FISCAL YEAR 2018 – 2019
ESCAMBIA COUNTY
AGENCY FUNDING REQUEST APPLICATION

No funding application was received for the Century Area Chamber of Commerce.

ESCAMBIA COUNTY
FLORIDA

FISCAL YEAR 2018 – 2019
ESCAMBIA COUNTY
AGENCY FUNDING REQUEST APPLICATION

All agencies requesting funding from Escambia County must submit all of the following information and complete the attached form. Failure to submit all of the required information or to complete the form will remove your organization from consideration for funding. Please submit the application and the requested information by either e-mail (preferred) or hard copy to:

Email:
klmacarthur@myescambia.com

Hard Copy:
Escambia County Board of County Commissioners
Office of Management & Budget
221 Palafox Place, Suite 440
Pensacola, Florida 32502

Please submit:

- A fully completed Agency Funding Request Application
- A copy of your organization's current W-9
- A Letter of Determination from the IRS confirming your organization's federally tax exempt status
- A copy of your organization's 2015 or 2016 tax return (Form 990 or 990-EZ with additional backup)
- A copy of your organization's most recent financial statements, with audit if applicable

Agency Name:

- Gulf Coast African American Chamber of Commerce

Agency Address:

- 321 N. De Villiers Street, Pensacola, Florida 32501

Program Name:
Diversity & Economic Development

Program Contact:

- Brian Wyer

Contact Email:

- BWYER@gcaacc.INFO

Contact Phone:

- (813) 438-3993

25-Word Description of Program:

The Gulf Coast African American Chamber of Commerce (GCAACC) serves as a resource center for Minority Owned Businesses, Business Professionals and Non-Profit Organizations in the Pensacola, Florida area and the surrounding Escambia Counties.

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Amount Requested:

- $60,000.00

Amount Received Last Year, if applicable:

- $50,000.00

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

- The Funds were used to pay the office staff and for the day-to-day operation of the Gulf Coast African American Chamber of Commerce. The staff is the key component to ensuring that the mission of the GCAACC is carried out. The funds were also used to assist with programs needed to complete our mission of serving our community. Our return to the county is increasing the amount of minority businesses involvement in economic development.

Briefly discuss how the funding you are currently requesting will be used.
(Specific emphasis on "Programming" – What does your program do and why is it an asset to the County?)

- Our program offer resources through workshops, seminars, training, mentoring programs, consulting and technical assistance to the members of the GCAACC. The GCAACC is an 18+ year old organization and a vital part of our community in Pensacola and surrounding areas. The Chamber actively promotes the expansion of business opportunities in the County through workshops, seminars training, mentoring programs, consulting and technical assistance. The opportunities that we offer to businesses through the Chamber are an asset to Escambia County.

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

- No

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

- Yes. The chamber is going through a "New Beginnings" process and we will move to a new location on 6-4-2018. Some of these amounts will change as needed to better serve our community.
- Salaries – 75%
- Direct Programming – 25%

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

The Gulf Coast African Chamber of Commerce plays a vital role in the community. Minority Business Owners and Business Professionals utilize our services to assist them in growing their business; marketing their brand and taking advantage of opportunities that are offered to enhance their business and increase their revenue. The partnership we have with Escambia County allows us to offer the services that we rendered. We are the ONLY organization of this kind that offer services with a focus on minority owned businesses, business professionals, non-profits and corporations.

-

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

We will offset the difference with other sources of income: Our annual membership and corporate partnership, our annual Guide and Business Directory and our annual Community Awards.

-

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

- N/A

Provide "Specific and Measurable" metrics in the following three sections:

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

For example, "reduce homelessness in Escambia County by "X"%"

- 1. Providing training and resources to Minority Businesses to increase economic development.
- 2. Increase Minority Business Engagement with Government Agencies.

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

For example, "number of families successfully transitioned into permanent housing and stabilized for 6 months utilizing County funding."

- 1. Over 2500 Business Owners were informed on marketing business/brand through social media.
- 2. Over 500 Business Owners attended workshops on lending, crown funding and working with financial institutions. Attendees received information regarding SBA (Small Business Administration), Doing with the Business with the State of Florida, City of Pensacola, Escambia County and business with a variety of Corporate and small businesses.

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

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

- There is currently no baseline statics for Escambia County minority business development and growth.

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

- As the new Executive Director, I am attempting to gather accurate details from the previous months in the chamber. Our statistics show an increase in verified members, funding and community support.

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

- Potential funding is received from the City of Pensacola.

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BUDGET

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

Income

NOTE: The chamber is going through a "New Beginnings" process. As of 6-4-2018, we have moved to a new location to gain better proximity to the county's businesses. The relocation and a possible future name change may have a positive change to our future budget allocations. As the new Executive Director of the chamber, I am verifying information provided from previous years to better understand our current and future budgets. Because of those factors, I have retained a few of the FY 16/17 allocations in the current/future budget. Some of the amounts may change as needed to better serve our community. Thank You for your understanding and patience.

	Most Recently Completed Budget Year FY 16/17	Current Budget Year FY 17/18	Proposed Budget Year FY 18/19
Contributions/Donations from Private Sources	2,169.19	2,225.00	2,325.00
Programmatic Income	22,035.39	22,930.39	23,400.00
County Funding	47,123.04	50,000.00	60,000.00
City Funding	26,232.80	25,000.00	35,000.00
Local Non-Profit Funding			
State Funding			
Federal Funding			
Memberships	5,587.81	6,000.00	7,000.00
Investment Income			
Other Income			
Total Income	103,140.23	106,155.39	122,725.00

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

-

Expenses

NOTE: The chamber is going through a "New Beginnings" process. As of 6-4-2018, we have moved to a new location to gain better proximity to the county's businesses. The relocation and a possible future name change may have a positive change to our future budget allocations. As the new Executive Director of the chamber, I am verifying information provided from previous years to better understand our current and future budgets. Because of those factors, I have retained a few of the FY

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16/17 allocations in the current/future budget. Some of the amounts may change as needed to better serve our community. Thank You for your understanding and patience.

	Most Recently Completed Budget Year FY 16/17	Current Budget Year FY 17/18	Proposed Budget Year FY 18/19
Total Staffing	2 FTEs	2 FTEs	2 FTEs
Salaries and Wages	65,124.97	70,638.92	70,638.92
Employee Benefits			
Professional Services	7,636.30	6,400.00	6,400.00
Contractual Services	2,000.00	1,000.00	1,000.00
Travel Expenses	31.43	300.00	500.00
Rentals and Leases	16,490.05	16,111.54	15,708.44
Communication			
Postage and Freight	174.38	175.00	250.00
Repair and Maintenance	65.00	130.00	100.00
Printing and Binding	7,679.00	7,700.00	8,900.00
Marketing and Promotion	949.85	1,150.00	1,450.00
Fuel			
Supplies	1,488.54	1,500.00	1,700.00
Event Expenses	3,354.18	4,500.00	4,500.00
Other Expenses *Bank Fees * Web dev * Member Services *	 79.68 869.34 207.78	 0.00 1,130.00 250.00	 0.0 1,920.00 400.00
Capitalizable Assets/ Equipment			1,000.00
Total Expenses	106,150.50	110,985.46	114,467.36
Net Income/Revenue minus Expense	3,010.27	-4,830.07	8,257.64

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

- N/A

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

- N/A

ECONOMIC DEVELOPMENT AGENCIES:

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

What is your agency's Strategic Plan?

- **The GCAACC is coming going through a "New Beginnings" process. We will be reviewing our strategic plan and making additional changes based on feedback from members, local government officials and trusted advisors.**

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

- **Increased businesses registering for county certification.**

List all projects and outcomes.

- **Monthly networking and training events. Increased attendance from previous year attendees.**
- **Workshops with county purchasing office. Increased attendance from previous year attendees.**

Show supporting backup on procurement activities.

- **I will contact the procurement office to obtain additional details on the type of details needed for this section.**

What is the net cost per job created?

- **N/A**

Provide the appropriate level of detail for activities.

- **N/A**

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

- **We have continued to host free events instead of functions that require charges.**
- **We have a membership fee that is significant lower than surrounding chambers.**
- **We provide free use of a computer, conference space, and printers to assist small businesses.**
- **We provide support to non-profits in the form of ticket sales, advertising and promotions.**

Are the funds being used for salaries or projects?

- **Yes**

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

- **No**

Was there any increase in membership?

- **Yes**

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

- **Our chamber has hosted a business from out of the state to assist in relocation of their services to the Escambia County area.**

Can we reduce the taxpayer subsidy?

- **No**

Question: How are our economic development partners working with an education component as part of our overall strategy for economic development?

Thank you for the opportunity to provide additional details on our chamber's education components. Since Brian Wyer's hiring as Executive Director with the chamber in August 2017, we have approached the education component through various avenues.

From an education of Escambia County citizens, the chamber partnered with the City of Pensacola, ECUA, Escambia County and the UWF Small Business Administration to educate citizens on our local government contracting and purchasing processes. We sponsored a "How to work with Our Local Government" free workshop on 9/28/17. 60+ individuals, businesses and chamber members attended the training. We also have an updated version of the workshop scheduled for 6/19/18. Please see the 2 flyers for the workshops.

We also sponsored a free "Purchasing a Home When You're Self-Employed" workshop on 8/18/17. The workshop allowed 3 Businesses to provide free education to citizens on acquiring homes. This knowledge has helped and will help the attendees stay in our county, thereby generating tax and business revenues.

Our Executive Director, Brian Wyer, lead a group discussion and office visit for 6 Nicaragua Business leaders from the Gulf Coast Citizen Diplomacy Council in September 2017. Brian educated our international visitors on the Chamber of Commerce structures in our county and the unique challenges faced by minority business owners. Please see the attached thank you note and photos.

Education of citizens through the hosting of free community workshops.

- On February 6, 2018: the chamber was a co-sponsor of the Pensacola Supplier Diversity Exchange. The exchange educated our county residents through networking and awareness of procedures to advance their businesses. Over 40 local, state and federal agencies served as teachers to education 80+ individuals and businesses through panel discussions and one-on-one interviews.

- On October 17, 2017, the chamber sponsored a Black Friday expo to increase business opportunities for our members. We educated businesses through real world vendor marketing on ways to network with other businesses, present their goods and marketing their products to the community.

Education of citizens through chamber GAIN (Gain – Awareness – intelligence - Networking) workshops

The free GAIN workshop events allows members to educate our County citizens on business operations needed to help grow their businesses. The workshops not only benefited the attendees, but also educated the business owners on better ways to transfer their knowledge to customers. The trainers improve their elevator pitches, provided one on one consultation for the

attendees to improve their businesses, and learned more about our community. Please see the attached flyers.

- On January 16, 2018: GAIN night for Tax and Accounting awareness.

- On February 20, 2018: GAIN night on financial awareness with Compass Bank.

- On March 19, 2018: GAIN Night for website creation and Market Strategies

Education of the community about the chamber:

The chamber has made a strong effort to educate our community of our presence, our mission and vision and that we are here to assist with their economic growth.

- On January 8, 2018, Brian Wyer presented chamber information at the Northwest Congregation in Action network meeting. The board consisted of several county pastors including: Rev Solomon Bozeman, Rev Grover Brown, Rev. Michael Collins, Rev. Calip Marcel David, Anthony Franklin, Rev. Darrak Scurles, and Victor Smith. I also brought Joy Sharpe from Baptist Hospital to educate them on the role of the Faith Based Health network.

- On January 5, 2018: Brian Wyer was the keynote speaker at Conexion Hispanics & Friends Networking meeting. The chamber also accepted a partnership with the Conexion leadership to reach out to other minority groups. The agreement allowed for the chamber to post items on their website and articles in a Hispanic based monthly newspaper. The goal of the agreement is to be more inclusive and increase the amount of businesses working with the county. Please see the attached flyer document.

- On January 13, 2018: Chamber presentation at the “MLK Be the Vote” gathering.

- On January 15, 2018: The chamber participated as a dignity float in the Annual MLK Parade. We worked with a new chamber member, 1st class Taxi of Perdido Key, to provide a throws to our county residents celebrating the legacy of Dr. King. The parade float provided our member with valuable marketing exposure and increased business as a result of partnering with the chamber. Brian Wyer was also able to do an on-screen TV interview to bring awareness to the TV audience about the chamber.

- On March 10, 2018: Presented at the NAACP Health Fair

- On December 1st, hosted an office Holiday Meet and Greet event to educate the community about the chamber. We worked individually with businesses to provide suggestions for improvements in the areas of networking, marketing and business growth.

Chamber education and training through roundtables, presentations and forums:

- On January 17, 2018: Attended the “Morning with Bob Graham” roundtable discussion.

- On January 19, 2018: Participated in the School Board District 3 Forum.

- On January 29, 2018: Attended a roundtable “Improving the Life for all” discussion.

- On February 12, 2018: Attended CivicCon “Better Public and Private Partnership” workshop.

- On March 9, 2018: attended “Communication Skills” workshop

- On March 13, 2018: attended CivicCon Ed McMahon “Tips & Techniques to Preserve Community Character”.

- On March 16, 2018: Chamber volunteer involvement at School Board District 3 Forum.

- October 2017: Gulf Power Symposium Attended the conference to gain knowledge of our regional economic plans and learn from fellow economic partners.

- Chamber representation at the Florida Public Relations Association meeting

- Chamber representation at the Annual Multi-Chamber network meeting.

- Individual one-on-one meetings with some Pensacola City Council members.

- Individual one-on-one meetings with some Escambia County Commissioners.

Ribbon Cuttings:

- On February 2, 2018: Ribbon cutting for new member of Good Times Tours.

- Performed a Ribbon Cutting for Charm Beauty member.

- Performed a Ribbon cutting for Uproar

- Performed a Ribbon cutting for Aaron Watson Firm, LLC

- Attended ribbon cutting with RJ Young business.

- Attended ribbon cutting with Wright Tours

- Attended NOLA office grand opening.

Community involvement

- A member of the Achieve Escambia Leadership Council

- A member of the Collective Action Network Career Readiness Team

- A member of the Community Health Needs Assessment Steering Committee

- Attended Escambia County School Board and Pensacola City Council meetings.

- Worked with Community Civil leaders to address the vacant School Board District 3 position.

- As a local Civil Rights leader, met ECSD Superintendent and School Board District 3 member

- Board of Directors with Junior Achievement Board of Northwest Florida

- Chamber representation at the Florida’s Great Northwest meeting.

- Chamber representation at the Comprehensive Economic Development Strategy (CEDS) Steering Committee.

MEMO FROM GULF COAST DIPLOMACY COUNCIL – 10/13/17

---------- Forwarded message ----------
From: **River Page** <river@gulfcoastdiplomacy.org>
Date: Fri, Oct 13, 2017 at 4:58 PM
Subject: Thank for Meeting with Our Visitors!
To: dkraher@cityofpensacola.com, smaddison@floridawesteda.com, kpeterson@uwf.edu, info@gcaacc.info, kjurkowich@gmail.com, ceo@gulfbreezechamber.com, kmwramsey@gmail.com

Dear everyone,

Thank you all for meeting with our group from Nicaragua earlier this month. The International Visitor Leadership Program depends on the leadership of individuals in the local community who interact with our visitors. Thank you for doing your part to make our program a success.

We have posted extensive photos on social media, but if you have missed them, here is a link to the group's time in Pensacola: https://www.flickr.com/photos/gccdc/albums

Best Regards, River Page
Program Intern
Gulf Coast Citizen Diplomacy Council
223 Palafox Place, Room 200
Pensacola, FL 32502

Gulf Coast
African American
Chamber of Commerce

CONEXIÓN
MEDIA GROUP

HISPANICS and FRIENDS LINKed (HFL)

"The Power of CONNECTION and Unity - ¡El Poder de Conexión y Unidad!

ALONG WITH

Joe's Caribe

INVITE YOU - TE INVITAN

Joe's Caribe Caribbean Cuisine | 1350 S. Blue Angel Pkwy, Pensacola, FL 32506
850-760-2512 | joescaribe.com | www.facebook.com/JoesCaribe

Thursday Jan. 4 | 5:30pm – 8:00pm

Everyone welcomed! Networking in a relaxed atmosphere.

Door prizes – appetizers & soft drinks provided

GUEST SPEAKER: Brian Wyer, Executive Director, Gulf Coast African-American Chamber of Commerce

FEATURED BUSINESS: Levin Rinke Realty – Paola Conner

Please RSVP by January 2 | David: (850) 368-3505
or e-mail us: conexionflorida@gmail.com

WWW.CONEXIONFLORIDA.COM

Gulf Coast African American Chamber of Commerce

G.A.I.N Night

Come see how to generate millions of dollars by building a WEBSITE for your business!

The Secret to Building a WEBSITE for Your Business!!

- 4 steps to help build & improve your business
- Through strategic public relations & marketing we will help you discover your "why" & design a personalized plan to help you reach your target audience.
- We can help amplify the voices of small businesses, nonprofits, & political candidates who seek to reach people on a grassroots level and help bring *clarity & concision* to the mission of those who are already doing great work in our community.

Every 3rd Tuesday of the month

March 20, 2018 @ 5:30 pm

Pensacola Improv Event Center

375 North Pace Blvd. Pensacola, FL 32501

UPROAR LLC

ethnet digital marketing

"We can tell you a lot about your business simply by watching."

RSVP at www.gcaacc.info or call the GCAACC office at 850.438.3993 for more information

PURCHASING A HOME WHEN YOU'RE SELF-EMPLOYED

You are cordially invited to join the Gulf Coast African American Chamber of Commerce and Hancock Bank for a free workshop designed specifically for entrepreneurs who desire to purchase a home.

Often the process for buying a home can be intimidating, especially if you are self-employed. However, it does not have to be. If you are a small business owner, we invite you to join us, as we review the key steps for purchasing and effectively preparing for homeownership.

When: **Tuesday, August 8, 2017**
6:30 PM

Where: **West Florida Public Library, Main Branch**
239 N. Spring Street
Pensacola, FL

Presentations:

HANCOCK BANK (Mr. Grover Brown)
REALTY MASTERS OF FLORIDA (Octavia Grimes-Hopkins) - Purchasing Process
TAX PREPARER & CREDIT REPAIR AGENT (Angela Porterfield)

To register or for more information, please contact:
Angelena Wheat at (850) 438-3993 or
awheat@gcaacc.info by July 28, 2017

Sponsored by: Gulf Coast African American Chamber of Commerce
Presented by: Grover Brown, Community Lending Originator—Hancock Bank

How to do Business with our Local Government

You are cordially invited to join the Gulf Coast African American Chamber of Commerce (GCAACC), the City of Pensacola, Escambia County, and the Emerald Coast Utilities Authority (ECUA) for a free workshop designed for businesses to establish a working relationship with our local government.

We will review the key steps for registering your business, procedures for bidding and procurement, presentation of your product/service, and future business opportunities with your local government. The presentations will be followed by a Question & Answer session and networking.

When: Tuesday, June 19, 2018 at 6:00 PM

Where: Hagler-Mason Conference Room
2nd Floor
222 W. Main St.
Pensacola, FL 32502

Presentations By:
Escambia County (Paul Nobles)
ECUA (Pete Wilkinson)
The City of Pensacola (Hosea Goodwyn)

To register or for more information, please call (850) 438-3993. You can also send a memo to swilliams@gcaacc.info or bwyer@gcaacc.info by June 15, 2018.

Sponsored by: The Gulf Coast African American Chamber of Commerce (GCAACC), The City of Pensacola, Escambia County, and The ECUA

Hello Stephan - - Listed below in Bold are the additional questions that needed to be addressed in our proposal for funding. I placed answers to the questions after each of the questions. Thank You

Any documentation you can provide on the "New Beginnings" initiative?

The New Beginnings initiative is an effort to move beyond the issue with the Federal Tax Lien that the chamber encountered on 2/13/18. At a high level, it consist of the following:
- Transparency
: I have spoke with Jack Brown directly and several county commissioners to make them aware of the issue. I have left voicemail messages with the commissioners that I was unable to personally reach.
: A newspaper article detailing the initiative published on 4/2/2018. See the PDF attached to this memo.
: Initiative awareness to attendees at the 4th Annual Community Awards on 4/13/2018.

- A new location
: By Monday, 6/4/2018, the chamber will now be located at the 341 N. Devillers Street location.
: This new location will provide physical distance and historical handling of issues distance from items encountered in the chamber's past.
: It will also provide the chamber access to all of the businesses located in the Belmont De Villiers surrounding area where many of the minorities businesses are located.
: It will provide increased access to conference rooms, networking areas, and a monthly cost savings of rent/utilities.

- A possible new name
: The chamber is reviewing a possible name change from "Gulf Coast African American Chamber of Commerce".
: We are reviewing options for a more inclusive name that would focus on all minority businesses.
: Personal discussions are taking place with stakeholders and a survey will be sent out for additional input.

- An emphasis to resolve the Tax Lien issue
: I have been working with an IRS field official to ensure that all of the needing information is provided for the Tax Lien.
: I have been working with a Tax CPA and TAX attorney to review possible options.
: We have working actively with an outside bookkeeping and payroll company to handling our payroll processing.
: I am providing an additional level of review to ensure that we continue to stay current on our tax obligations.

