to prospective investors with telephone calls, additional meetings and a proposal letter requesting pledges from each prospect contacted. FS will use its "best efforts" to obtain written confirmation of all pledges obtained.
- iii.) FWEDA will assist FS with its efforts and will obtain the support of a small leadership volunteer group that will visit selected prospects with a FS representative, as may be appropriate, and will work to assist FS in the closing of specific prospects.
- iv.) FWEDA will provide, at its own expense or through investments, during the duration of the Campaign, all necessary support facilities, and resources. This relates primarily to administrative support, a Campaign office, and collateral materials.

3.2 Professional Fees

- i.) The FS professional fee to be paid by FWEDA will be \$21,000 per month for six months plus expenses. The first payment is due January 15, 2024, and the following payments are due on the 15th of each month beginning February 15, 2024, through June 15, 2024
- ii.) Expenses include airfare, car rental, hotel, meals, parking, mileage, cellular phone service, production of materials, etc. Expenses are not to exceed \$3500 per month, provided in kind hotel is available.

4. Miscellaneous

4.1 Meetings and Reports

FS will submit regular activity and progress reports to FWEDA and will be available for meetings to review such reports and to assess the proper progress of the Campaign.

4.2 Support and Staff of FWEDA

FWEDA will assist with influencing their Board members to provide the leadership necessary for a successful Campaign.

4.3 This Agreement will become effective on January 15, 2024 and expire on July 15, 2024, unless extended or terminated earlier.

- i.) Except for paragraph 4.3 (ii.), either FWEDA or FS can terminate this Agreement upon 30 days written notice.
- ii.) In the event that the goal is reached prior to July 15, 2024, FS will not be terminated, but will continue to raise additional funds and receive its full fee.

5. In-Kind Investments

FS may solicit in-kind investments from prospects, but such investments will only be acceptable and recognized for their value to the extent specifically agreed to by FWEDA. It is recognized by FWEDA that there will be in-kind investments to the Campaign and will be reasonable in acceptance thereof insofar as in-kind pledges impact the program budget.

The Funding Solutions team and I look forward to a very successful Campaign and to working closely with you and your leadership in this effort.

Submitted by: **Thomas P. Mucks**
Funding Solutions, Inc.

Thomas P. Mucks

Date: 12/28/23

Thomas P. Mucks

Approved by: **Brian Hilson President & CEO**
FloridaWest Economic Development Alliance

Date: _____

Brian Hilson