- Building relationships with strategic advisers.
: I have created a network of local business leaders that have agreed to provide insight into the operations of our chamber.
: These resources are able to provide an objective review of options for chamber,
: As the chamber resolve our Tax Lien issues, these resources may agree to take a leadership role on the BODs.

Metrics and baseline stats must be tangible (establish your baseline from current year activities and provide measurables). Suggestions based on previous Board direction:

- **How many new minority businesses have been created this year?** From October 2017 through June 1, 2018, new businesses created is ~~XX~~ 10.

- **How many minority businesses do your assist currently?** Over 2500 county residents/businesses were informed on marketing business/brand through social media, chamber business directories and presentations. Over 500 businesses/residents attended workshops, newsletters, and newspaper articles.

- **How many new memberships have been created?** For this year: October 2, 2017 through May 28, 2018, we have created 29 new members.

- **How many current memberships do you have?** As of June 4, 2018, our total current members is 161. We also have over 492 website contacts.

- **How many jobs were created by your activities?** This is a challenging number to directly quantify. I have seen various numbers provided in past chamber reports and cannot determine how they were obtained. As an example of our Community Awards event, we provided jobs to over 7 different businesses resulting in income to over 23 individuals. As a result of businesses joining the chamber, our members have received referrals, leads to new contacts and additional work for their businesses. I will work diligently over the next few months to provide additional metrics in this area.

Any successes you can provide? Such as moved a business here from somewhere else, partnered with Foundations for the Future and did XYZ?

The Plurax Company were seeking to expand their business in the Pensacola area. We worked with them to setup a location in our Hub zone at the previous chamber location. They worked out of the location from October 2017 to June 2018. They hired a part time assistant to handle work in our office location.

On February 6, 2018: the chamber was a co-sponsor of the Pensacola Supplier Diversity Exchange. The exchange educated our county residents through networking and awareness of procedures to advance their businesses. Over 40 local, state and federal agencies served as teachers to education 80+ individuals and businesses through panel discussions and one-on-one interviews.

The chamber partnered with the City of Pensacola, ECUA, Escambia County and the UWF Small Business Administration to educate citizens on our local government contracting and purchasing processes. We sponsored a "How to work with Our Local Government" free workshop on 9/28/17. 60+ individuals, businesses and chamber members attended the training. We also have an updated version of the workshop scheduled for 6/19/18.

PNJ article dated 4/2/18 – "GCAACC considers new name, new location"

Gulf Coast African American Chamber of Commerce considers new name, new location

Kevin Robinson, krobinson4@pnj.comPublished 5:26 p.m. CT April 2, 2018 | **Updated 5:33 p.m. CT April 2, 2018**

(Photo: GCAACC)

CONNECTTWEETLINKEDINCOMMENTEMAILMORE

The Gulf Coast African American Chamber of Commerce is hosting its annual awards ceremony next week, and the theme is new beginnings.

But that theme will extend beyond just the ceremony. The chamber is planning a number of changes, which may include a new name and a new location.

GCAACC Executive Director Brian Wyer said the changes were in support of building stronger relationships with area business owners and ensuring entrepreneurs of all backgrounds know they are welcome.

"We're here to help economic development for African-American businesses, small businesses and all businesses," Wyer said.

The chamber was founded in 1999 to be an advocator, educator and connector for minority-owned businesses. Wyer, who was appointed executive director of the organization in November, said having a chamber focused on developing minority businesses was important because minority business owners face unique challenges.

A 2016 study by the U.S. Small Business Administration found that while the number of minority-owned businesses is growing, on average they earn only 32 percent as much revenue as non-minority businesses.

Wyer said locally, part of the problem is that businesses owners aren't aware of or aren't taking advantage of all of the opportunities that are available.

There are about 3,300 minority-owned businesses in Escambia County, according to 2012 U.S. Census data. Wyer said by his accounting, only about 60 of them have undergone the necessary certification process to do business with the county government.

To Wyer, that means contracts, revenue and growth opportunities that businesses can't even pursue, let alone attain. He said his goal is for the chamber to start identifying other challenges in the local business community and start working with business owners, churches and other organizations to address them.

The chamber is in the process of negotiating a move to a building in the Belmont-DeVilliers area to be more accessible to businesses owners in downtown and central Pensacola. Wyer will also be working to spread the message that while minority businesses are the focus of the GCAACC, the organization is open to everyone.

He said people sometimes misunderstand that.

"People tell me, 'I love your organization, I love what you're doing, but I can't join because I'm white,'" Wyer said, noting that is absolutely not the case.

The group is considering changing the GCAACC's name to something that would be more inclusive to people outside of the African-American community.

Wyer said the chamber is also working to address some of its own legacy issues.

After signing on at the chamber, Wyerlearned the organization had an outstanding debt to the IRS. He said the issue stemmed from an internal lack of understanding of payroll tax requirements. Although the organization has hired an external bookkeeper and is now in compliance, it is under a federal tax lien.

Still, Wyer's goal is for the GCAACC to work its way out of debt, and continue doing good work in the local community. To him, an organization like a chamber is only as good as its reputation and its trust-level in the community,

"(We're going to) face our problem head-on, be transparent and let people in community know we're doing what we can to right this issue," Wyer said.

The chamber will be honoring other people who are doing right by the community at its fourth annual Community Awards Ceremony, recognizing individuals and businesses that have made a difference by partnering with our community, mentoring others and pursuing a bold vision for the future.

The event will be from 6:30-9:30 p.m. April 13 at the Pensacola Improv Event Center, 375 N. Pace Blvd. Registration for the event is $25 at gcaacc.info.

"New beginnings is about focusing on the future," Wyer said. "Looking forward out the front windshield instead of looking back in the rearview mirror."

Kevin Robinson can be reached at krobinson4@pnj.com and 850-435-8527.

Sent from

Income

	Most Recently Completed Budget Year FY 16/17 990 Tax Return	Most Recently Completed Budget Year FY 16/17 NOTES - 990 Tax Return	Most Recently Completed Budget Year FY 16/17 Income Statement	Most Recently Completed Budget Year FY 16/17 NOTES - Income Statement	Current Budget Year FY 17/18	NOTES - Current Budget Year FY 17/18	Proposed Budget Year FY 18/19	NOTES - Proposed Budget Year FY 18/19
Contributions/Donations from Private Sources			$1,536.19	Total = $2,161.19	Total = $1,600	Estimate from previous year. Total = $2,225	Total = $1,700	Forecast based on current and previous year. Total = $2,325
* Corporate Dues			$625.00	Donations from Corporations	$625.00	Estimate from previous year	$625.00	Forecast based on current and previous year
Programmatic Income				Total = $22,035.39		Total = $22,930.39		Total = $23,400
* Awards Baquet			$3,000.00					
* Banquet Sponsorship			$7,000.00		$9,900.00		$10,000.00	Forecast based on current year
* Banquet Ticket Sales			$350.00		$1,345.00		$1,400.00	
* Vistor Guide Campaign			$11,685.39		$11,685.39		$12,000.00	
County Funding			$47,123.04	Per Katie, actual amount is 49998.65	$50,000.00		$60,000.00	
City Funding			$26,232.80		$25,000.00		$30,000.00	
Local Non-Profit Funding								
State Funding			$0.00		$0.00			
Federal Funding			$0.00		$0.00			
Memberships			$5,587.81		$6,000.00	Estimate from previous year	$7,000.00	Forecast based on current and previous year
Investment Income	2.00							
Other Income	103,140.00	No breakdown listed on 990						
Total Income	103,142.00		$103,140.23		$104,555.39		$121,025.00	

Expenses

	Most Recently Completed Budget Year FY 16/17	Most Recently Completed Budget Year FY 16/17 NOTES - 990 Tax Return	Most Recently Completed Budget Year FY 16/17	Most Recently Completed Budget Year FY 16/17 NOTES - Income Statement	Current Budget Year FY 17/18	NOTES - Current Budget Year FY 17/18	Proposed Budget Year FY 18/19	NOTES - Proposed Budget Year FY 18/19
Total Staffing				2 FTE at Total amount = 65,124.97		2 FTE at Total amount = 70,638.92		2 FTE at Total amount = 70,638.92
Salaries and Wages	59,824.00		$59,835.55		$58,481.00	Brian (714.40 x 52) = 37,148.80 and Santiria (410.23 x 52) = 21,331.96. Total of 58,481	$58,481.00	Brian (714.40 x 52) = 37,148.80 and Santiria (410.23 x 52) = 21,331.96. Total of 58,481
* Payroll taxes		Taxes not paid for a portion of year	$5,289.42		$12,157.92	1013.16 per month X 12	$12,157.92	1013.16 per month X 12
Employee Benefits	0.00				$0.00		$0.00	
Professional Services	8,672.00		$450.00	Amounts are divided into sub categories. Total = $7,636.3	$450.00	Estimate from previous year. Amounts are divided into sub categories. Total = $6,400	$450.00	Forecast based on current and previous year. Amounts are divided into sub categories. Total = $6,400
* Accounting Services			$6,222.00	Jan 2017 to Sept 2017	$5,000.00		$5,000.00	
* Administrive Expense			$964.30		$950.00	Estimate from previous year	$950.00	Forecast based on current and previous year
Contractual Services			$2,000.00	Communication Specialist = 200 per month x 10 months	$1,000.00	Vistor Guide specialist	$1,000.00	Vistor Guide specialist
Bank Services			$79.68		$0.00		$0.00	
Travel Expenses			$31.43		$300.00		$500.00	
Rentals and Leases	14,891.00			Total amount = 16490.05		Total amount = 16,111.54		Total amount = 15708.44
* Utiliies			$2,563.10		$2,563.10	Estimate from previous year	$2,600.00	
* Occupancy Expense			$12,262.68		$11,390.00	Michigan (10/18 to 5/18 = $967.50 X 8 = $7740) and Belmont (6/18 to 9/18 = $912.50 X 4 = $3650) for Total of $11390	$10,950.00	$912.50 per month x 12 = $10950
* Equipment Rental			$1,664.27		$2,158.44		$2,158.44	($129.87 per month x 12 = 1558.44) + ($50 per month x 12 = 600) = $2158.44

* Web Development			$869.34			$1,130.00	($70 per month x 5 = $350) + ($90 per month x 7 = $630) for total = 980 plus next level growth at extra ($50 per month x 3 = 150). Grand Total = 1130		$1,920.00	$160 per month at next level x 12 = $1920
Member Services			$207.78			$250.00	Estimate from previous year		$400.00	
Communication										
Postage and Freight			$174.38			$175.00	Estimate from previous year		$250.00	
Repair and Maintenance			$65.00			$130.00			$100.00	
Printing and Binding	8,703.00		$7,679.00			$7,700.00	Estimate from previous year		$8,900.00	
Marketing and Promotion				Total = 949.85			Total = 1,150			Total = 1,450
* Advertising			$100.00			$150.00	Estimate from previous year		$250.00	
* Promotional Expenses			$6.85			$100.00			$200.00	
* Promotional Expenses			$843.00			$900.00			$1,000.00	
Fuel										
Supplies			$1,488.54			$1,500.00	Estimate from previous year		$1,700.00	
Event Expenses										
*Community Awards			$3,354.18			$4,500.00			$4,500.00	
Other Expenses	14,891.00									
Capitalizable Assets/ Equipment									$1,000.00	
Total Expenses	106,981.00		$106,150.50			$110,985.46			$114,467.36	
Net Income/Revenue minus Expense			$3,010.27			-$6,430.07			$6,557.64	

Gulf Coast African American Chamber of Commerce

- Our chamber currently has over 140 members and over 475 contacts.
- On August 8, 2017, we hosted a “Purchasing a Home When You're Self-Employed” workshop. We also hosted a “How to work with Our Local Government” workshop, where the City, County and ECUA presented to our community.
- We partnered with numerous groups and local Financial Institutions to bring information regarding contracting/purchasing with the City, County & State. Listed below is a recap of the recent activities:
    - We lead a group discussion and office visit for 6 Nicaragua Business leaders from the Gulf Coast Citizen Diplomacy Council.
    - Participated in the Great Northwest and Comprehensive Economic Development Strategy (CEDS) Steering Committee
    - Gulf Power Symposium to gain knowledge from presentations and network with fellow economic partners.
    - Annual Multi-Chamber network meeting
    - Florida Public Relations Association meeting
    - Individual one-on-one meetings with Pensacola City Council members and Escambia County Commissioners.
    - Attended Escambia County School Board and Pensacola City Council meetings.
    - Continuing to work with Community Civil leaders to address the vacant School Board District 3 position.
    - On October 17, 2017 sponsored a Black Friday expo to increase business opportunities for our members.

    - On December 1, 2017 hosted an office Holiday Meet and Greet event to network with network with the community and gain new members.
    - Along with local Civil Rights leaders, met ECSD Superintendent and School Board member
    - Met with local pastors as part of the Congregation In Action network.
    - On February 6, 2018 co-sponsor of the Pensacola Supplier Diversity Exchange (40 local, state and federal agencies hosted 80+ businesses for panel discussions and one-on-one interviews)
    - On January 15, 2018 we participated as a dignity float in the Annual MLK Parade
    - On February 20, 2018 hosted GAIN night with Compass Bank.
- Brian, Executive Director, represents the chamber as a member of the following groups:
    - Achieve Escambia Leadership Council
    - Junior Achievement Board of Directors.
    - Virginia College Business Advisory board
    - First Place Partners economic group

Form **W-9**
(Rev. August 2013)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

Print or type
See Specific Instructions on page 2.

Name (as shown on your income tax return)
Gulf Coast African American Chamber of Commerce, Inc

Business name/disregarded entity name, if different from above

Check appropriate box for federal tax classification:
☐ Individual/sole proprietor ☑ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate

☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶

☐ Other (see instructions) ▶

Exemptions (see instructions):
Exempt payee code (if any)
Exemption from FATCA reporting code (if any)

Address (number, street, and apt. or suite no.)
945 W. Michigan Avenue Ste. 12-B

City, state, and ZIP code
Pensacola, Florida 32505

Requester's name and address (optional)
Studer Foundation, Inc
PO Box 2096
Pensacola, FL 32513

List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on the "Name" line to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Note. If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

Social security number
			-			-				

Employer identification number
5	9	-	3	6	8	1	6	4	1

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
3. I am a U.S. citizen or other U.S. person (defined below), and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.

Sign Here Signature of U.S. person ▶ Brian Wyer Date ▶ 3-19-18

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. The IRS has created a page on IRS.gov for information about Form W-9, at *www.irs.gov/w9*. Information about any future developments affecting Form W-9 (such as legislation enacted after we release it) will be posted on that page.

Purpose of Form

A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, payments made to you in settlement of payment card and third party network transactions, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct.

Note. If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 301.7701-7).

Special rules for partnerships. Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax under section 1446 on any foreign partners' share of effectively connected taxable income from such business. Further, in certain cases where a Form W-9 has not been received, the rules under section 1446 require a partnership to presume that a partner is a foreign person, and pay the section 1446 withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid section 1446 withholding on your share of partnership income.

IRS Department of the Treasury
Internal Revenue Service

CINCINNATI OH 45999-0038

In reply refer to: 0248404892
Sep. 17, 2013 LTR 4168C 0
59-3681641 000000 00
00016029
BODC: TE

GULF COAST AFRICAN AMERICAN CHAMBER
OF COMMERCE
% HENRY HARRIS
PO BOX 18432
PENSACOLA FL 32523

025766

Employer Identification Number: 59-3681641
Person to Contact: Jeff Seibert
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Sep. 06, 2013, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(6) of the Internal Revenue Code in a determination letter issued in December 2000.

Because you are not an organization described in section 170(c) of the Code, donors may not deduct contributions made to you. You should advise your contributors to that effect.

Please refer to our website www.irs.gov/eo for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,

Richard McKee

Richard McKee, Department Manager
Accounts Management Operations

IRS Department of the Treasury
Internal Revenue Service
P.O. Box 2508
Cincinnati OH 45201

In reply refer to: 0248364799
July 24, 2009 LTR 4168C E0
59-3681641 000000 00
00015633
BODC: TE

GULF COAST AFRICAN AMERICAN CHAMBER
OF COMMERCE
% HENRY HARRIS
PO BOX 17844
PENSACOLA FL 32501

028693

Employer Identification Number: 59-3681641 ~~SSN~~
Person to Contact: Mrs K. Hopton
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your request of July 15, 2009, regarding your tax-exempt status.

Our records indicate that a determination letter was issued in December 2000, that recognized you as exempt from Federal income tax, and discloses that you are currently exempt under section 501(c)(06) of the Internal Revenue Code.

Because you are not an organization described in section 170(c) of the Code, donors may not deduct contributions made to you. You should advise your contributors to that effect.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

476-0768

Sincerely yours,

Michele M. Sullivan

Michele M. Sullivan, Oper. Mgr.
Accounts Management Operations I

GULFCOAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC
Income Statement
For the One Month and the Twelve Months ended September 30, 2017

	One Month Ended September 30, 2017	Twelve Months Ended September 30, 2017
Sales		
Corporate Contribution	$ 1,536.19	$ 1,536.19
Escambia County Appropriations	47,123.04	47,123.04
City of Pensacola Appropriatio	26,232.80	26,232.80
Membership Dues	5,587.81	5,587.81
Corporate Dues	625.00	625.00
Visitor Guide Campaign	11,685.39	11,685.39
Award Banquet Sponsorship	7,000.00	7,000.00
Award Banquet Ticket Sales	350.00	350.00
Community Award Banquet	3,000.00	3,000.00
Total Sales	103,140.23	103,140.23
Cost of Goods Sold		
Gross Profit	103,140.23	103,140.23
Operating Expenses		
Office Supplies-Unrestricted	1,488.54	1,488.54
Professional Service-Unres	450.00	450.00
Bank Service Charge-Unrestrict	79.68	79.68
Accounting Service-Unrestricte	6,222.00	6,222.00
Equipment Rental-Unrestricted	1,664.27	1,664.27
Occupancy Expense-Unrestricted	12,262.68	12,262.68
Utilities-Unrestricted	2,563.10	2,563.10
Care Of Buildings & Grounds-Un	65.00	65.00
Printed Materials-Unrestricted	7,679.00	7,679.00
Promotional Expense-Unrestrict	843.00	843.00
Promotional Expense-Temporaril	6.85	6.85
Advertising-Unrestricted	100.00	100.00
Transportation Fares-Unrestric	31.43	31.43
Contract Labor-Unrestric	2,000.00	2,000.00
Administrative Expns-Unrstctd	964.30	964.30
Postage And Shipping-Unrestric	174.38	174.38
Community Award Project -U	3,354.18	3,354.18
Member Services - Unrestricted	207.78	207.78
Web Development & Hosting-U	869.34	869.34
Salaries-Unrestricted	59,823.55	59,823.55
Payroll Tax Expense-Unrestrict	5,289.42	5,289.42
Total Operating Expenses	106,138.50	106,138.50
Net Income from Operations	(2,998.27)	(2,998.27)
Other Income (Expenses)		
Interest Income-Unrestricted	2.04	2.04
Total Other Income (Expenses)	2.04	2.04
Net Income (Loss)	$ (2,996.23)	$ (2,996.23)

See accompanying notes and accountant's report.

GULFCOAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC
BALANCE SHEET
September 30, 2017 and 2016

	2017
ASSETS	
Current Assets	
Gulf Winds-7059	$ 3,329.72
Gulf Wind - 0001-Savings Acct	690.54
Other Receivables	7,500.73
Total Current Assets	11,520.99
Property and Equipment	
Office Furniture And Fixtures	4,498.69
Total Property and Equipment	4,498.69
Other Assets	
Total Other Assets	.00
Total Assets	$ 16,019.68

See accompanying notes and accountant's report.

GULFCOAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC
BALANCE SHEET
September 30, 2017 and 2016

	2017
LIABILITIES AND STOCKHOLDERS' EQUITY	
Current Liabilities	
Accounts Payable	1,858.75
Payroll Taxes Payable	5,803.81
Total Current Liabilities	7,662.56
Long-Term Liabilities	
Total Long Term Liabilities	.00
Total Liabilities	7,662.56
Stockholders' Equity	
Opening Balance Equity	4,473.70
Net Assets-Unrestricted	6,880.57
Net Income (Loss)	(2,997.15)
Total Stockholders' Equity	8,357.12
Total Liabilities And Stockholders' Equity	$ 16,019.68

See accompanying notes and accountant's report.

Locklin Accounting & Tax Services Inc
152 Overlook Dr
Pensacola, FL 32503
850-469-4882

INVOICE

INVOICE NO. 7976
INVOICE DATE 1/9/2018
CUSTOMER NO. GCAACC17

SOLD TO:

GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE IN
945 MICHIGAN AVE
SUITE 12B
PENSACOLA, FL 32505

SHIP TO:

DIVISION/SALES REP.	TERMS	SHIPPED VIA	INVOICE DATE
			1/9/2018

QUANTITY	REFERENCE	DESCRIPTION ITEM CODE GROUP	UNIT PRICE	AMOUNT
1	1	CLIENT WRITE-UP DEC 2017	150.0000	150.00
1	2	PAYROLL PROCESSING DEC 2017	60.0000	60.00
1	3	4TH QTR 2017 PAYROLL REPORTS	129.0000	129.00
1	4	2017 FORM 940	50.0000	50.00
1	5	2017 W2/W3 PROCESSING	60.0000	60.00
4	6	2017 FORM W2/W3	7.0000	28.00

SALE AMOUNT	continued
SALES TAX	continued
FREIGHT	continued
OTHER CHARGE	continued
DISCOUNT	continued
Less DEPOSIT	.00
TOTAL	continued

Locklin Accounting & Tax Services Inc
152 Overlook Dr
Pensacola, FL 32503
850-469-4882

INVOICE

INVOICE NO. 7976
INVOICE DATE 1/9/2018
CUSTOMER NO. GCAACC17

SOLD TO:

GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE IN
945 MICHIGAN AVE
SUITE 12B
PENSACOLA, FL 32505

SHIP TO:

DIVISION/SALES REP.	TERMS	SHIPPED VIA	INVOICE DATE
			1/9/2018

QUANTITY	REFERENCE	DESCRIPTION ITEM CODE GROUP	UNIT PRICE	AMOUNT
1	7	2017 FORM 1099/1096 PROCESSING	60.0000	60.00
3	8	2017 FORM 1099/1096	7.0000	21.00

SALE AMOUNT	558.00
SALES TAX	.00
FREIGHT	.00
OTHER CHARGE	.00
DISCOUNT	.00
Less DEPOSIT	.00
TOTAL	558.00

GULFCOAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC

FINANCIAL STATEMENTS

December 31, 2017

GULFCOAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC
Income Statement
For the One Month and the Three Months ended December 31, 2017

	One Month Ended December 31, 2017	Three Months Ended December 31, 2017
Sales		
Corporate Contribution	$ .00	$ 500.00
Escambia County Appropriations	11,072.53	18,319.61
City of Pensacola Appropriatio	1,680.30	3,302.85
Membership Dues	750.00	2,333.25
Visitor Guide Campaign	1,797.00	1,797.00
Total Sales	15,299.83	26,252.71
Cost of Goods Sold		
Gross Profit	15,299.83	26,252.71
Operating Expenses		
Supplies Expense-Unrestricted	61.28	61.28
Office Supplies-Unrestricted	118.15	191.69
Professional Service-Unres	.56	.56
Bank Service Charge-Unrestrict	.56	.56
Accounting Service-Unrestricte	420.00	969.00
Equipment Rental-Unrestricted	129.87	389.61
Occupancy Expense-Unrestricted	717.50	2,152.50
Utilities-Unrestricted	198.94	671.76
Administrative Expns-Unrstctd	5.00	413.56
Postage And Shipping-Unrestric	22.61	70.20
Web Development & Hosting-U	140.00	210.00
Salaries-Unrestricted	6,400.00	17,360.00
Payroll Tax Expense-Unrestrict	489.60	1,374.24
Total Operating Expenses	8,704.07	23,864.96
Net Income from Operations	6,595.76	2,387.75
Other Income (Expenses)		
Other Income-Unrestricted	.00	.05
Total Other Income (Expenses)	.00	.05
Net Income (Loss)	$ 6,595.76	$ 2,387.80

See accompanying notes and accountant's report.

GULFCOAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC
BALANCE SHEET
December 31, 2017 and 2016

	2017
ASSETS	
Current Assets	
Gulf Winds-7059	$ 6,196.87
Gulf Wind - 0001-Savings Acct	5.05
Other Receivables	7,500.73
Total Current Assets	13,702.65
Property and Equipment	
Office Furniture And Fixtures	4,498.69
Total Property and Equipment	4,498.69
Other Assets	
Total Other Assets	.00
Total Assets	$ 18,201.34

See accompanying notes and accountant's report.

GULFCOAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC
BALANCE SHEET
December 31, 2017 and 2016

	2017
LIABILITIES AND STOCKHOLDERS' EQUITY	
Current Liabilities	
Accounts Payable	1,858.75
Payroll Taxes Payable	5,596.75
Total Current Liabilities	7,455.50
Long-Term Liabilities	
Total Long Term Liabilities	.00
Total Liabilities	7,455.50
Stockholders' Equity	
Opening Balance Equity	4,473.70
Net Assets-Unrestricted	3,884.34
Net Income (Loss)	2,387.80
Total Stockholders' Equity	10,745.84
Total Liabilities And Stockholders' Equity	$ 18,201.34

See accompanying notes and accountant's report.

DATE	CHECK NO.	AMOUNT
12/1/2017	1118	$ 714.40

PAY SEVEN HUNDRED FOURTEEN DOLLARS AND 40 CENTS **********

TO THE ORDER OF
BRIAN P WYER
6061 CHAPMAN CIRCLE
PENSACOLA, FL 32504

EMP. NO.	EMPLOYEE NAME					SSEC. NO.	PAY PERIOD	CHECK DATE	CHECK NO.
WYEB	BRIAN P WYER					XXX-XX-8785	11/19/17 - 11/25/17	12/1/2017	1118

EARNINGS					DEDUCTIONS			STD. WITH-HOLDINGS		
HOURS	RATE	DESC.	AMOUNT	Y-T-D	DESC.	AMOUNT	BALANCE	DESC.	AMOUNT	Y-T-D
1.00	800.000	Reg FL	800.00	13600.00				Fwt	24.40	455.80
								Ssec	49.60	843.20
								Mdcr	11.60	197.20
TOTAL			800.00	13600.00		0.00	0.00		85.60	1496.20
								NET CHECK		714.40

EMP. NO.	EMPLOYEE NAME
WYEB	BRIAN P WYER

BENEFIT INFO	CARRY OVER	Y-T-D ACCRUED	Y-T-D TAKEN	AVAILABLE

FILING STATUS

Taxable Marital Status: Married
Exemptions/Allowances:
Federal: 5
State: FL, 5

DATE	CHECK NO.	AMOUNT
12/1/2017	1119	$ 410.23

PAY FOUR HUNDRED TEN DOLLARS AND 23 CENTS **********

TO THE ORDER OF
SANTIRIA D BRADLEY
7004 LANIER DRIVE
APT 2
PENSACOLA, FL 32514

EMP. NO.	EMPLOYEE NAME				SSEC. NO.	PAY PERIOD	CHECK DATE	CHECK NO.		
BRAS	SANTIRIA D BRADLEY				XXX-XX-8909	11/19/17 - 11/25/17	12/1/2017	1119		
EARNINGS					DEDUCTIONS			STD. WITH-HOLDINGS		
HOURS	RATE	DESC.	AMOUNT	Y-T-D	DESC.	AMOUNT	BALANCE	DESC.	AMOUNT	Y-T-D
40.00	12.000	Reg FL	480.00	19725.18				Fwt	33.05	1020.18
								Ssec	29.76	1222.95
								Mdcr	6.96	286.02
TOTAL			480.00	19725.18		0.00	0.00		69.77	2529.15
								NET CHECK		410.23

EMP. NO.	EMPLOYEE NAME
BRAS	SANTIRIA D BRADLEY

BENEFIT INFO	CARRY OVER	Y-T-D ACCRUED	Y-T-D TAKEN	AVAILABLE

FILING STATUS

Taxable Marital Status: Single
Exemptions/Allowances:
Federal: 2
State: FL, 2

DATE	CHECK NO.	AMOUNT
12/8/2017	1123	$ 714.40

PAY SEVEN HUNDRED FOURTEEN DOLLARS AND 40 CENTS **********

TO THE ORDER OF
BRIAN P WYER
6061 CHAPMAN CIRCLE
PENSACOLA, FL 32504

EMP. NO.	EMPLOYEE NAME				SSEC. NO.	PAY PERIOD	CHECK DATE	CHECK NO.		
WYEB	BRIAN P WYER				XXX-XX-8785	11/26/17 - 12/02/17	12/8/2017	1123		
EARNINGS					DEDUCTIONS			STD. WITH-HOLDINGS		
HOURS	RATE	DESC.	AMOUNT	Y-T-D	DESC.	AMOUNT	BALANCE	DESC.	AMOUNT	Y-T-D
1.00	800.000	Reg FL	800.00	14400.00				Fwt	24.40	480.20
								Ssec	49.60	892.80
								Mdcr	11.60	208.80
TOTAL			800.00	14400.00		0.00	0.00		85.60	1581.80
								NET CHECK		714.40

EMP. NO.	EMPLOYEE NAME				
WYEB	BRIAN P WYER				
BENEFIT INFO	CARRY OVER	Y-T-D ACCRUED	Y-T-D TAKEN	AVAILABLE	FILING STATUS
					Taxable Marital Status: Married Exemptions/Allowances: Federal: 5 State: FL, 5

DATE	CHECK NO.	AMOUNT
12/8/2017	1124	$ 410.23

PAY FOUR HUNDRED TEN DOLLARS AND 23 CENTS **********

TO THE ORDER OF
SANTIRIA D BRADLEY
7004 LANIER DRIVE
APT 2
PENSACOLA, FL 32514

EMP. NO.	EMPLOYEE NAME	SSEC. NO.	PAY PERIOD	CHECK DATE	CHECK NO.
BRAS	SANTIRIA D BRADLEY	XXX-XX-8909	11/26/17 - 12/02/17	12/8/2017	1124

EARNINGS					DEDUCTIONS			STD. WITH-HOLDINGS		
HOURS	RATE	DESC.	AMOUNT	Y-T-D	DESC.	AMOUNT	BALANCE	DESC.	AMOUNT	Y-T-D
40.00	12.000	Reg FL	480.00	21645.18				Fwt	33.05	1152.38
								Ssec	29.76	1341.99
								Mdcr	6.96	313.86
TOTAL			480.00	21645.18		0.00	0.00		69.77	2808.23
								NET CHECK		410.23

EMP. NO.	EMPLOYEE NAME
BRAS	SANTIRIA D BRADLEY

BENEFIT INFO	CARRY OVER	Y-T-D ACCRUED	Y-T-D TAKEN	AVAILABLE

FILING STATUS

Taxable Marital Status: Single
Exemptions/Allowances:
Federal: 2
State: FL, 2

DATE	CHECK NO.	AMOUNT
12/15/2017	1125	$ 714.40

PAY SEVEN HUNDRED FOURTEEN DOLLARS AND 40 CENTS **********

TO THE ORDER OF
BRIAN P WYER
6061 CHAPMAN CIRCLE
PENSACOLA, FL 32504

EMP. NO.	EMPLOYEE NAME				SSEC. NO.	PAY PERIOD	CHECK DATE	CHECK NO.
WYEB	BRIAN P WYER				XXX-XX-8785	12/03/17 - 12/09/17	12/15/2017	1125

EARNINGS					DEDUCTIONS			STD. WITH-HOLDINGS		
HOURS	RATE	DESC.	AMOUNT	Y-T-D	DESC.	AMOUNT	BALANCE	DESC.	AMOUNT	Y-T-D
1.00	800.000	Reg FL	800.00	15200.00				Fwt	24.40	504.60
								Ssec	49.60	942.40
								Mdcr	11.60	220.40
TOTAL			800.00	15200.00		0.00	0.00		85.60	1667.40
								NET CHECK		714.40

EMP. NO.	EMPLOYEE NAME
WYEB	BRIAN P WYER

BENEFIT INFO	CARRY OVER	Y-T-D ACCRUED	Y-T-D TAKEN	AVAILABLE

FILING STATUS

Taxable Marital Status: Married
Exemptions/Allowances:
Federal: 5
State: FL, 5

DATE	CHECK NO.	AMOUNT
12/15/2017	1126	$ 410.23

PAY FOUR HUNDRED TEN DOLLARS AND 23 CENTS **********

TO THE ORDER OF
SANTIRIA D BRADLEY
7004 LANIER DRIVE
APT 2
PENSACOLA, FL 32514

EMP. NO.	EMPLOYEE NAME				SSEC. NO.			PAY PERIOD	CHECK DATE	CHECK NO.
BRAS	SANTIRIA D BRADLEY				XXX-XX-8909			12/03/17 - 12/09/17	12/15/2017	1126
EARNINGS					DEDUCTIONS			STD. WITH-HOLDINGS		
HOURS	RATE	DESC.	AMOUNT	Y-T-D	DESC.	AMOUNT	BALANCE	DESC.	AMOUNT	Y-T-D
40.00	12.000	Reg FL	480.00	20685.18				Fwt	33.05	1086.28
								Ssec	29.76	1282.47
								Mdcr	6.96	299.94
TOTAL			480.00	20685.18		0.00	0.00		69.77	2668.69
								NET CHECK		410.23

EMP. NO.	EMPLOYEE NAME
BRAS	SANTIRIA D BRADLEY

BENEFIT INFO	CARRY OVER	Y-T-D ACCRUED	Y-T-D TAKEN	AVAILABLE

FILING STATUS

Taxable Marital Status: Single
Exemptions/Allowances:
Federal: 2
State: FL, 2

DATE	CHECK NO.	AMOUNT
12/22/2017	1128	$ 714.40

PAY SEVEN HUNDRED FOURTEEN DOLLARS AND 40 CENTS **********

TO THE ORDER OF
BRIAN P WYER
6061 CHAPMAN CIRCLE
PENSACOLA, FL 32504

EMP. NO.	EMPLOYEE NAME				SSEC. NO.	PAY PERIOD	CHECK DATE	CHECK NO.
WYEB	BRIAN P WYER				XXX-XX-8785	12/10/17 - 12/16/17	12/22/2017	1128

EARNINGS					DEDUCTIONS			STD. WITH-HOLDINGS		
HOURS	RATE	DESC.	AMOUNT	Y-T-D	DESC.	AMOUNT	BALANCE	DESC.	AMOUNT	Y-T-D
1.00	800.000	Reg FL	800.00	16000.00				Fwt	24.40	529.00
								Ssec	49.60	992.00
								Mdcr	11.60	232.00
TOTAL			800.00	16000.00		0.00	0.00		85.60	1753.00
								NET CHECK		714.40

EMP. NO.	EMPLOYEE NAME
WYEB	BRIAN P WYER

BENEFIT INFO	CARRY OVER	Y-T-D ACCRUED	Y-T-D TAKEN	AVAILABLE

FILING STATUS

Taxable Marital Status: Married
Exemptions/Allowances:
Federal: 5
State: FL, 5

DATE	CHECK NO.	AMOUNT
12/22/2017	1129	$ 410.23

PAY FOUR HUNDRED TEN DOLLARS AND 23 CENTS **********

TO THE ORDER OF
SANTIRIA D BRADLEY
7004 LANIER DRIVE
APT 2
PENSACOLA, FL 32514

EMP. NO.	EMPLOYEE NAME	SSEC. NO.	PAY PERIOD	CHECK DATE	CHECK NO.
BRAS	SANTIRIA D BRADLEY	XXX-XX-8909	12/10/17 - 12/16/17	12/22/2017	1129

EARNINGS					DEDUCTIONS			STD. WITH-HOLDINGS		
HOURS	RATE	DESC.	AMOUNT	Y-T-D	DESC.	AMOUNT	BALANCE	DESC.	AMOUNT	Y-T-D
40.00	12.000	Reg FL	480.00	21165.18				Fwt	33.05	1119.33
								Ssec	29.76	1312.23
								Mdcr	6.96	306.90
TOTAL			480.00	21165.18		0.00	0.00		69.77	2738.46
								NET CHECK		410.23

EMP. NO.	EMPLOYEE NAME
BRAS	SANTIRIA D BRADLEY

BENEFIT INFO	CARRY OVER	Y-T-D ACCRUED	Y-T-D TAKEN	AVAILABLE

FILING STATUS

Taxable Marital Status: Single
Exemptions/Allowances:
Federal: 2
State: FL, 2

DATE	CHECK NO.	AMOUNT
12/29/2017	1132	$ 410.23

PAY FOUR HUNDRED TEN DOLLARS AND 23 CENTS **********

TO THE ORDER OF
SANTIRIA D BRADLEY
7004 LANIER DRIVE
APT 2
PENSACOLA, FL 32514

EMP. NO.	EMPLOYEE NAME	SSEC. NO.	PAY PERIOD	CHECK DATE	CHECK NO.
BRAS	SANTIRIA D BRADLEY	XXX-XX-8909	12/17/17 - 12/23/17	12/29/2017	1132

EARNINGS					DEDUCTIONS			STD. WITH-HOLDINGS		
HOURS	RATE	DESC.	AMOUNT	Y-T-D	DESC.	AMOUNT	BALANCE	DESC.	AMOUNT	Y-T-D
40.00	12.000	Reg FL	480.00	21645.18				Fwt	33.05	1152.38
								Ssec	29.76	1341.99
								Mdcr	6.96	313.86
TOTAL			480.00	21645.18		0.00	0.00		69.77	2808.23
								NET CHECK		410.23

EMP. NO.	EMPLOYEE NAME
BRAS	SANTIRIA D BRADLEY

BENEFIT INFO	CARRY OVER	Y-T-D ACCRUED	Y-T-D TAKEN	AVAILABLE

FILING STATUS

Taxable Marital Status: Single
Exemptions/Allowances:
Federal: 2
State: FL, 2

33333	a Control number	For Official Use Only ▶ OMB No. 1545-0008

b Kind of Payer (Check one)	941 [X]	Military [ ]	943 [ ]	944 [ ]
	CT-1 [ ]	Hshld. emp. [ ]	Medicare govt. emp. [ ]	

Kind of Employer (Check one)	None apply [X]	501c non-govt. [ ]		Third-party sick pay (Check if applicable) [ ]
	State/local non-501c [ ]	State/local 501c [ ]	Federal govt. [ ]	

c Total number of Forms W-2	d Establishment number	1 Wages, tips, other compensation	2 Federal income tax withheld
3		63353.61	3686.23
e Employer identification number (EIN)		3 Social security wages	4 Social security tax withheld
59-3681641		63353.61	3927.92
f Employer's name		5 Medicare wages and tips	6 Medicare tax withheld
GULFCOAST AFRICAN AMERICAN CHA		63353.61	918.64
945 MICHIGAN AVE SUITE 12B PENSACOLA, FL 32505		7 Social security tips 0.00	8 Allocated tips 0.00
		9	10 Dependent care benefits 0.00
		11 Nonqualified plans	12a Deferred compensation 0.00
g Employer's address and ZIP code			
h Other EIN used this year		13 For third-party sick pay use only	12b
15 State / Employer's state ID number		14 Income tax withheld by payer of third-party sick pay 0.00	
16 State wages, tips, etc.	17 State income tax	18 Local wages, tips, etc.	19 Local income tax
Employer's contact person BRIAN WYER		Employer's telephone number 850 438-3993	For Official Use Only 0000/1833
Employer's fax number		Employer's email address INFO@GCAACC.INFO	

Under penalties of perjury, I declare that I have examined this return and accompanying documents and, to the best of my knowledge and belief, they are true, correct, and complete.

Signature ▶ Title ▶EXECUTIVE DIRECTOR Date ▶

Form W-3 Transmittal of Wage and Tax Statements 2017

Department of the Treasury
Internal Revenue Service

Send this entire page with the entire Copy A page of Form(s) W-2 to the Social Security Administration (SSA).
Photocopies are not acceptable. Do not send Form W-3 if you filed electronically with the SSA.
Do not send any payment (cash, checks, money orders, etc.) with Forms W-2 and W-3.

Reminder

Separate instructions. See the 2017 General Instructions for Forms W-2 and W-3 for information on completing this form. Do not file Form W-3 for Form(s) W-2 that were submitted electronically to the SSA.

Purpose of Form

A Form W-3 Transmittal is completed only when paper Copy A of Form(s) W-2, Wage and Tax Statement, is being filed. Do not file Form W-3 alone. All paper forms **must** comply with IRS standards and be machine readable. Photocopies are **not** acceptable. Use a Form W-3 even if only one paper Form W-2 is being filed. Make sure both the Form W-3 and Form(s) W-2 show the correct tax year and Employer Identification Number (EIN). Make a copy of this form and keep it with Copy D (For Employer) of Form(s) W-2 for your records. The IRS recommends retaining copies of these forms for four years.

E-Filing

The SSA strongly suggests employers report Form W-3 and Forms W-2 Copy A electronically instead of on paper. The SSA provides two free e-filing options on its Business Services Online (BSO) website:

- **W-2 Online.** Use fill-in forms to create, save, print, and submit up to 50 Forms W-2 at a time to the SSA.
- **File Upload.** Upload wage files to the SSA you have created using payroll or tax software that formats the files according to the SSA's *Specifications for Filing Forms W-2 Electronically (EFW2).*

W-2 Online fill-in forms or file uploads will be on time if submitted by **January 31, 2018.** For more information, go to *www.socialsecurity.gov/employer*. First time filers, select *"Go to Register"*; returning filers select *"Go To Log In."*

When To File

Mail Form W-3 with Copy A of Form(s) W-2 by **January 31, 2018.**

Where To File Paper Forms

Send this entire page with the entire Copy A page of Form(s) W-2 to:

Social Security Administration
Direct Operations Center
Wilkes-Barre, PA 18769-0001

Note: If you use "Certified Mail" to file, change the ZIP code to "18769-0002." If you use an IRS-approved private delivery service, add "ATTN: W-2 Process, 1150 E. Mountain Dr." to the address and change the ZIP code to "18702-7997." See Publication 15 (Circular E), Employer's Tax Guide, for a list of IRS-approved private delivery services.

For Privacy Act and Paperwork Reduction Act Notice, see the separate instructions.

22222	Void ☐	a Employee's social security number 265-93-8909	For Official Use Only ▶ OMB No. 1545-0008

b Employer identification number (EIN)	1 Wages, tips, other compensation	2 Federal income tax withheld
59-3681641	21645.18	1152.38
c Employer's name, address, and ZIP code GULFCOAST AFRICAN AMERICAN CHAMBER 945 MICHIGAN AVE SUITE 12B PENSACOLA, FL 32505	3 Social security wages 21645.18	4 Social security tax withheld 1341.99
	5 Medicare wages and tips 21645.18	6 Medicare tax withheld 313.86
	7 Social security tips 0.00	8 Allocated tips 0.00
d Control number BRAS	9 Verification code	10 Dependent care benefits 0.00
e Employee's first name and initial: SANTIRIA D / Last name: BRADLEY / Suff.	11 Nonqualified plans 0.00	12a See instructions for box 12
7004 LANIER DRIVE APT 2 PENSACOLA, FL 32514 f Employee's address and ZIP code	13 Statutory employee / Retirement plan / Third-party sick pay	12b
	14 Other	12c
		12d

15 State / Employer's state ID number	16 State wages, tips, etc.	17 State income tax	18 Local wages, tips, etc.	19 Local income tax	20 Locality name

Form **W-2 Wage and Tax Statement** 2017

Copy A For Social Security Administration— Send this entire page with Form W-3 to the Social Security Administration; photocopies are not acceptable.

0000/1833

Department of the Treasury—Internal Revenue Service

For Privacy Act and Paperwork Reduction Act Notice, see the separate instructions.

Do Not Cut, Fold, or Staple Forms on This Page

22222	Void ☐	a Employee's social security number 416-98-1941	For Official Use Only ▶ OMB No. 1545-0008

b Employer identification number (EIN)	1 Wages, tips, other compensation	2 Federal income tax withheld
59-3681641	24908.43	1980.45
c Employer's name, address, and ZIP code GULFCOAST AFRICAN AMERICAN CHAMBER 945 MICHIGAN AVE SUITE 12B PENSACOLA, FL 32505	3 Social security wages 24908.43	4 Social security tax withheld 1544.33
	5 Medicare wages and tips 24908.43	6 Medicare tax withheld 361.18
	7 Social security tips 0.00	8 Allocated tips 0.00
d Control number WHEA	9 Verification code	10 Dependent care benefits 0.00
e Employee's first name and initial: ANGELENA / Last name: WHEAT / Suff.	11 Nonqualified plans 0.00	12a See instructions for box 12
8171 HEIRLOOM DR PENSACOLA, FL 32514 f Employee's address and ZIP code	13 Statutory employee / Retirement plan / Third-party sick pay	12b
	14 Other	12c
		12d

15 State / Employer's state ID number	16 State wages, tips, etc.	17 State income tax	18 Local wages, tips, etc.	19 Local income tax	20 Locality name

Form **W-2 Wage and Tax Statement** 2017

Copy A For Social Security Administration— Send this entire page with Form W-3 to the Social Security Administration; photocopies are not acceptable.

0000/1833

Department of the Treasury—Internal Revenue Service

For Privacy Act and Paperwork Reduction Act Notice, see the separate instructions.

22222	Void ☐	a Employee's social security number	For Official Use Only ▶
		592-10-8785	OMB No. 1545-0008

b Employer identification number (EIN)	1 Wages, tips, other compensation	2 Federal income tax withheld
59-3681641	16800.00	553.40
c Employer's name, address, and ZIP code GULFCOAST AFRICAN AMERICAN CHAMBER 945 MICHIGAN AVE SUITE 12B PENSACOLA, FL 32505	3 Social security wages 16800.00	4 Social security tax withheld 1041.60
	5 Medicare wages and tips 16800.00	6 Medicare tax withheld 243.60
	7 Social security tips 0.00	8 Allocated tips 0.00
d Control number WYEB	9 Verification code	10 Dependent care benefits 0.00
e Employee's first name and initial: BRIAN P / Last name: WYER / Suff.	11 Nonqualified plans 0.00	12a See instructions for box 12
6061 CHAPMAN CIRCLE PENSACOLA, FL 32504	13 Statutory employee / Retirement plan / Third-party sick pay	12b
	14 Other	12c
		12d
f Employee's address and ZIP code		

15 State / Employer's state ID number	16 State wages, tips, etc.	17 State income tax	18 Local wages, tips, etc.	19 Local income tax	20 Locality name

Form **W-2** **Wage and Tax Statement** **2017**

Copy A For Social Security Administration— Send this entire page with Form W-3 to the Social Security Administration; photocopies are not acceptable.

0000/1833

Department of the Treasury—Internal Revenue Service

For Privacy Act and Paperwork Reduction Act Notice, see the separate instructions.

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22222	Void ☐	a Employee's social security number	For Official Use Only ▶
			OMB No. 1545-0008

b Employer identification number (EIN)	1 Wages, tips, other compensation	2 Federal income tax withheld
c Employer's name, address, and ZIP code	3 Social security wages	4 Social security tax withheld
	5 Medicare wages and tips	6 Medicare tax withheld
	7 Social security tips	8 Allocated tips
d Control number	9 Verification code	10 Dependent care benefits
e Employee's first name and initial / Last name / Suff.	11 Nonqualified plans	12a See instructions for box 12
	13 Statutory employee / Retirement plan / Third-party sick pay	12b
	14 Other	12c
		12d
f Employee's address and ZIP code		

15 State / Employer's state ID number	16 State wages, tips, etc.	17 State income tax	18 Local wages, tips, etc.	19 Local income tax	20 Locality name

Form **W-2** **Wage and Tax Statement** **2017**

Copy A For Social Security Administration— Send this entire page with Form W-3 to the Social Security Administration; photocopies are not acceptable.

0000/1833

Department of the Treasury—Internal Revenue Service

For Privacy Act and Paperwork Reduction Act Notice, see the separate instructions.

Do Not Staple 6969

Form **1096**

Department of the Treasury
Internal Revenue Service

Annual Summary and Transmittal of U.S. Information Returns

OMB No. 1545-0108

2017

FILER'S name
GULFCOAST AFRICAN AMERICAN CHAMBER

Street address (including room or suite number)
945 MICHIGAN AVE
SUITE 12B

City or town, state or province, country, and ZIP or foreign postal code
PENSACOLA, FL 32505

For Official Use Only

Name of person to contact	Telephone number
BRIAN WYER	850 438-3993
Email address	**Fax number**
INFO@GCAACC.INFO	

1 Employer identification number	2 Social security number	3 Total number of forms	4 Federal income tax withheld	5 Total amount reported with this Form 1096
59-3681641		2	$ 0.00	$ 2418.27

6 Enter an "X" in only one box below to indicate the type of form being filed.

7 Form 1099-MISC with NEC in box 7, check . . . . . ▶ ☐

W-2G 32	1097-BTC 50	1098 81	1098-C 78	1098-E 84	1098-Q 74	1098-T 83	1099-A 80	1099-B 79	1099-C 85	1099-CAP 73	1099-DIV 91	1099-G 86	1099-INT 92	1099-K 10
☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

1099-LTC 93	1099-MISC 95	1099-OID 96	1099-PATR 97	1099-Q 31	1099-QA 1A	1099-R 98	1099-S 75	1099-SA 94	3921 25	3922 26	5498 28	5498-ESA 72	5498-QA 2A	5498-SA 27
☐	☒	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Return this entire page to the Internal Revenue Service. Photocopies are not acceptable.

Under penalties of perjury, I declare that I have examined this return and accompanying documents, and, to the best of my knowledge and belief, they are true, correct, and complete.

Signature ▶ **Title ▶** EXECUTIVE DIRECTOR **Date ▶**

Instructions

Future developments. For the latest information about developments related to Form 1096, such as legislation enacted after it was published, go to *www.irs.gov/form1096*.

Reminder. The only acceptable method of electronically filing information returns listed on this form in box 6 with the IRS is through the FIRE system. See Pub. 1220.

Purpose of form. Use this form to transmit paper Forms 1097, 1098, 1099, 3921, 3922, 5498, and W-2G to the Internal Revenue Service.

Caution: If you are required to file 250 or more information returns of any one type, you must file electronically. If you are required to file electronically but fail to do so, and you do not have an approved waiver, you may be subject to a penalty. For more information, see part F in the 2017 General Instructions for Certain Information Returns.

Forms 1099-QA and 5498-QA can be filed on paper only, regardless of the number of returns.

Who must file. The name, address, and TIN of the filer on this form must be the same as those you enter in the upper left area of Forms 1097, 1098, 1099, 3921, 3922, 5498, or W-2G. A filer is any person or entity who files any of the forms shown in line 6 above.

Enter the filer's name, address (including room, suite, or other unit number), and TIN in the spaces provided on the form.

When to file. File Form 1096 as follows.

- With Forms 1097, 1098, 1099, 3921, 3922, or W-2G, file by February 28, 2018.

Caution: File Form 1099-MISC by January 31, 2018, if you are reporting **nonemployee compensation** in box 7. Also, check box 7 above.

- With Forms 5498, file by May 31, 2018.

Where To File

Send all information returns filed on paper with Form 1096 to the following.

If your principal business, office or agency, or legal residence in the case of an individual, is located in ▼	Use the following three-line address ▼
Alabama, Arizona, Arkansas, Connecticut, Delaware, Florida, Georgia, Kentucky, Louisiana, Maine, Massachusetts, Mississippi, New Hampshire, New Jersey, New Mexico, New York, North Carolina, Ohio, Pennsylvania, Rhode Island, Texas, Vermont, Virginia, West Virginia	Department of the Treasury Internal Revenue Service Center Austin, TX 73301

DETACH BEFORE MAILING
MAIL EACH FILED ON OCR LASER BOND PAPER USING HEAT RESISTANT INKS

9595 ☐ VOID ☐ CORRECTED

PAYER'S name, street address, city or town, state or province, country, ZIP or foreign postal code, and telephone no.	1 Rents	OMB No. 1545-0115	Miscellaneous Income
850-438-3993 GULFCOAST AFRICAN AMERICAN CHA 945 MICHIGAN AVE SUITE 12B PENSACOLA, FL 32505	$	2017	
	2 Royalties $	Form 1099-MISC	
	3 Other income $	4 Federal income tax withheld $	Copy A For Internal Revenue Service Center
PAYER'S federal identification number: 59-3681641 / RECIPIENT'S identification number: 416-98-1941	5 Fishing boat proceeds $	6 Medical and health care payments $	File with Form 1096.
RECIPIENT'S name: ANGELENA WHEAT	7 Nonemployee compensation $ 1018.27	8 Substitute payments in lieu of dividends or interest $	For Privacy Act and Paperwork Reduction Act Notice, see the 2017 General Instructions for Certain Information Returns.
Street address (including apt. no.): 8171 HEIRLOOM DRIVE	9 Payer made direct sales of $5,000 or more of consumer products to a buyer (recipient) for resale ▶ ☐	10 Crop insurance proceeds $	
City or town, state or province, country, and ZIP or foreign postal code: PENSACOLA, FL 32514	11	12	
Account number (see instructions): ANGE / FATCA filing requirement ☐ / 2nd TIN not. ☐	13 Excess golden parachute payments $	14 Gross proceeds paid to an attorney $	
15a Section 409A deferrals $	15b Section 409A income $	16 State tax withheld $	17 State/Payer's state no.	18 State income $

Form 1099-MISC 41-0852411 www.irs.gov/form1099misc Department of the Treasury - Internal Revenue Service

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MANUFACTURED ON OCR LASER BOND PAPER USING HEAT RESISTANT INKS

9595 ☐ VOID ☐ CORRECTED

PAYER'S name, street address, city or town, state or province, country, ZIP or foreign postal code, and telephone no.	1 Rents	OMB No. 1545-0115	Miscellaneous Income
850-438-3993 GULFCOAST AFRICAN AMERICAN CHA 945 MICHIGAN AVE SUITE 12B PENSACOLA, FL 32505	$	2017	
	2 Royalties $	Form 1099-MISC	
	3 Other income $	4 Federal income tax withheld $	Copy A For Internal Revenue Service Center
PAYER'S federal identification number: 59-3681641 / RECIPIENT'S identification number: 263-85-7278	5 Fishing boat proceeds $	6 Medical and health care payments $	File with Form 1096.
RECIPIENT'S name: SHAQUANNA WILSON	7 Nonemployee compensation $ 1400.00	8 Substitute payments in lieu of dividends or interest $	For Privacy Act and Paperwork Reduction Act Notice, see the 2017 General Instructions for Certain Information Returns.
Street address (including apt. no.): 391 ENSTLY ST	9 Payer made direct sales of $5,000 or more of consumer products to a buyer (recipient) for resale ▶ ☐	10 Crop insurance proceeds $	
City or town, state or province, country, and ZIP or foreign postal code: PENSACOLA, FL 32514	11	12	
Account number (see instructions): SHAW / FATCA filing requirement ☐ / 2nd TIN not. ☐	13 Excess golden parachute payments $	14 Gross proceeds paid to an attorney $	
15a Section 409A deferrals $	15b Section 409A income $	16 State tax withheld $	17 State/Payer's state no.	18 State income $

Form 1099-MISC LMA 41-0852411 5110 www.irs.gov/form1099misc Department of the Treasury - Internal Revenue Service

TAXPAYER NAME: GULF COAST AFRICAN AMERICAN CHAMBER TIN: xxxxx1641

Deposit Confirmation

Your payment has been accepted.

Payment Successful

An EFT Acknowledgement Number has been provided for this payment. Please keep this number for your records.

REMINDER: REMEMBER TO FILE ALL RETURNS WHEN DUE!

EFT ACKNOWLEDGEMENT NUMBER:	270841641107469

PLEASE NOTE

Any amounts represented in the subcategories of Social Security, Medicare, and Income Tax Withholding are for informational purposes only.

Payment Information	Entered Data
Taxpayer EIN	xxxxx1641
Tax Form	941 Employers Federal Tax
Tax Type	Federal Tax Deposit
Tax Period	Q4/2017
Payment Amount	$1,266.45
Settlement Date	01/16/2018
Subcategories:	
1 Social Security	$793.60
2 Medicare	$185.60
3 Tax Withholding	$287.25
Account Number	xxxxxx7059
Account Type	CHECKING
Routing Number	263281679
Bank Name	GULF WINDS FCU

GULFCOAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC

Employer Tax Liabilities Summary

12/1/2017 - 12/31/2017

	Employee Gross	Employee Rate	Employee Contrib	Employer Gross	Employer Rate	Employer Contrib	Total Tax
FWT	6,400.00		287.25				287.25
EIC			0.00				0.00
SSEC	6,400.00	6.200%	396.80	6,400.00	6.200%	396.80	793.60
MDCR	6,400.00	1.450%	92.80	6,400.00	1.450%	92.80	185.60
Subtotal							1,266.45
FUI				0.00	.600%	0.00	0.00
Federal Total							1,266.45
State - FL							
SWT	6,400.00		0.00				0.00
SUI	6,400.00	.000%	0.00	0.00	2.700%	0.00	0.00
SDI	6,400.00	.000%	0.00	6,400.00	.000%	0.00	0.00
TOTAL TAX LIABILITY			776.85			489.60	1,266.45

Form **8879-EMP**

(Rev. February 2017)
Department of the Treasury
Internal Revenue Service

IRS *e-file* Signature Authorization for Forms 940, 940-PR, 941, 941-PR, 941-SS, 943, 943-PR, 944, and 945

For the period beginning 10/1/2017, and ending 12/31/2017.

▶ **Don't send to the IRS. Keep for your records.**

▶ **Information about Form 8879-EMP and its instructions is at *www.irs.gov/form8879emp*.**

OMB No. 1545-0967

Name (as shown on Form 940, 940-PR, 941, 941-PR, 941-SS, 943, 943-PR, 944, or 945)	Employer identification number
GULFCOAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC	59-3681641

Part I Type of Return and Return Information (Whole dollars only)

Check the box for the return that you'll file using this Form 8879-EMP. Enter the amounts from the applicable lines of the return. If any of the applicable lines on the return are blank, leave line **1b, 1c, 2b, 2c, 3b, 3c, 4b, 4c, 5b, or 5c,** whichever is applicable, blank (don't enter -0-). However, if you entered -0- on the return, enter -0- on the applicable line. Complete a separate Form 8879-EMP for each return.

1a	**Form 940** check here ▶ ☐ **(all 940 series)**	b. **Total payments to all employees** (Form 940, Part 2, line 3)	1b	
		c. **Balance due** (Form 940, Part 4, line 14)	1c	
2a	**Form 941** check here ▶ ☒ **(all 941 series)**	b. **Total taxes after adjustments and credits** (Form 941, Part 1, line 12)	2b	3,376
		c. **Balance due** (Form 941, Part 1, line 14)	2c	0
3a	**Form 943** check here ▶ ☐ **(all 943 series)**	b. **Total wages subject to social security tax** (Form 943, line 2)	3b	
		c. **Balance due** (Form 943, line 15)	3c	
4a	**Form 944** check here ▶ ☐	b. **Wages, tips, and other compensation** (Form 944, Part 1, line 1)	4b	
		c. **Balance due** (Form 944, Part 1, line 11)	4c	
5a	**Form 945** check here ▶ ☐	b. **Total taxes** (Form 945, line 3)	5b	
		c. **Balance due** (Form 945, line 5)	5c	

Part II Taxpayer Declaration and Signature Authorization

Under penalties of perjury, I declare that I have an approved role (as identified in the instructions for the employment tax return) within the company listed above and that I've examined a copy of the electronic return and accompanying schedules and statements for the period shown above and to the best of my knowledge and belief, they're true, correct, and complete. I further declare that the amounts in Part I above are the amounts shown on the copy of the electronic return. I consent to allow the electronic return originator (ERO), transmitter, or intermediate service provider to send the return to the IRS and to receive from the IRS **(a)** an acknowledgement of receipt or reason for rejection of the transmission, **(b)** the reason for any delay in processing the return or refund, and **(c)** the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at **1-888-353-4537** no later than 2 business days before the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I've selected a personal identification number (PIN) as the signature for the electronic return and, if applicable, the consent to electronic funds withdrawal.

Taxpayer's PIN: check one box only

☒ I authorize LOCKLIN ACCOUNTING & TAX SERVICES INC (**ERO firm name**) to enter this PIN 14618 (**don't enter all zeros**) as the signature on the electronically filed return.

☐ I'll enter a PIN as the signature on the electronically filed tax return. Check this box only if you are entering a PIN and the return is filed using the Practitioner PIN method. The ERO must complete Part III below.

▶ _____ (Taxpayer's signature) ▶ BRIAN WYER, EXECUTIVE DIRECTOR (Print your name and title) ▶ 1/9/2018 (Date)

Part III Certification and Authentication

ERO's EFIN/PIN. Enter your six-digit EFIN followed by your five-digit self-selected PIN. 50150332501 (**don't enter all zeros**)

I certify that the above numeric entry is my PIN, which is my signature on the electronically filed return for the taxpayer indicated above. I confirm that I am submitting this return in accordance with the requirements of Pub. 3112, IRS *e-file* Application and Participation, and Pub. 4163, Modernized e-File (MeF) Information for Authorized IRS *e-File* Providers for Business Returns.

ERO's signature ▶ EDNA LOCKLIN Date ▶ 1/9/2018

ERO Must Retain This Form — See Instructions
Don't Submit This Form to the IRS Unless Requested To Do So

Form 941 for 2017: Employer's QUARTERLY Federal Tax Return

950117

(Rev. January 2017) Department of the Treasury — Internal Revenue Service OMB No. 1545-0029

Employer identification number (EIN): 59-3681641

Name (not your trade name): GULFCOAST AFRICAN AMERICAN CHAMBER OF COMM

Trade name (if any):

Address: 945 MICHIGAN AVE , Suite SUITE12B
Number Street Suite or room number

PENSACOLA | FL | 32505
City State ZIP code

Foreign country name | Foreign province/county | Foreign postal code

Report for this Quarter of 2017 (Check one.)

- [ ] 1: January, February, March
- [ ] 2: April, May, June
- [ ] 3: July, August, September
- [X] 4: October, November, December

Instructions and prior year forms are available at *www.irs.gov/form941.*

Read the separate instructions before you complete Form 941. Type or print within the boxes.

Part 1: Answer these questions for this quarter.

1	Number of employees who received wages, tips, or other compensation for the pay period including: *Mar. 12* (Quarter 1), *June 12* (Quarter 2), *Sept. 12* (Quarter 3), or *Dec. 12* (Quarter 4)	1	2
2	Wages, tips, and other compensation	2	17,360.00
3	Federal income tax withheld from wages, tips, and other compensation	3	720.30
4	If no wages, tips, and other compensation are subject to social security or Medicare tax — [ ] Check and go to line 6.		

		Column 1			Column 2
5a	Taxable social security wages	17,360.00	x 0.124 =		2,152.64
5b	Taxable social security tips		x 0.124 =		
5c	Taxable Medicare wages & tips	17,360.00	x 0.029 =		503.44
5d	Taxable wages & tips subject to Additional Medicare Tax withholding		x 0.009 =		

5e	Add Column 2 from lines 5a, 5b, 5c, and 5d	5e	2,656.08
5f	Section 3121(q) Notice and Demand—Tax due on unreported tips (see instructions)	5f	
6	Total taxes before adjustments. Add lines 3, 5e, and 5f	6	3,376.38
7	Current quarter's adjustment for fractions of cents	7	
8	Current quarter's adjustment for sick pay	8	
9	Current quarter's adjustments for tips and group-term life insurance	9	
10	Total taxes after adjustments. Combine lines 6 through 9	10	3,376.38
11	Qualified small business payroll tax credit for increasing research activities. Attach Form 8974	11	
12	Total taxes after adjustments and credits. Subtract line 11 from line 10	12	3,376.38
13	Total deposits for this quarter, including overpayment applied from a prior quarter and overpayments applied from Form 941-X, 941-X (PR), 944-X, or 944-X (SP) filed in the current quarter	13	3,376.38
14	Balance due. If line 12 is more than line 13, enter the difference and see instructions	14	
15	Overpayment. If line 13 is more than line 12, enter the difference	Check one:	[ ] Apply to next return. [ ] Send a refund.

▶ You MUST complete both pages of Form 941 and SIGN it.

Next ▶

Name *(not your trade name)*	Employer identification number (EIN)
GULFCOAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC	59-3681641

Part 2: Tell us about your deposit schedule and tax liability for this quarter.

If you are unsure about whether you are a monthly schedule depositor or a semiweekly schedule depositor, see section 11 of Pub. 15.

16 **Check one:**

☐ **Line 12 on this return is less than $2,500 or line 12 (line 10 if the prior quarter was the fourth quarter of 2016) on the return for the prior quarter was less than $2,500, and you didn't incur a $100,000 next-day deposit obligation during the current quarter.** If line 12 (line 10 if the prior quarter was the fourth quarter of 2016) for the prior quarter was less than $2,500 but line 12 on this return is $100,000 or more, you must provide a record of your federal tax liability. If you are a monthly schedule depositor, complete the deposit schedule below; if you are a semiweekly schedule depositor, attach Schedule B (Form 941). Go to Part 3.

☒ **You were a monthly schedule depositor for the entire quarter.** Enter your tax liability for each month and total liability for the quarter, then go to Part 3.

Tax liability:	**Month 1**	1,145.25
	Month 2	964.68
	Month 3	1,266.45
	Total liability for quarter	3,376.38 **Total must equal line 12.**

☐ **You were a semiweekly schedule depositor for any part of this quarter.** Complete Schedule B (Form 941), Report of Tax Liability for Semiweekly Schedule Depositors, and attach it to Form 941.

Part 3: Tell us about your business. If a question does NOT apply to your business, leave it blank.

17 **If your business has closed or you stopped paying wages** . . . . . ☐ Check here, and enter the final date you paid wages ☐.

18 **If you are a seasonal employer and you don't have to file a return for every quarter of the year** . . . . . ☐ Check here.

Part 4: May we speak with your third-party designee?

Do you want to allow an employee, a paid tax preparer, or another person to discuss this return with the IRS? See the instructions for details.

☒ Yes. Designee's name and phone number Edna Locklin (850) 469-4882

Select a 5-digit Personal Identification Number (PIN) to use when talking to the IRS. 32501

☐ No.

Part 5: Sign here. You MUST complete both pages of Form 941 and SIGN it.

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than taxpayer) is based on all information of which preparer has any knowledge.

Sign your name here

Print your name here: BRIAN WYER

Print your title here: EXECUTIVE DIRECTOR

Date: 1/9/2018

Best daytime phone: (850) 438-3993

Paid Preparer Use Only

Check if you are self-employed . . . . ☐

Preparer's name	EDNA LOCKLIN	PTIN	P00266299
Preparer's signature		Date	1/9/2018
Firm's name (or yours if self-employed)	LOCKLIN ACCOUNTING & TAX SERVICES INC	EIN	26-2591091
Address	P O BOX 2885	Phone	(850) 469-4882
City	PENSACOLA State FL	ZIP code	32513

MyFlorida.com

State of Florida
Department of Revenue

GULF COAST AFRICAN AMERICAN CHAMBER
945 W MICHIGAN AVE STE 12B
Pensacola, FL 32505-2349

Access ID: E2377891
RT Account#: 2377891
FEIN/SSN: 593681641

NOTE: Cancellations must be executed before 5:00 p.m. EST on the date of submission. If the submission is completed after 5:00 p.m. EST, on a weekend, or holiday the cancellation must be executed prior to 5:00 p.m. EST the next business day. By canceling a submission, you are permanently deleting the submission from our database.

Confirmation Number: 20180100605011 DATE/TIME: January 10, 2018 11:30 AM EST Click Here for Survey

Warning! Employee details are **ONLY DISPLAYED** on original confirmation page. **NOT** included in the reprints.

Original Return File and Pay RT-6

Quarter Ending	Due Date	Penalty After Date	Tax Rate
December 31, 2017	January 01, 2018	January 31, 2018	0.027

1st Month Total Employees	2	2nd Month Total Employees	2	3rd Month Total Employees	2

Debit Date:	**2018/01/31**
Tax Due:	**$37.80**
Penalty Due:	**$0.00**
Interest Due:	**$0.00**
Amount for Check:	**$37.80**
☐ Check here to use Bank info on file with DOR.	
Bank Routing Number:	**263281679**
Bank Account Number:	**1900001117059**
Bank Account Type:	**Checking**
Corporate/Personal:	**Corporate**
Name on Bank Account:	**GULF COAST AFRICAN AME**

An electronically filed return or notice shall be deemed to be signed by an individual authorized to sign who includes his or her name in the filed electronic return data below identified as signature information.

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief it is true, correct and complete. Declaration of preparer (other than taxpayer) is based on all information of which the preparer has any knowledge.

I hereby authorize the Department of Revenue to process this ACH transaction and to debit the bank account identified above. I understand there may be service charges assessed on any transactions not honored by my bank.

Due to federal security requirements, we can not process international ACH transactions. If any portion of the money used in the payment you may be making today came from a financial institution located outside of the US or its territories for the purpose of funding this payment, please do not proceed and contact the Florida Department of Revenue at 1-800-352-3671 to make other payment arrangements. By continuing, you are confirming that this payment is not an international ACH transaction. If you are unsure, please contact your financial institution.

Signature:	**BRIAN WYER**	☐ Check here to use Payment contact info on file with DOR
Phone Number:	**850-438-3993**	
EMail Address:	**LOCKLINBUSINESS@GMAIL.COM**	☐ Check here to use Filing contact info on file with DOR

The Areas listed below have been calculated for you.

Total Gross Wages Paid This Quarter	$17,360.00
Total wages exceeding $7,000.00 paid to each employee this quarter	$15,960.00
Total Out of State Taxable wages(Paid YTD)	$0.00
Taxable Wages for this Quarter	$1,400.00
Tax Due	$37.80
Penalty Due	$0.00
Interest Due	$0.00
Total Amount Due*(if less than $1.00 no payment necessary)*	$37.80
Installment Fee amount due (annual)	$0.00
1st Quarter installment amount due	$0.00

TAXPAYER NAME: GULF COAST AFRICAN AMERICAN CHAMBER TIN: xxxxx1641

Deposit Confirmation

Your payment has been accepted.

Payment Successful

An EFT Acknowledgement Number has been provided for this payment. Please keep this number for your records.

REMINDER: REMEMBER TO FILE ALL RETURNS WHEN DUE!

EFT ACKNOWLEDGEMENT NUMBER:	270843142531361

Payment Information	Entered Data
Taxpayer EIN	xxxxx1641
Tax Form	940 Employers Annual Unemployment Tax
Tax Type	Federal Tax Deposit
Tax Period	2017
Payment Amount	$126.00
Settlement Date	01/31/2018
Account Number	xxxxxx7059
Account Type	CHECKING
Routing Number	263281679
Bank Name	GULF WINDS FCU

Form **8879-EMP**

(Rev. February 2017)
Department of the Treasury
Internal Revenue Service

IRS *e-file* Signature Authorization for Forms 940, 940-PR, 941, 941-PR, 941-SS, 943, 943-PR, 944, and 945

For the period beginning 1/1/2017, and ending 12/31/2017.

▶ **Don't send to the IRS. Keep for your records.**

▶ **Information about Form 8879-EMP and its instructions is at *www.irs.gov/form8879emp*.**

OMB No. 1545-0967

Name (as shown on Form 940, 940-PR, 941, 941-PR, 941-SS, 943, 943-PR, 944, or 945)	Employer identification number
GULFCOAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC	59-3681641

Part I Type of Return and Return Information (Whole dollars only)

Check the box for the return that you'll file using this Form 8879-EMP. Enter the amounts from the applicable lines of the return. If any of the applicable lines on the return are blank, leave line **1b, 1c, 2b, 2c, 3b, 3c, 4b, 4c, 5b, or 5c,** whichever is applicable, blank (don't enter -0-). However, if you entered -0- on the return, enter -0- on the applicable line. Complete a separate Form 8879-EMP for each return.

1a	**Form 940** check here ▶ [X] **(all 940 series)**	b. **Total payments to all employees** (Form 940, Part 2, line 3)	1b	63,354
		c. **Balance due** (Form 940, Part 4, line 14)	1c	0
2a	**Form 941** check here ▶ [ ] **(all 941 series)**	b. **Total taxes after adjustments and credits** (Form 941, Part 1, line 12)	2b	
		c. **Balance due** (Form 941, Part 1, line 14)	2c	
3a	**Form 943** check here ▶ [ ] **(all 943 series)**	b. **Total wages subject to social security tax** (Form 943, line 2)	3b	
		c. **Balance due** (Form 943, line 15)	3c	
4a	**Form 944** check here ▶ [ ]	b. **Wages, tips, and other compensation** (Form 944, Part 1, line 1)	4b	
		c. **Balance due** (Form 944, Part 1, line 11)	4c	
5a	**Form 945** check here ▶ [ ]	b. **Total taxes** (Form 945, line 3)	5b	
		c. **Balance due** (Form 945, line 5)	5c	

Part II Taxpayer Declaration and Signature Authorization

Under penalties of perjury, I declare that I have an approved role (as identified in the instructions for the employment tax return) within the company listed above and that I've examined a copy of the electronic return and accompanying schedules and statements for the period shown above and to the best of my knowledge and belief, they're true, correct, and complete. I further declare that the amounts in Part I above are the amounts shown on the copy of the electronic return. I consent to allow the electronic return originator (ERO), transmitter, or intermediate service provider to send the return to the IRS and to receive from the IRS **(a)** an acknowledgement of receipt or reason for rejection of the transmission, **(b)** the reason for any delay in processing the return or refund, and **(c)** the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at **1-888-353-4537** no later than 2 business days before the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I've selected a personal identification number (PIN) as the signature for the electronic return and, if applicable, the consent to electronic funds withdrawal.

Taxpayer's PIN: check one box only

[X] I authorize LOCKLIN ACCOUNTING & TAX SERVICES INC (**ERO firm name**) to enter this PIN 14618 (**don't enter all zeros**) as the signature on the electronically filed return.

[ ] I'll enter a PIN as the signature on the electronically filed tax return. Check this box only if you are entering a PIN and the return is filed using the Practitioner PIN method. The ERO must complete Part III below.

▶ _____ (Taxpayer's signature) ▶ BRIAN WYER, EXECUTIVE DIRECTOR (Print your name and title) ▶ 1/9/2018 (Date)

Part III Certification and Authentication

ERO's EFIN/PIN. Enter your six-digit EFIN followed by your five-digit self-selected PIN. 50150332501 (**don't enter all zeros**)

I certify that the above numeric entry is my PIN, which is my signature on the electronically filed return for the taxpayer indicated above. I confirm that I am submitting this return in accordance with the requirements of Pub. 3112, IRS *e-file* Application and Participation, and Pub. 4163, Modernized e-File (MeF) Information for Authorized IRS *e-File* Providers for Business Returns.

ERO's signature ▶ EDNA LOCKLIN Date ▶ 1/9/2018

ERO Must Retain This Form — See Instructions
Don't Submit This Form to the IRS Unless Requested To Do So

Form **940 for 2017:** **Employer's Annual Federal Unemployment (FUTA) Tax Return** 850113

Department of the Treasury — Internal Revenue Service

OMB No. 1545-0028

Employer identification number (EIN) 59-3681641

Name *(not your trade name)* GULFCOAST AFRICAN AMERICAN CHAMBER OF COMM

Trade name *(if any)*

Address 945 MICHIGAN AVE , Suite SUITE12B
Number Street Suite or room number

PENSACOLA | FL | 32505
City | State | ZIP code

Foreign country name | Foreign province/county | Foreign postal code

Type of Return (Check all that apply.)

- ☐ a. Amended
- ☐ b. Successor employer
- ☐ c. No payments to employees in 2017
- ☐ d. Final: Business closed or stopped paying wages

Go to *www.irs.gov/Form940* for instructions and the latest information.

Read the separate instructions before you complete this form. Please type or print within the boxes.

Part 1: Tell us about your return. If any line does NOT apply, leave it blank. See instructions before completing Part 1.

1a **If you had to pay state unemployment tax in one state only, enter the state abbreviation** . . . 1a FL

1b **If you had to pay state unemployment tax in more than one state, you are a multi-state employer** . . . 1b ☐ Check here. Complete Schedule A (Form 940).

2 **If you paid wages in a state that is subject to CREDIT REDUCTION** . . . 2 ☐ Check here. Complete Schedule A. (Form 940).

Part 2: Determine your FUTA tax before adjustments. If any line does NOT apply, leave it blank.

3 **Total payments to all employees** . . . 3 63,353.61

4 **Payments exempt from FUTA tax** . . . 4

Check all that apply: 4a ☐ Fringe benefits 4c ☐ Retirement/Pension 4e ☐ Other
4b ☐ Group-term life insurance 4d ☐ Dependent care

5 **Total of payments made to each employee in excess of $7,000** . . . 5 42,353.61

6 **Subtotal** (line 4 + line 5 = line 6) . . . 6 42,353.61

7 **Total taxable FUTA wages** (line 3 – line 6 = line 7). See instructions . . . 7 21,000.00

8 **FUTA tax before adjustments** (line 7 x 0.006 = line 8) . . . 8 126.00

Part 3: Determine your adjustments. If any line does NOT apply, leave it blank.

9 **If ALL of the taxable FUTA wages you paid were excluded from state unemployment tax, multiply line 7 by 0.054** (line 7 × 0.054 = line 9). Go to line 12 . . . 9

10 **If SOME of the taxable FUTA wages you paid were excluded from state unemployment tax, OR you paid ANY state unemployment tax late** (after the due date for filing Form 940), complete the worksheet in the instructions. Enter the amount from line 7 of the worksheet . . . 10

11 **If credit reduction applies,** enter the total from Schedule A (Form 940) . . . 11

Part 4: Determine your FUTA tax and balance due or overpayment. If any line does NOT apply, leave it blank.

12 **Total FUTA tax after adjustments** (lines 8 + 9 + 10 + 11 = line 12) . . . 12 126.00

13 **FUTA tax deposited for the year, including any overpayment applied from a prior year** . . . 13 126.00

14 **Balance due.** If line 12 is more than line 13, enter the excess on line 14.
- If line 14 is more than $500, you must deposit your tax.
- If line 14 is $500 or less, you may pay with this return. See instructions . . . 14

15 **Overpayment.** If line 13 is more than line 12, enter the excess on line 15 and check a box below. . . . 15

▶ You **MUST** complete both pages of this form and **SIGN** it. Check one: ☐ Apply to next return. ☐ Send a refund.

Next ➡

Name (not your trade name)	Employer identification number (EIN)
GULFCOAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC	59-3681641

Part 5: Report your FUTA tax liability by quarter only if line 12 is more than $500. If not, go to Part 6.

16 Report the amount of your FUTA tax liability for each quarter; do NOT enter the amount you deposited. If you had no liabil for a quarter, leave the line blank.

16a	**1st quarter** (January 1 – March 31)	16a	
16b	**2nd quarter** (April 1 – June 30)	16b	
16c	**3rd quarter** (July 1 – September 30)	16c	
16d	**4th quarter** (October 1 – December 31)	16d	
17	**Total tax liability for the year** (lines 16a + 16b + 16c + 16d = line 17)	17	**Total must equal line 12.**

Part 6: May we speak with your third-party designee?

Do you want to allow an employee, a paid tax preparer, or another person to discuss this return with the IRS? See the instructions for details.

[X] **Yes.** Designee's name and phone number: Edna Locklin (850) 469-4882

Select a 5-digit Personal Identification Number (PIN) to use when talking to IRS: 32501

[ ] **No.**

Part 7: Sign here. You MUST complete both pages of this form and SIGN it.

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete, and that no part of any payment made to a state unemployment fund claimed as a credit was, or is to be, deducted from the payments made to employees. Declaration of preparer (other than taxpayer) is based on all information of which preparer has any knowledge.

X **Sign your name here**

Print your name here: BRIAN WYER

Print your title here: EXECUTIVE DIRECTOR

Date: 1/9/2018

Best daytime phone: (850) 438-3993

Paid Preparer Use Only

Check if you are self-employed [ ]

Preparer's name: EDNA LOCKLIN PTIN: P00266299

Preparer's signature: Date: 1/9/2018

Firm's name (or yours if self-employed): LOCKLIN ACCOUNTING & TAX SERVICES INC EIN: 26-2591091

Address: P O BOX 2885 Phone: (850) 469-4882

City: PENSACOLA State: FL ZIP code: 32513

Form **8879-EO**

IRS *e-file* Signature Authorization for an Exempt Organization

FILE COPY

OMB No. 1545-1878

For calendar year 2016, or fiscal year beginning 10/1, 2016, and ending 9/30, 20 17

2016

Department of the Treasury
Internal Revenue Service

► **Do not send to the IRS. Keep for your records.**

► **Information about Form 8879-EO and its instructions is at *www.irs.gov/form8879eo.***

Name of exempt organization	Employer identification number
GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC	59-3681641

Name and title of officer

BRIAN WIER — EXECUTIVE DIRECTOR

Part I Type of Return and Return Information (Whole Dollars Only)

Check the box for the return for which you are using this Form 8879-EO and enter the applicable amount, if any, from the return. If you check the box on line **1a, 2a, 3a, 4a,** or **5a,** below, and the amount on that line for the return being filed with this form was blank, then leave line **1b, 2b, 3b, 4b,** or **5b,** whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. **Do not** complete more than 1 line in Part I.

1a	Form 990 check here ► ☐	**b**	**Total revenue,** if any (Form 990, Part VIII, column (A), line 12)	**1b**	
2a	Form 990-EZ check here ► ☒	**b**	**Total revenue,** if any (Form 990-EZ, line 9)	**2b**	103,142
3a	Form 1120-POL check here ► ☐	**b**	**Total tax** (Form 1120-POL, line 22)	**3b**	
4a	Form 990-PF check here ► ☐	**b**	**Tax based on investment income** (Form 990-PF, Part VI, line 5)	**4b**	
5a	Form 8868 check here ► ☐	**b**	**Balance Due** (Form 8868, line 3c)	**5b**	

Part II Declaration and Signature Authorization of Officer

Under penalties of perjury, I declare that I am an officer of the above organization and that I have examined a copy of the organization's 2016 electronic return and accompanying schedules and statements and to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the organization's electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the organization's return to the IRS and to receive from the IRS **(a)** an acknowledgement of receipt or reason for rejection of the transmission, **(b)** the reason for any delay in processing the return or refund, and **(c)** the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the organization's federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the organization's electronic return and, if applicable, the organization's consent to electronic funds withdrawal.

Officer's PIN: check one box only

☒ I authorize LOCKLIN ACCOUNTING & TAX SERVICES INC to enter my PIN 14618 as my signature

ERO firm name

Enter five numbers, but do not enter all zeros

on the organization's tax year 2016 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

☐ As an officer of the organization, I will enter my PIN as my signature on the organization's tax year 2016 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Officer's signature ► X Brian Wyer — Date ► 2/28/18

Part III Certification and Authentication

ERO's EFIN/PIN. Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN.

50150332501

do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2016 electronically filed return for the organization indicated above. I confirm that I am submitting this return in accordance with the requirements of **Pub. 4163,** Modernized e-File (MeF) Information for Authorized IRS *e-file* Providers for Business Returns.

ERO's signature ► _____ Date ► 2/5/2018

ERO Must Retain This Form—See Instructions
Do Not Submit This Form To the IRS Unless Requested To Do So

Form **8879-EO**

Department of the Treasury
Internal Revenue Service

IRS *e-file* Signature Authorization for an Exempt Organization

For calendar year 2016, or fiscal year beginning 10/1, 2016, and ending 9/30, 20 17

► **Do not send to the IRS. Keep for your records.**

► Information about Form 8879-EO and its instructions is at *www.irs.gov/form8879eo.*

OMB No 1545-1878

2016

Name of exempt organization

GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC

Employer identification number

59-3681641

Name and title of officer

BRIAN WIER, EXECUTIVE DIRECTOR

Part I Type of Return and Return Information (Whole Dollars Only)

Check the box for the return for which you are using this Form 8879-EO and enter the applicable amount, if any, from the return. If you check the box on line **1a, 2a, 3a, 4a,** or **5a,** below, and the amount on that line for the return being filed with this form was blank, then leave line **1b, 2b, 3b, 4b,** or **5b,** whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. **Do not** complete more than 1 line in Part I.

1a	Form 990 check here ► ☐	**b**	**Total revenue,** if any (Form 990, Part VIII, column (A), line 12)	**1b**
2a	Form 990-EZ check here ► ☐	**b**	**Total revenue,** if any (Form 990-EZ, line 9)	**2b**
3a	Form 1120-POL check here ► ☐	**b**	**Total tax** (Form 1120-POL, line 22)	**3b**
4a	Form 990-PF check here ► ☐	**b**	**Tax based on investment income** (Form 990-PF, Part VI, line 5)	**4b**
5a	Form 8868 check here ► ☐	**b**	**Balance Due** (Form 8868, line 3c)	**5b** 0

Part II Declaration and Signature Authorization of Officer

Under penalties of perjury, I declare that I am an officer of the above organization and that I have examined a copy of the organization's 2016 electronic return and accompanying schedules and statements and to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the organization's electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the organization's return to the IRS and to receive from the IRS **(a)** an acknowledgement of receipt or reason for rejection of the transmission, **(b)** the reason for any delay in processing the return or refund, and **(c)** the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the organization's federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the organization's electronic return and, if applicable, the organization's consent to electronic funds withdrawal.

Officer's PIN: check one box only

☐ I authorize _____ to enter my PIN ☐ as my signature

ERO firm name

Enter five numbers, but do not enter all zeros

on the organization's tax year 2016 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

☐ As an officer of the organization, I will enter my PIN as my signature on the organization's tax year 2016 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Officer's signature ► Date ►

Part III Certification and Authentication

ERO's EFIN/PIN. Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN

do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2016 electronically filed return for the organization indicated above. I confirm that I am submitting this return in accordance with the requirements of **Pub. 4163,** Modernized e-File (MeF) Information for Authorized IRS *e-file* Providers for Business Returns.

ERO's signature ► Date ► 2/5/2018

ERO Must Retain This Form—See Instructions
Do Not Submit This Form To the IRS Unless Requested To Do So

Form **990-EZ**

Department of the Treasury
Internal Revenue Service

Short Form
Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

► Do not enter social security numbers on this form as it may be made public.

► Information about Form 990-EZ and its instructions is at *www.irs.gov/form990.*

OMB No. 1545-1150

2016

Open to Public Inspection

A For the 2016 calendar year, or tax year beginning 10/1/2016 , and ending 9/30/2017

B Check if applicable:
- ☐ Address change
- ☐ Name change
- ☐ Initial return
- ☐ Final return/terminated
- ☐ Amended return
- ☐ Application pending

C Name of organization
GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC

Number and street (or P.O. box, if mail is not delivered to street address) | Room/suite
P O BOX 18432

City or town | State | ZIP code
PENSACOLA | FL | 32523

Foreign country name | Foreign province/state/county | Foreign postal code

D Employer identification number
59-3681641

E Telephone number
(850) 438-3993

F Group Exemption Number ►

G Accounting Method: ☐ Cash ☒ Accrual Other (specify) ►

I **Website:** ► WWW.GCAACC.INFO

J **Tax-exempt status** (check only one) — ☐ 501(c)(3) ☒ 501(c) (6) ◄ (insert no.) ☐ 4947(a)(1) or ☐ 527

H Check ► ☐ if the organization is **not** required to attach Schedule B (Form 990, 990-EZ, or 990-PF).

K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other

L Add lines 5b, 6c, and 7b to line 9 to determine gross receipts. If gross receipts are $200,000 or more, or if total assets (Part II, column (B) below) are $500,000 or more, file Form 990 instead of Form 990-EZ ► $ 103,142

Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances (see the instructions for Part I)

Check if the organization used Schedule O to respond to any question in this Part I ☒

Revenue	1	Contributions, gifts, grants, and similar amounts received		1	103,140
	2	Program service revenue including government fees and contracts		2	
	3	Membership dues and assessments		3	
	4	Investment income		4	2
	5a	Gross amount from sale of assets other than inventory	5a		
	b	Less: cost or other basis and sales expenses	5b		
	c	Gain or (loss) from sale of assets other than inventory (Subtract line 5b from line 5a)		5c	0
	6	Gaming and fundraising events			
	a	Gross income from gaming (attach Schedule G if greater than $15,000)	6a		
	b	Gross income from fundraising events (not including $ 22,035 of contributions from fundraising events reported on line 1) (attach Schedule G if the sum of such gross income and contributions exceeds $15,000)	6b		
	c	Less: direct expenses from gaming and fundraising events	6c		
	d	Net income or (loss) from gaming and fundraising events (add lines 6a and 6b and subtract line 6c)		6d	0
	7a	Gross sales of inventory, less returns and allowances	7a		
	b	Less: cost of goods sold	7b		
	c	Gross profit or (loss) from sales of inventory (Subtract line 7b from line 7a)		7c	0
	8	Other revenue (describe in Schedule O)		8	
	9	**Total revenue.** Add lines 1, 2, 3, 4, 5c, 6d, 7c, and 8 ►		9	103,142
Expenses	10	Grants and similar amounts paid (list in Schedule O)		10	
	11	Benefits paid to or for members		11	
	12	Salaries, other compensation, and employee benefits		12	59,824
	13	Professional fees and other payments to independent contractors		13	8,672
	14	Occupancy, rent, utilities, and maintenance		14	14,891
	15	Printing, publications, postage, and shipping		15	8,703
	16	Other expenses (describe in Schedule O)		16	14,048
	17	**Total expenses.** Add lines 10 through 16 ►		17	106,138
Net Assets	18	Excess or (deficit) for the year (Subtract line 17 from line 9)		18	-2,996
	19	Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return)		19	18,060
	20	Other changes in net assets or fund balances (explain in Schedule O)		20	-902
	21	Net assets or fund balances at end of year. Combine lines 18 through 20 ►		21	14,162

Part II Balance Sheets. (see the instructions for Part II)
Check if the organization used Schedule O to respond to any question in this Part II X

		(A) Beginning of year		(B) End of year
22	Cash, savings, and investments	15,170	22	11,522
23	Land and buildings		23	
24	Other assets (describe in Schedule O)	4,499	24	4,499
25	**Total assets**	19,669	25	16,021
26	**Total liabilities** (describe in Schedule O)	1,609	26	1,859
27	**Net assets or fund balances** (line 27 of column (B) **must** agree with line 21)	18,060	27	14,162

Part III Statement of Program Service Accomplishments (see the instructions for Part III)
Check if the organization used Schedule O to respond to any question in this Part III . . . . . ☐

What is the organization's primary exempt purpose? PROMOTING BUSINESS AND ECONOMIC INTEREST

Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. In a clear and concise manner, describe the services provided, the number of persons benefited, and other relevant information for each program title.

Expenses (Required for section 501(c)(3) and 501(c)(4) organizations; optional for others.)

28 COMMUNITY AWARD BANQUET

(Grants $) If this amount includes foreign grants, check here ▶ ☐ **28a** 3,562

29

(Grants $) If this amount includes foreign grants, check here ▶ ☐ **29a**

30

(Grants $) If this amount includes foreign grants, check here ▶ ☐ **30a**

31 Other program services (describe in Schedule O)
(Grants $) If this amount includes foreign grants, check here ▶ ☐ **31a**

32 **Total program service expenses.** (add lines 28a through 31a) ▶ **32** 3,562

Part IV List of Officers, Directors, Trustees, and Key Employees (list each one even if not compensated—see the instructions for Part IV)
Check if the organization used Schedule O to respond to any question in this Part IV . . . . . ☐

(a) Name and title	(b) Average hours per week devoted to position	(c) Reportable compensation (Forms W-2/1099-MISC) (if not paid, enter -0-)	(d) Health benefits, contributions to employee benefit plans, and deferred compensation	(e) Estimated amount of other compensation
DOUG THOMPSON CHAIRMAN	Hr/WK			
PAUL TOLBERT VICE CHAIRMAN	Hr/WK			
JOHN JERRALDS TREASURER	Hr/WK			
JESSE GAITHER BOARD MEMBER	Hr/WK			
SHAUN HARTSFIELD BOARD MEMBER	Hr/WK			
FRED SELLERS BOARD MEMBER	Hr/WK			
ADMIRAL LEROY JR BOARD MEMBER	Hr/WK			
ANGELENA WHEAT INTERIM EXEC DIREC	Hr/WK 40.00	24,908		
	Hr/WK			
	Hr/WK			
When should	Hr/WK			
it be taken	Hr/WK			

Part V **Other Information** (Note the Schedule A and personal benefit contract statement requirements in the instructions for Part V) Check if the organization used Schedule O to respond to any question in this Part V ☐

			Yes	No
33	Did the organization engage in any significant activity not previously reported to the IRS? If "Yes," provide a detailed description of each activity in Schedule O	33		X
34	Were any significant changes made to the organizing or governing documents? If "Yes," attach a conformed copy of the amended documents if they reflect a change to the organization's name. Otherwise, explain the change on Schedule O (see instructions)	34		X
35 a	Did the organization have unrelated business gross income of $1,000 or more during the year from business activities (such as those reported on lines 2, 6a, and 7a, among others)?	35a		X
b	If "Yes," to line 35a, has the organization filed a Form 990-T for the year? *If "No," provide an explanation in Schedule O*	35b		
c	Was the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization subject to section 6033(e) notice, reporting, and proxy tax requirements during the year? If "Yes," complete Schedule C, Part III	35c		X
36	Did the organization undergo a liquidation, dissolution, termination, or significant disposition of net assets during the year? If "Yes," complete applicable parts of Schedule N	36		X
37 a	Enter amount of political expenditures, direct or indirect, as described in the instructions. ► 37a			
b	Did the organization file **Form 1120-POL** for this year?	37b		X
38 a	Did the organization borrow from, or make any loans to, any officer, director, trustee, or key employee **or** were any such loans made in a prior year and still outstanding at the end of the tax year covered by this return?	38a		X
b	If "Yes," complete Schedule L, Part II and enter the total amount involved 38b			
39	Section 501(c)(7) organizations. Enter:			
a	Initiation fees and capital contributions included on line 9 39a			
b	Gross receipts, included on line 9, for public use of club facilities 39b			
40 a	Section 501(c)(3) organizations. Enter amount of tax imposed on the organization during the year under: section 4911 ► ; section 4912 ► ; section 4955 ►			
b	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in any section 4958 excess benefit transaction during the year, or did it engage in an excess benefit transaction in a prior year that has not been reported on any of its prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I	40b		
c	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Enter amount of tax imposed on organization managers or disqualified persons during the year under sections 4912, 4955, and 4958 ►			
d	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Enter amount of tax on line 40c reimbursed by the organization ►			
e	All organizations. At any time during the tax year, was the organization a party to a prohibited tax shelter transaction? If "Yes," complete Form 8886-T.	40e		X
41	List the states with which a copy of this return is filed. ►			
42 a	The organization's books are in care of ► GULF COAST AFRICAN AMERICAN CHAM Telephone no. ► 850-438-3993 Located at ► 945 MICHIGAN AVE STE 12B City PENSACOLA ST FL ZIP + 4 ► 32505			
b	At any time during the calendar year, did the organization have an interest in or a signature or other authority over a financial account in a foreign country (such as a bank account, securities account, or other financial account)? If "Yes," enter the name of the foreign country: ► See the instructions for exceptions and filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).	42b		X
c	At any time during the calendar year, did the organization maintain an office outside the United States? If "Yes," enter the name of the foreign country: ►	42c		X
43	Section 4947(a)(1) nonexempt charitable trusts filing Form 990-EZ in lieu of **Form 1041**—Check here ► ☐ and enter the amount of tax-exempt interest received or accrued during the tax year ► 43			
44 a	Did the organization maintain any donor advised funds during the year? If "Yes," Form 990 must be completed instead of Form 990-EZ	44a		X
b	Did the organization operate one or more hospital facilities during the year? If "Yes," Form 990 must be completed instead of Form 990-EZ	44b		X
c	Did the organization receive any payments for indoor tanning services during the year?	44c		X
d	If "Yes" to line 44c, has the organization filed a Form 720 to report these payments? *If "No," provide an explanation in Schedule O*	44d		
45 a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	45a		X
45 b	Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," Form 990 and Schedule R may need to be completed instead of Form 990-EZ (see instructions)	45b		X

			Yes	No
46	Did the organization engage, directly or indirectly, in political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	46		X

Part VI **Section 501(c)(3) organizations only**

All section 501(c)(3) organizations must answer questions 47–49b and 52, and complete the tables for lines 50 and 51.

Check if the organization used Schedule O to respond to any question in this Part VI ☐

			Yes	No
47	Did the organization engage in lobbying activities or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	47		
48	Is the organization a school as described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	48		
49 a	Did the organization make any transfers to an exempt non-charitable related organization?	49a		X
b	If "Yes," was the related organization a section 527 organization?	49b		

50 Complete this table for the organization's five highest compensated employees (other than officers, directors, trustees, and key employees) who each received more than $100,000 of compensation from the organization. If there is none, enter "None."

(a) Name and title of each employee	(b) Average hours per week devoted to position	(c) Reportable compensation (Forms W-2/1099-MISC)	(d) Health benefits, contributions to employee benefit plans, and deferred compensation	(e) Estimated amount of other compensation
Name None Title	Hr/WK .00			
Name Title	Hr/WK .00			
Name Title	Hr/WK .00			
Name Title	Hr/WK .00			
Name Title	Hr/WK .00			

f Total number of other employees paid over $100,000 ▶

51 Complete this table for the organization's five highest compensated independent contractors who each received more than $100,000 of compensation from the organization. If there is none, enter "None."

(a) Name and business address of each independent contractor	(b) Type of service	(c) Compensation
Name None Str City ST ZIP		
Name Str City ST ZIP		
Name Str City ST ZIP		
Name Str City ST ZIP		
Name Str City ST ZIP		

d Total number of other independent contractors each receiving over $100,000 ▶

52 Did the organization complete Schedule A? **Note:** All section 501(c)(3) organizations must attach a completed Schedule A ▶ ☐ Yes ☒ No

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

X Signature of officer Date

BRIAN WIER, EXECUTIVE DIRECTOR
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN
EDNA M LOCKLIN		2/5/2018		P00266299

Firm's name ▶ LOCKLIN ACCOUNTING & TAX SERVICES INC — Firm's EIN ▶ 26-2591091

Firm's address ▶ P O BOX 2885 , PENSACOLA, FL 32513 — Phone no. (850) 469-4882

May the IRS discuss this return with the preparer shown above? See instructions ▶ ☒ Yes ☐ No

Brian Wyer

Schedule B (Form 990, 990-EZ, or 990-PF)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.

▶ Information about Schedule B (Form 990, 990-EZ, or 990-PF) and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

2016

Name of the organization
GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC

Employer identification number
59-3681641

Organization type (check one):

Filers of:	Section:
Form 990 or 990-EZ	[X] 501(c)(6) (enter number) organization
	[ ] 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation
	[ ] 527 political organization
Form 990-PF	[ ] 501(c)(3) exempt private foundation
	[ ] 4947(a)(1) nonexempt charitable trust treated as a private foundation
	[ ] 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule.**

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

[ ] For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling $5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

[ ] For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3 % support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** $5,000 or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h, or (ii) Form 990-EZ, line 1. Complete Parts I and II.

[ ] For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than $1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.

[ ] For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than $1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling $5,000 or more during the year . . . . . ▶ $

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization	Employer identification number
GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC	59-3681641

Part I **Contributors** (See instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
	Foreign State or Province: Foreign Country:	$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
	Foreign State or Province: Foreign Country:	$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
	Foreign State or Province: Foreign Country:	$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
	Foreign State or Province: Foreign Country:	$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
	Foreign State or Province: Foreign Country:	$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
	Foreign State or Province: Foreign Country:	$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)

Name of organization	Employer identification number
GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC	59-3681641

Part II **Noncash Property** (See instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
		$	

Name of organization: GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC

Employer identification number: 59-3681641

Part III ***Exclusively*** **religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than $1,000 for the year from any one contributor.** Complete columns **(a)** through **(e) and** the following line entry. For organizations completing Part III, enter the total of *exclusively* religious, charitable, etc., contributions of **$1,000 or less** for the year. (Enter this information once. See instructions.) ► $ 0

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee
For. Prov. Country	

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee
For. Prov. Country	

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee
For. Prov. Country	

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee
For. Prov. Country	

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

▶ **Attach to Form 990 or 990-EZ.**

▶ **Information about Schedule O (Form 990 or 990-EZ) and its instructions is at *www.irs.gov/form990.***

OMB No. 1545-0047

2016

Open to Public Inspection

Name of the organization	Employer identification number
GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC	59-3681641

Form 990-EZ, Part I, Line 16, Other Expenses: Travel: 31

Form 990-EZ, Part I, Line 16, Other Expenses: Fundraising: 3,562

Form 990-EZ, Part I, Line 16, Other Expenses: Equipment rental and maintenance: 1,664

Form 990-EZ, Part I, Line 16, Other Expenses: Supplies: 1,489

Form 990-EZ, Part I, Line 16, Other Expenses: Bank Service Charge: 80

Form 990-EZ, Part I, Line 16, Other Expenses: Advertising: 100

Form 990-EZ, Part I, Line 16, Other Expenses: Administrative Expense: 964

Form 990-EZ, Part I, Line 16, Other Expenses: Dues & Subscriptions: 869

Form 990-EZ, Part I, Line 16, Other Expenses: Payroll Tax Expense: 5,289

Form 990-EZ, Part I, Line 20, Net Assets: Opening Balance Entry: -902

Form 990-EZ, Part II, Line 24, Other Assets: Office Furiture and Fixtures: Beginning of year: 4,499, End of year: 4,499

Form 990-EZ, Part II, Line 26, Liabilities: Accounts Payable: Beginning of year: 1,609, End of year: 1,859

Name of the organization	Employer identification number
GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC	59-3681641

ESCAMBIA COUNTY
FLORIDA

FISCAL YEAR 2018 – 2019
ESCAMBIA COUNTY
AGENCY FUNDING REQUEST APPLICATION

All agencies requesting funding from Escambia County must submit all of the following information and complete the attached form. Failure to submit all of the required information or to complete the form will remove your organization from consideration for funding. Please submit the application and the requested information by either e-mail (preferred) or hard copy to:

Email:
klmacarthur@myescambia.com

Hard Copy:
Escambia County Board of County Commissioners
Office of Management & Budget
221 Palafox Place, Suite 440
Pensacola, Florida 32502

Please submit:

- A fully completed Agency Funding Request Application
- A copy of your organization's current W-9
- A Letter of Determination from the IRS confirming your organization's federally tax-exempt status - **PEDC, as a governmental entity, does not have a Letter of Determination from the IRS.**
- A copy of your organization's 2015 or 2016 tax return (Form 990 or 990-EZ with additional backup) - **PEDC, as a governmental entity, does not submit a 990 form.**
- A copy of your organization's most recent financial statements, with audit if applicable

Agency Name:

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

Agency Address:

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

Program Name:

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

Program Contact:

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

Contact Email:

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

Contact Phone:

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

FISCAL YEAR 2018 – 2019
ESCAMBIA COUNTY
AGENCY FUNDING REQUEST APPLICATION

25-Word Description of Program:

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

Amount Requested:

- **$550,000 – From the Local Option Sales Tax (LOST) Economic Development Trust Fund.**

Amount Received Last Year, if applicable:

- **$550,000**

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

- **In FY 17-18, county dollars were used to support the development and marketing of the Bluffs project (FOIL) and the downtown technology campus; PEDC administration costs and a contract with FloridaWest EDA. FloridaWest used PEDC funds for programming, administration and personnel costs.**
- **For the $550,000 investment approved this fiscal year, PEDC/FloridaWest has worked to generate over $15.5 million in economic development impact for Escambia County as of March 31, 2018 (six months into the current fiscal year).**

Briefly discuss how the funding you are currently requesting will be used.
(Specific emphasis on "Programming" – What does your program do and why is it an asset to the County?)

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

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

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

declares that it is necessary and in the public interest to facilitate the growth and creation of business enterprises in the counties of the state.

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

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

- **The requested County funding for PEDC breaks down as follows:**

Salaries	**$331,429 (FLWest)**	**60%**
Programming	**$204,035 (PEDC & FLWest)**	**37%**
Administrative	**$ 14,536**	**3%**
Total	**$550,000**	**100%**

***The above percentages of County funds are an estimate based on PEDC funding from both the City of Pensacola and Escambia County.**

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

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

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

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

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

- **PEDC and its partners apply for state and federal funding to support specific ongoing projects. So far this FY the community has received over $5 million. However, the operational funds requested from Escambia County are not used as a direct match.**

Provide "Specific and Measurable" metrics in the following three sections:

Please list the primary goal(s) that this program is targeting. Maximum of three.
For example, "reduce homelessness in Escambia County by "X"%"

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

Please list the performance measure(s) by which your organization will measure the success of your program. Maximum of three.
For example, "number of families successfully transitioned into permanent housing and stabilized for 6 months utilizing County funding."

- **PEDC and FloridaWest EDA are in the process of developing a new 5-year strategy for Economic Development. Part of this process will be the development of performance measures by which our organization will monitor and document its progress. This process will be complete prior to the Escambia County Budget hearings.**

Please list the baseline statistics/agency metrics for the performance measure(s). Maximum of three.
For example, "number of families successfully transitioned into permanent housing and stabilized for 6 months in previous fiscal year."

- **Please see the attached 2017 year-end and 2018 mid-year report for past statistics/agency metrics for performance.**
- **As stated above, PEDC and FloridaWest EDA are in the process of developing a new 5-year strategy for Economic Development, our past statistics may not reflect future statistics.**

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

- **Please see the attached 2017 year-end and 2018 mid-year report.**

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

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

BUDGET

Please fill out the requested information in its entirety for the program for which you are requesting funding. It is not necessary to fill out information for the agency as a whole; only for the program for

which funding is requested. If this is a new program, you are not required to complete the information for the previous budget year. Please add any additional income or expense sources to the table as necessary to complete your budget application.

FISCAL YEAR 2018 – 2019
ESCAMBIA COUNTY
AGENCY FUNDING REQUEST APPLICATION

The following is a modified budget to demonstrate the use of PEDC funds for Economic Development. It is based on percent estimates and not inclusive of the funding that comes directly to FloridaWest EDA or its expenses. Detailed budget information can be found in the attached audited financial statements of both organizations.

Income

	Most Recently Completed Budget Year FY 16/17	Current Budget Year FY 17/18	Proposed Budget Year FY 18/19
Contributions/Donations from Private Sources	$0	$0	$0
Programmatic Income	$0	$0	$0
County Funding	$550,000	$550,000	$550,000
City Funding	$150,000	$150,000	$150,000
Local Non-Profit Funding	$0	$0	$0
State Funding	$2,350,000	$3,100,000	$500,000
Federal Funding	$0	$0	$0
Memberships	$0	$0	$0
Investment Income	$400	$400	$400
Other Income	$9,600	$9,600	$0
Total Income	$3,060,000	$3,810,000	$1,200,400

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

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

Expenses

	Most Recently Completed Budget Year FY 16/17	Current Budget Year FY 17/18	Proposed Budget Year FY 18/19
Total Staffing	6.5	7.2	7.2
Salaries and Wages	$369,769	$369,769	$369,769
Employee Benefits	$90,231	$90,231	$90,231
Professional Services	$2,350,000	$3,100,000	$500,000
Contractual Services	$18,500	$18,500	$18,500
Travel Expenses	$20,000	$20,000	$20,000
Rentals and Leases	$10,000	$10,000	$10,000
Communication	$0	$0	$0
Postage and Freight	$0	$0	$0
Repair and Maintenance	$0	$0	$0
Printing and Binding	$0	$0	$0
Marketing and Promotion	$11,000	$11,000	$11,000

Fuel	$0	$0	$0
Supplies	$400	$400	$400
Event Expenses	$0	$0	$0
Other Expenses	$9,600	$9,600	$0
Capitalizable Assets/ Equipment	$0	$0	$0
Incubator (CoLab)	$100,000	$100,000	$100,000
Asset Development	$80,500	$80,500	$80,500
Total Expenses	$3,060,000	$3,810,000	$1,200,400
Net Income/Revenue minus Expense	$0	$0	$0

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

- **N/A**

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

- **Payment on a retirement fund for a prior PEDC employee**

ECONOMIC DEVELOPMENT AGENCIES:

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

What is your agency's Strategic Plan?

- **PEDC and FloridaWest EDA are in the process of developing a new 5-year strategy for Economic Development. Part of this process will be the development of performance measures by which our organization will monitor and document its progress. This process will be complete prior to the Escambia County Budget hearings.**
- **The prior strategic plan used by the PEDC, and the Greater Pensacola Chamber (now FloridaWest) is attached.**

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

- **For the $550,000 investment approved this fiscal year, PEDC/FloridaWest has worked to generate over $15.5 million in economic development impact for Escambia County as of March 31, 2018 (six months into the current fiscal year).**
  - **$576,000 of City and private sector funding support**
  - **$3.1 million in state support for the Bluffs development.**
  - **$1.8 million Governors Florida Job Growth Grant Fund**
  - **$1.03 million Business Development Economic Impact**
    - **$1.0 million in earnings from 26 direct and indirect jobs**
    - **$30,000 in state and local taxes annually**
  - **$9.07 million Co:Lab Economic Impact**
    - **26 unique businesses in varying stages of growth and development**
    - **$8.7 million in earnings from 176 direct, indirect and induced jobs**
    - **$370,000 of approximately federal, state and local tax impact.**

FISCAL YEAR 2018 – 2019
ESCAMBIA COUNTY
AGENCY FUNDING REQUEST APPLICATION

List all projects and outcomes.

- **Please see the attached 2017 year-end and 2018 mid-year report.**

Show supporting backup on procurement activities.

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

What is the net cost per job created?

- **Since 2014 Escambia County has funded PEDC a total of $2.2 million and supported the creation/retention of approximately 5,800 jobs which equals a net cost of approximately $380.00 per job.**

Provide the appropriate level of detail for activities.

- **Please see the attached 2017 year-end and 2018 mid-year report.**

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

- **PEDC, and its contract partner FloridaWest, are the only organizations focused specifically on long-term programs to increase and retain the number of companies and jobs opportunities in the community that pay above the current county average wage and increase the number of training and hiring opportunities available to Escambia Citizens within our target industry sectors (specific business development and entrepreneurship information is available in the attached 2017 year-end and 2018 mid-year report). If programs are fully funded and supported, Escambia County citizens that participate will have access to training and education resources and jobs that pay above the ALICE threshold.**

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

  FY 2017 – 2018 Mid-Year Accomplishments:
  Governors Florida Job Growth Grant Fund $1,860,510
  With Pensacola State as the grant applicant for this proposal, we have received a grant from the Governors Florida Job Growth Grant Fund to increase the attainment of industry-recognized credentials and degrees required to enter the workforce through traditional and non-traditional methods of delivering training and education in the targeted industries and occupations, including aviation maintenance, nursing, transportation, advanced manufacturing, welding, construction trades, and cybersecurity/information technology.

  Number of anticipated enrolled students and completers.
  Total Participants (Grant Period): 1433
  Total Completers (Grant Period): 957 (67%)
  Projected Enrollments (5 years): 4299
  Projected Completers (5 years): 2871

In addition, it is expected that 100 (PSC - SO; GSTC - SO) under- and unemployed individuals will receive project support to participate in GED preparation during the Grant budget period.

Escambia County School District Triumph Proposal for $2,690,056
With Escambia County School District as the applicant for the Triumph proposal we have applied for funds to prepare students for the workforce in high-skill, high-wage, high-demand fields. This project is a continuation of an economic and workforce development collaboration, among the aforementioned partners, funded by the Florida Department of Economic Opportunity (DEO) Job Growth Grant.

Funds under this program will be used for:
K-5 STEM Initiative, 2nd and 3rd High School Cybersecurity Academy Implementation, High School Advanced Manufacturing Academies' Transformation, High School Aviation Maintenance Academy Transformation, George Stone Technical Center's Aviation Maintenance Program Enhancement, Pensacola State College Middle School STEM Summer Camp, and Pensacola State College IT/Cybersecurity

Are the funds being used for salaries or projects?

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

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

- PEDC/FloridaWest have applied/received the following grants for "The Bluffs" engineering and planning:
  - $3.0 million in 2014– State Funded and Received
  - $2.3 million in 2016– State Funded and Received
  - $3.1 million in 2017– State Funded and Received
  - $0.5 million in 2018 – State Funded and Received
  - $8.0 million in 2018 – Triumph Requested
- PEDC/FloridaWest have facilitated workforce grant requests for:
  - $1.8 million – PSC Governors Florida Job Growth Grant– State Funded
  - $2.7 million – Escambia County School District – Triumph Requested
- PEDC/FloridaWest have participated in grant request for:
  - $27.5 million – UWF Innovation Network– Triumph Requested
  - $130 million – Commercial Aircraft MRO Campus – Triumph Requested
  - $5.0 million – Pensacola State College - Co:Lab Expansion – Triumph Requested
- PEDC/FloridaWest are supporting grant request for:
  - $29.0 million – OLF8/OLFX Land Swap with DOD – Triumph Requested
  - $11.0 million – Beulah Interchange Connector– Triumph Requested

Was there any increase in membership?

- The PEDC is a Florida statutorily created entity with an appointed board structure.

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

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

- **Please see the attached 2017 year-end and 2018 mid-year report.**

Can we reduce the taxpayer subsidy?

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

ADDENDUM TO THE APPLICATION:

How are the economic development partners working with an education component as part of our overall strategy for economic development?

We are in the process of finalizing a new 5 year strategy for economic development for FloridaWest. One part of our recommended plan will be the continued coordination of our education and workforce partners to develop a target industry workforce pipeline of employees. We anticipate having the plan approved by the PEDC board in July with a presentation to the City and County during the FY 18-19 budget process.

Form **W-9**
(Rev. November 2017)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

▶ **Go to *www.irs.gov/FormW9* for instructions and the latest information.**

Give Form to the requester. Do not send to the IRS.

Print or type. See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.

Pensacola-Escambia County Promotion and Development Community Development Entity, LLC

2 Business name/disregarded entity name, if different from above

Pensacola-Escambia County Promotion and Development Commission

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC ☐ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate

☑ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) ▶

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.

P.O. Box 1992

Requester's name and address (optional)

6 City, state, and ZIP code

Pensacola, FL 32591

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			–			–				

or

Employer identification number

5	9	–	1	1	7	2	5	5	0

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here | **Signature of U.S. person ▶** [signature] **Date ▶** 1-3-2018

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, *later.*

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

DEPARTMENT OF THE TREASURY

Date: JAN 27 2016

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

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

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

Dear Applicant:

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

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

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

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

COMMUNITY ECONOMIC DEVELOPMENT

Sincerely,

Jeffrey I. Cooper
Director, Exempt Organizations
Rulings and Agreements

TAX RETURN FILING INSTRUCTIONS

FORM 990

FOR THE YEAR ENDING

September 30, 2017

Prepared for	Community Economic Development Assoc d/b/a FloridaWest Economic Development P.O. Box 1992 Pensacola, FL 32591-1992
Prepared by	Saltmarsh, Cleaveland & Gund 900 North 12th Avenue Pensacola, FL 32501
Amount due or refund	Not applicable
Make check payable to	Not applicable
Mail tax return and check (if applicable) to	Not applicable
Return must be mailed on or before	Not applicable
Special Instructions	This return has been prepared for electronic filing. If you wish to have it transmitted electronically to the IRS, please sign, date, and return Form 8879-EO to our office. We will then submit the electronic return to the IRS. Do not mail a paper copy of the return to the IRS. Federal regulations require that an exempt organization make its annual returns for the past three years and its exempt application, along with all supporting documentation, available for public inspection at the organization's principal place of business during normal business hours. In addition, an organization must provide a copy of this information to any person who makes a request for such documents in person or in writing. The IRS may impose a penalty for willful failure to allow public inspection or to provide copies. Please contact us if you have any questions regarding disclosure regulations.

Form **8879-EO**

Department of the Treasury
Internal Revenue Service

IRS e-file Signature Authorization for an Exempt Organization

For calendar year 2016, or fiscal year beginning OCT 1, 2016, and ending SEP 30, 2017

▶ **Do not send to the IRS. Keep for your records.**

▶ **Information about Form 8879-EO and its instructions is at *www.irs.gov/form8879eo.***

OMB No. 1545-1878

2016

Name of exempt organization

Community Economic Development Assoc
d/b/a FloridaWest Economic Development

Employer identification number

47-1954665

Name and title of officer

Scott Luth
CEO

Part I Type of Return and Return Information (Whole Dollars Only)

Check the box for the return for which you are using this Form 8879-EO and enter the applicable amount, if any, from the return. If you check the box on line **1a, 2a, 3a, 4a,** or **5a,** below, and the amount on that line for the return being filed with this form was blank, then leave line **1b, 2b, 3b, 4b,** or **5b,** whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. **Do not** complete more than 1 line in Part I.

1a	Form 990 check here ▶ [X]	**b**	**Total revenue,** if any (Form 990, Part VIII, column (A), line 12)	**1b**	1,060,494.
2a	Form 990-EZ check here ▶ [ ]	**b**	**Total revenue,** if any (Form 990-EZ, line 9)	**2b**	
3a	Form 1120-POL check here ▶ [ ]	**b**	**Total tax** (Form 1120-POL, line 22)	**3b**	
4a	Form 990-PF check here ▶ [ ]	**b**	**Tax based on investment income** (Form 990-PF, Part VI, line 5)	**4b**	
5a	Form 8868 check here ▶ [ ]	**b**	**Balance Due** (Form 8868, line 3c)	**5b**	

Part II Declaration and Signature Authorization of Officer

Under penalties of perjury, I declare that I am an officer of the above organization and that I have examined a copy of the organization's 2016 electronic return and accompanying schedules and statements and to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the organization's electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the organization's return to the IRS and to receive from the IRS **(a)** an acknowledgement of receipt or reason for rejection of the transmission, **(b)** the reason for any delay in processing the return or refund, and **(c)** the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the organization's federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the organization's electronic return and, if applicable, the organization's consent to electronic funds withdrawal.

Officer's PIN: check one box only

[X] I authorize Saltmarsh, Cleaveland & Gund to enter my PIN 88685

ERO firm name

Enter five numbers, but do not enter all zeros

as my signature on the organization's tax year 2016 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

[ ] As an officer of the organization, I will enter my PIN as my signature on the organization's tax year 2016 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Officer's signature ▶ CLIENT COPY Date ▶

Part III Certification and Authentication

ERO's EFIN/PIN. Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN.

59075900900

do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2016 electronically filed return for the organization indicated above. I confirm that I am submitting this return in accordance with the requirements of **Pub. 4163,** Modernized e-File (MeF) Information for Authorized IRS *e-file* Providers for Business Returns.

ERO's signature ▶ Saltmarsh, Cleaveland & Gund Date ▶ 03/21/18

ERO Must Retain This Form - See Instructions
Do Not Submit This Form To the IRS Unless Requested To Do So

Caution: Forms printed from within Adobe Acrobat products may not meet IRS or state taxing agency specifications. When using Acrobat 9.x products and later products, select "None"in the "Page Scaling" selection box in the Adobe "Print" dialog.

FILEABLE FORMS

Extended to August 15, 2018

Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ **Do not enter social security numbers on this form as it may be made public.**

▶ **Information about Form 990 and its instructions is at *www.irs.gov/form990.***

OMB No. 1545-0047

2016

Open to Public Inspection

A For the 2016 calendar year, or tax year beginning OCT 1, 2016 **and ending** SEP 30, 2017

B Check if applicable:
- ☐ Address change
- ☐ Name change
- ☐ Initial return
- ☐ Final return/ terminated
- ☐ Amended return
- ☐ Application pending

C Name of organization
Community Economic Development Assoc
d/b/a FloridaWest Economic Development

Doing business as FloridaWest Economic Development

Number and street (or P.O. box if mail is not delivered to street address) P.O. Box 1992

Room/suite

City or town, state or province, country, and ZIP or foreign postal code
Pensacola, FL 32591-1992

F Name and address of principal officer: Scott Luth
same as C above

D Employer identification number
47-1954665

E Telephone number
(850) 898-2201

G Gross receipts $ 1,060,494.

H(a) Is this a group return for subordinates? ☐ Yes ☒ No

H(b) Are all subordinates included? ☐ Yes ☐ No
If "No," attach a list. (see instructions)

H(c) Group exemption number ▶

I Tax-exempt status: ☐ 501(c)(3) ☒ 501(c) (6) ◀ (insert no.) ☐ 4947(a)(1) or ☐ 527

J Website: ▶ www.floridawesteda.com

K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other ▶

L Year of formation: 2014 **M** State of legal domicile: FL

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities: Promote business development in Pensacola and Escambia County.

2 Check this box ▶ ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.

3	Number of voting members of the governing body (Part VI, line 1a)	3	9
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	9
5	Total number of individuals employed in calendar year 2016 (Part V, line 2a)	5	11
6	Total number of volunteers (estimate if necessary)	6	0
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.
b	Net unrelated business taxable income from Form 990-T, line 34	7b	0.

Revenue

		Prior Year	Current Year
8	Contributions and grants (Part VIII, line 1h)	1,134,437.	950,000.
9	Program service revenue (Part VIII, line 2g)	89,124.	107,503.
10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	0.	0.
11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	6,702.	2,991.
12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	1,230,263.	1,060,494.

Expenses

13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0.	0.
14	Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	572,469.	540,283.
16a	Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
b	Total fundraising expenses (Part IX, column (D), line 25) ▶ 0.		
17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	322,867.	429,553.
18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	895,336.	969,836.
19	Revenue less expenses. Subtract line 18 from line 12	334,927.	90,658.

Net Assets or Fund Balances

		Beginning of Current Year	End of Year
20	Total assets (Part X, line 16)	562,313.	660,768.
21	Total liabilities (Part X, line 26)	33,761.	41,558.
22	Net assets or fund balances. Subtract line 21 from line 20	528,552.	619,210.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

▶ Signature of officer — Date

▶ Scott Luth, CEO
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check if self-employed	PTIN
David Lister, CPA	David Lister, CPA	03/21/18	☐	P00627283

Firm's name ▶ Saltmarsh, Cleaveland & Gund — Firm's EIN ▶ 59-2922169

Firm's address ▶ 900 North 12th Avenue
Pensacola, FL 32501 — Phone no. 850-435-8300

May the IRS discuss this return with the preparer shown above? (see instructions) ☒ Yes ☐ No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III ☐

1 Briefly describe the organization's mission:
Promote business development in Pensacola and Escambia County.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No
If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No
If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses $ 595,900. including grants of $) (Revenue $)
Economic Development - To encourage and assist expansion of local industry and to promote economic development.

4b (Code:) (Expenses $ 88,060. including grants of $) (Revenue $ 107,503.)
CoLab - Targets early-stage, high growth companies to increase their chance of success by providing shared office space, support services and business coaching. The mission is to act as a catalyst to support innovative entrepreneurs who create jobs and can sustain long-term economic growth for Greater Pensacola.

4c (Code:) (Expenses $ including grants of $) (Revenue $)

4d Other program services (Describe in Schedule O.)
(Expenses $ including grants of $) (Revenue $)

4e Total program service expenses ▶ 683,960.

Part IV Checklist of Required Schedules

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? *If "Yes," complete Schedule A*	1		X
2	Is the organization required to complete *Schedule B, Schedule of Contributors*?	2	X	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? *If "Yes," complete Schedule C, Part I*	3		X
4	**Section 501(c)(3) organizations.** Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? *If "Yes," complete Schedule C, Part II*	4		
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? *If "Yes," complete Schedule C, Part III*	5	X	
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? *If "Yes," complete Schedule D, Part I*	6		X
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? *If "Yes," complete Schedule D, Part II*	7		X
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D, Part III*	8		X
9	Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? *If "Yes," complete Schedule D, Part IV*	9		X
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? *If "Yes," complete Schedule D, Part V*	10		X
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? *If "Yes," complete Schedule D, Part VI*	11a	X	
b	Did the organization report an amount for investments - other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VII*	11b		X
c	Did the organization report an amount for investments - program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VIII*	11c		X
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part IX*	11d		X
e	Did the organization report an amount for other liabilities in Part X, line 25? *If "Yes," complete Schedule D, Part X*	11e		X
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? *If "Yes," complete Schedule D, Part X*	11f		X
12a	Did the organization obtain separate, independent audited financial statements for the tax year? *If "Yes," complete Schedule D, Parts XI and XII*	12a	X	
b	Was the organization included in consolidated, independent audited financial statements for the tax year? *If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional*	12b		X
13	Is the organization a school described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E*	13		X
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		X
b	Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? *If "Yes," complete Schedule F, Parts I and IV*	14b		X
15	Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or other assistance to or for any foreign organization? *If "Yes," complete Schedule F, Parts II and IV*	15		X
16	Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or other assistance to or for foreign individuals? *If "Yes," complete Schedule F, Parts III and IV*	16		X
17	Did the organization report a total of more than $15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? *If "Yes," complete Schedule G, Part I*	17		X
18	Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? *If "Yes," complete Schedule G, Part II*	18		X
19	Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? *If "Yes," complete Schedule G, Part III*	19		X

Part IV Checklist of Required Schedules *(continued)*

			Yes	No
20a	Did the organization operate one or more hospital facilities? *If "Yes," complete Schedule H*	20a		X
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
21	Did the organization report more than $5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II*	21		X
22	Did the organization report more than $5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? *If "Yes," complete Schedule I, Parts I and III*	22		X
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? *If "Yes," complete Schedule J*	23	X	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? *If "Yes," answer lines 24b through 24d and complete Schedule K. If "No", go to line 25a*	24a		X
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	**Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? *If "Yes," complete Schedule L, Part I*	25a		
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? *If "Yes," complete Schedule L, Part I*	25b		
26	Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? *If "Yes," complete Schedule L, Part II*	26		X
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part III*	27		X
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):			
a	A current or former officer, director, trustee, or key employee? *If "Yes," complete Schedule L, Part IV*	28a		X
b	A family member of a current or former officer, director, trustee, or key employee? *If "Yes," complete Schedule L, Part IV*	28b		X
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? *If "Yes," complete Schedule L, Part IV*	28c		X
29	Did the organization receive more than $25,000 in non-cash contributions? *If "Yes," complete Schedule M*	29		X
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	30		X
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	31		X
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	32		X
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? *If "Yes," complete Schedule R, Part I*	33		X
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	34		X
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		X
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? *If "Yes," complete Schedule R, Part V, line 2*	35b		
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	36		
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? *If "Yes," complete Schedule R, Part VI*	37		X
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? **Note.** All Form 990 filers are required to complete Schedule O	38	X	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V ☐

				Yes	No
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	1a	10		
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b	0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c		X	
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	11		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b		X	
	Note. If the sum of lines 1a and 2a is greater than 250, you may be required to *e-file* (see instructions)				
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?	3a			X
b	If "Yes," has it filed a Form 990-T for this year? *If "No," to line 3b, provide an explanation in Schedule O*	3b			
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a			X
b	If "Yes," enter the name of the foreign country: ▶ _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).				
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a			X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b			X
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?	5c			
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a			X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b			
7	**Organizations that may receive deductible contributions under section 170(c).**				
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?	7a			
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b			
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c			
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e			
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f			
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g			
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h			
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8			
9	**Sponsoring organizations maintaining donor advised funds.**				
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a			
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b			
10	**Section 501(c)(7) organizations.** Enter:				
a	Initiation fees and capital contributions included on Part VIII, line 12	10a			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b			
11	**Section 501(c)(12) organizations.** Enter:				
a	Gross income from members or shareholders	11a			
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b			
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?	12a			
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b			
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**				
a	Is the organization licensed to issue qualified health plans in more than one state?	13a			
	Note. See the instructions for additional information the organization must report on Schedule O.				
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b			
c	Enter the amount of reserves on hand	13c			
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a			X
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation in Schedule O*	14b			

Part VI Governance, Management, and Disclosure *For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.*

Check if Schedule O contains a response or note to any line in this Part VI X

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year	1a	9		
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.				
b	Enter the number of voting members included in line 1a, above, who are independent	1b	9		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2			X
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person?	3			X
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4			X
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5			X
6	Did the organization have members or stockholders?	6			X
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a			X
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b			X
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?	8a		X	
b	Each committee with authority to act on behalf of the governing body?	8b		X	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses in Schedule O*	9			X

Section B. Policies *(This Section B requests information about policies not required by the Internal Revenue Code.)*

			Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a		X
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	X	
b	Describe in Schedule O the process, if any, used by the organization to review this Form 990.			
12a	Did the organization have a written conflict of interest policy? *If "No," go to line 13*	12a		X
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b		
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? *If "Yes," describe in Schedule O how this was done*	12c		
13	Did the organization have a written whistleblower policy?	13		X
14	Did the organization have a written document retention and destruction policy?	14		X
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a	The organization's CEO, Executive Director, or top management official	15a	X	
b	Other officers or key employees of the organization	15b		X
	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a		X
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed ▶ None

18 Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☐ Own website ☐ Another's website ☒ Upon request ☐ Other *(explain in Schedule O)*

19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records: ▶

Scott Luth - (850) 898-2201

P.O. Box 1992, Pensacola, FL 32591-1992

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII ☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than $100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) Jim Waite President	1.00	X		X				0.	0.	0.
(2) Tim Haag Secretary/Treasurer	1.00	X		X				0.	0.	0.
(3) Lewis Bear, Jr. Director	1.00	X						0.	0.	0.
(4) Donnie McMahon Director	1.00	X						0.	0.	0.
(5) Jim Grimes Director	1.00	X						0.	0.	0.
(6) Karen Sindel Director	1.00	X						0.	0.	0.
(7) Bonita Player Director	1.00	X						0.	0.	0.
(8) Rebecca Ferguson Director	1.00	X						0.	0.	0.
(9) Wendell Smith Director	1.00	X						0.	0.	0.
(10) Scott Luth CEO	40.00			X				167,596.	0.	27,688.

Part VII **Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** *(continued)*

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
1b Sub-total ▶								167,596.	0.	27,688.
c Total from continuation sheets to Part VII, Section A ▶								0.	0.	0.
d Total (add lines 1b and 1c) ▶								167,596.	0.	27,688.

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization ▶ 1

		Yes	No
3	Did the organization list any **former** officer, director, or trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual*		X
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than $150,000? *If "Yes," complete Schedule J for such individual*	X	
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? *If "Yes," complete Schedule J for such person*		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than $100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
NONE		

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization ▶ 0

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns	1a					
	b Membership dues	1b	200,000.				
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e	750,000.				
	f All other contributions, gifts, grants, and similar amounts not included above	1f					
	g Noncash contributions included in lines 1a-1f: $						
	h **Total.** Add lines 1a-1f			950,000.			
Program Service Revenue		**Business Code**					
	2a CoLab Income	531120		107,503.	107,503.		
	b						
	c						
	d						
	e						
	f All other program service revenue						
	g **Total.** Add lines 2a-2f			107,503.			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)						
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties						
		(i) Real	(ii) Personal				
	6a Gross rents						
	b Less: rental expenses						
	c Rental income or (loss)						
	d Net rental income or (loss)						
		(i) Securities	(ii) Other				
	7a Gross amount from sales of assets other than inventory						
	b Less: cost or other basis and sales expenses						
	c Gain or (loss)						
	d Net gain or (loss)						
	8a Gross income from fundraising events (not including $ _____ of contributions reported on line 1c). See Part IV, line 18	a					
	b Less: direct expenses	b					
	c Net income or (loss) from fundraising events						
	9a Gross income from gaming activities. See Part IV, line 19	a					
	b Less: direct expenses	b					
	c Net income or (loss) from gaming activities						
	10a Gross sales of inventory, less returns and allowances	a					
	b Less: cost of goods sold	b					
	c Net income or (loss) from sales of inventory						
	Miscellaneous Revenue	**Business Code**					
	11a Misc. revenue	900099		2,991.			2,991.
	b						
	c						
	d All other revenue						
	e **Total.** Add lines 11a-11d			2,991.			
	12 **Total revenue.** See instructions.			1,060,494.	107,503.	0.	2,991.

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees				
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	434,919.	299,386.	135,533.	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	15,617.	15,617.		
9 Other employee benefits	46,790.	46,790.		
10 Payroll taxes	42,957.	42,957.		
11 Fees for services (non-employees):				
a Management				
b Legal	8,250.		8,250.	
c Accounting	35,702.		35,702.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)	59,050.	59,050.		
12 Advertising and promotion	70,822.	70,822.		
13 Office expenses	56,103.	28,854.	27,249.	
14 Information technology				
15 Royalties				
16 Occupancy	88,215.	42,875.	45,340.	
17 Travel	45,511.	33,993.	11,518.	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	8,953.	8,953.		
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	17,334.		17,334.	
23 Insurance	2,882.		2,882.	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a Dues and subscriptions	11,012.	11,012.		
b High Growth Companies	7,769.	7,769.		
c CoLab	7,755.	7,755.		
d				
e All other expenses	10,195.	8,127.	2,068.	
25 **Total functional expenses.** Add lines 1 through 24e	969,836.	683,960.	285,876.	0.
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ▶ ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X ☐

				(A) Beginning of year		(B) End of year
Assets	1	Cash - non-interest-bearing		470,043.	1	540,110.
	2	Savings and temporary cash investments			2	
	3	Pledges and grants receivable, net			3	
	4	Accounts receivable, net		22,791.	4	3,393.
	5	Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L			5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instr). Complete Part II of Sch L			6	
	7	Notes and loans receivable, net			7	
	8	Inventories for sale or use			8	
	9	Prepaid expenses and deferred charges		9,375.	9	9,375.
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 127,205.			
	b	Less: accumulated depreciation	10b 20,315.	60,104.	10c	106,890.
	11	Investments - publicly traded securities			11	
	12	Investments - other securities. See Part IV, line 11			12	
	13	Investments - program-related. See Part IV, line 11			13	
	14	Intangible assets			14	
	15	Other assets. See Part IV, line 11		0.	15	1,000.
	16	**Total assets.** Add lines 1 through 15 (must equal line 34)		562,313.	16	660,768.
Liabilities	17	Accounts payable and accrued expenses		33,761.	17	41,558.
	18	Grants payable			18	
	19	Deferred revenue			19	
	20	Tax-exempt bond liabilities			20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D			21	
	22	Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L			22	
	23	Secured mortgages and notes payable to unrelated third parties			23	
	24	Unsecured notes and loans payable to unrelated third parties			24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D			25	
	26	**Total liabilities.** Add lines 17 through 25		33,761.	26	41,558.
Net Assets or Fund Balances		**Organizations that follow SFAS 117 (ASC 958), check here ▶ [X] and complete lines 27 through 29, and lines 33 and 34.**				
	27	Unrestricted net assets		528,552.	27	619,210.
	28	Temporarily restricted net assets			28	
	29	Permanently restricted net assets			29	
		Organizations that do not follow SFAS 117 (ASC 958), check here ▶ ☐ and complete lines 30 through 34.				
	30	Capital stock or trust principal, or current funds			30	
	31	Paid-in or capital surplus, or land, building, or equipment fund			31	
	32	Retained earnings, endowment, accumulated income, or other funds			32	
	33	Total net assets or fund balances		528,552.	33	619,210.
	34	Total liabilities and net assets/fund balances		562,313.	34	660,768.

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	1,060,494.
2	Total expenses (must equal Part IX, column (A), line 25)	2	969,836.
3	Revenue less expenses. Subtract line 2 from line 1	3	90,658.
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	528,552.
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	619,210.

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII ☒

			Yes	No
1	Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		X
	If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
b	Were the organization's financial statements audited by an independent accountant?	2b	X	
	If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: ☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c	X	
	If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.			
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	3a		X
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits	3b		

Schedule B
(Form 990, 990-EZ, or 990-PF)
Department of the Treasury
Internal Revenue Service

Schedule of Contributors

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.
▶ Information about Schedule B (Form 990, 990-EZ, or 990-PF) and its instructions is at *www.irs.gov/form990* .

OMB No. 1545-0047

2016

Name of the organization	Employer identification number
Community Economic Development Assoc d/b/a FloridaWest Economic Development	47-1954665

Organization type (check one):

Filers of:	Section:
Form 990 or 990-EZ	☒ 501(c)(6) (enter number) organization
	☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation
	☐ 527 political organization
Form 990-PF	☐ 501(c)(3) exempt private foundation
	☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation
	☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule.**
Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

☒ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling $5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

☐ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** $5,000 or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h, or (ii) Form 990-EZ, line 1. Complete Parts I and II.

☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than $1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.

☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than $1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling $5,000 or more during the year ..... ▶ $ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization
Community Economic Development Assoc
d/b/a FloridaWest Economic Development

Employer identification number
47-1954665

Part I **Contributors** (See instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	City of Pensacola 222 West Main Street Pensacola, FL 32502	$ 150,000.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
2	Pensacola-Escambia Development Commission 117 W Garden Street Pensacola, FL 32502	$ 600,000.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
3	Pensacola Energy 1625 Atwood Drive Pensacola, FL 32514	$ 40,000.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
4	The Lewis Bear Company 6120 Enterprise Drive Pensacola, FL 32505	$ 40,000.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
5	Gulf Power 1 Energy Place Pensacola, FL 32520	$ 40,000.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
6	Baskerville-Donovan, Inc. 449 W Main Street Pensacola, FL 32502	$ 40,000.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)

Name of organization
Community Economic Development Assoc
d/b/a FloridaWest Economic Development

Employer identification number
47-1954665

Part I **Contributors** (See instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7	ECUA 9255 Sturdevant Street Pensacola, FL 32514	$ 40,000.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)

Name of organization	Employer identification number
Community Economic Development Assoc d/b/a FloridaWest Economic Development	47-1954665

Part II **Noncash Property** (See instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
		$	

Name of organization
Community Economic Development Assoc
d/b/a FloridaWest Economic Development

Employer identification number
47-1954665

Part III ***Exclusively*** **religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than $1,000 for the year from any one contributor.** Complete columns **(a)** through **(e) and** the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of $1,000 or less for the year. (Enter this info. once.) ▶ $

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

SCHEDULE C
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527

▶ **Complete if the organization is described below.** ▶ **Attach to Form 990 or Form 990-EZ.**

▶ **Information about Schedule C (Form 990 or 990-EZ) and its instructions is at *www.irs.gov/form990.***

OMB No. 1545-0047

2016

Open to Public Inspection

If the organization answered "Yes," on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes," on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes," on Form 990, Part IV, line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of organization	Employer identification number
Community Economic Development Assoc d/b/a FloridaWest Economic Development	47-1954665

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1 Provide a description of the organization's direct and indirect political campaign activities in Part IV.

2 Political campaign activity expenditures ▶ $

3 Volunteer hours for political campaign activities

Part I-B Complete if the organization is exempt under section 501(c)(3).

1 Enter the amount of any excise tax incurred by the organization under section 4955 ▶ $

2 Enter the amount of any excise tax incurred by organization managers under section 4955 ▶ $

3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? ☐ Yes ☐ No

4a Was a correction made? ☐ Yes ☐ No

b If "Yes," describe in Part IV.

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ▶ $

2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ▶ $

3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b ▶ $

4 Did the filing organization file **Form 1120-POL** for this year? ☐ Yes ☐ No

5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

(a) Name	**(b)** Address	**(c)** EIN	**(d)** Amount paid from filing organization's funds. If none, enter -0-.	**(e)** Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.

Part II-A **Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).**

A Check ▶ ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).

B Check ▶ ☐ if the filing organization checked box A and "limited control" provisions apply.

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)	(a) Filing organization's totals	(b) Affiliated group totals
1a Total lobbying expenditures to influence public opinion (grass roots lobbying)		
b Total lobbying expenditures to influence a legislative body (direct lobbying)		
c Total lobbying expenditures (add lines 1a and 1b)		
d Other exempt purpose expenditures		
e Total exempt purpose expenditures (add lines 1c and 1d)		
f Lobbying nontaxable amount. Enter the amount from the following table in both columns.		
g Grassroots nontaxable amount (enter 25% of line 1f)		
h Subtract line 1g from line 1a. If zero or less, enter -0-		
i Subtract line 1f from line 1c. If zero or less, enter -0-		

If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:
Not over $500,000	20% of the amount on line 1e.
Over $500,000 but not over $1,000,000	$100,000 plus 15% of the excess over $500,000.
Over $1,000,000 but not over $1,500,000	$175,000 plus 10% of the excess over $1,000,000.
Over $1,500,000 but not over $17,000,000	$225,000 plus 5% of the excess over $1,500,000.
Over $17,000,000	$1,000,000.

j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? ☐ Yes ☐ No

4-Year Averaging Period Under section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period

Calendar year (or fiscal year beginning in)	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) Total
2a Lobbying nontaxable amount					
b Lobbying ceiling amount (150% of line 2a, column(e))					
c Total lobbying expenditures					
d Grassroots nontaxable amount					
e Grassroots ceiling amount (150% of line 2d, column (e))					
f Grassroots lobbying expenditures					

Part II-B **Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).**

For each "Yes," response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.	(a) Yes	(a) No	(b) Amount
1 During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
a Volunteers?			
b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?			
c Media advertisements?			
d Mailings to members, legislators, or the public?			
e Publications, or published or broadcast statements?			
f Grants to other organizations for lobbying purposes?			
g Direct contact with legislators, their staffs, government officials, or a legislative body?			
h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
i Other activities?			
j Total. Add lines 1c through 1i			
2a Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
b If "Yes," enter the amount of any tax incurred under section 4912			
c If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A **Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).**

			Yes	No
1	Were substantially all (90% or more) dues received nondeductible by members?	1		X
2	Did the organization make only in-house lobbying expenditures of $2,000 or less?	2	X	
3	Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year?	3		X

Part III-B **Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No," OR (b) Part III-A, line 3, is answered "Yes."**

1	Dues, assessments and similar amounts from members	1	
2	Section 162(e) nondeductible lobbying and political expenditures **(do not include amounts of political expenses for which the section 527(f) tax was paid).**		
a	Current year	2a	
b	Carryover from last year	2b	
c	Total	2c	
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4	
5	Taxable amount of lobbying and political expenditures (see instructions)	5	

Part IV **Supplemental Information**

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (see instructions); and Part II-B, line 1. Also, complete this part for any additional information.

SCHEDULE D (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
▶ Attach to Form 990.
▶ Information about Schedule D (Form 990) and its instructions is at *www.irs.gov/form990.*

OMB No. 1545-0047

2016

Open to Public Inspection

Name of the organization Community Economic Development Assoc d/b/a FloridaWest Economic Development

Employer identification number 47-1954665

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year		
2	Aggregate value of contributions to (during year)		
3	Aggregate value of grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).
- ☐ Preservation of land for public use (e.g., recreation or education)
- ☐ Preservation of a historically important land area
- ☐ Protection of natural habitat
- ☐ Preservation of a certified historic structure
- ☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

			Held at the End of the Tax Year
a	Total number of conservation easements	2a	
b	Total acreage restricted by conservation easements	2b	
c	Number of conservation easements on a certified historic structure included in (a)	2c	
d	Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register	2d	

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ _____

4 Number of states where property subject to conservation easement is located ▶ _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ _____

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ $ _____

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1 ▶ $ _____

(ii) Assets included in Form 990, Part X ▶ $ _____

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:

a Revenue included on Form 990, Part VIII, line 1 ▶ $ _____

b Assets included in Form 990, Part X ▶ $ _____

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

a ☐ Public exhibition
b ☐ Scholarly research
c ☐ Preservation for future generations
d ☐ Loan or exchange programs
e ☐ Other _____

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

		Amount
c Beginning balance	1c	
d Additions during the year	1d	
e Distributions during the year	1e	
f Ending balance	1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII ☐

Part V Endowment Funds. Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

a Board designated or quasi-endowment ▶ _____ %
b Permanent endowment ▶ _____ %
c Temporarily restricted endowment ▶ _____ %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

		Yes	No
(i) unrelated organizations	3a(i)		
(ii) related organizations	3a(ii)		
b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?	3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		61,050.	4,070.	56,980.
d Equipment		66,155.	16,245.	49,910.
e Other				
Total. Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, column (B), line 10c.)* ▶				106,890.

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.) ▶		

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶		

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, col. (B) line 15.)* ▶	

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, col. (B) line 25.)* ▶	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII ☐

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements			1	1,060,494.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:				
a	Net unrealized gains (losses) on investments	2a			
b	Donated services and use of facilities	2b			
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines **2a** through **2d**			2e	0.
3	Subtract line **2e** from line **1**			3	1,060,494.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b			
c	Add lines **4a** and **4b**			4c	0.
5	Total revenue. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 12.)*			5	1,060,494.

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements			1	969,836.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:				
a	Donated services and use of facilities	2a			
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines **2a** through **2d**			2e	0.
3	Subtract line **2e** from line **1**			3	969,836.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b			
c	Add lines **4a** and **4b**			4c	0.
5	Total expenses. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 18.)*			5	969,836.

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

SCHEDULE J (Form 990)

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 23.**

▶ **Attach to Form 990.**

▶ **Information about Schedule J (Form 990) and its instructions is at *www.irs.gov/form990.***

OMB No. 1545-0047

2016

Open to Public Inspection

Name of the organization: Community Economic Development Assoc d/b/a FloridaWest Economic Development

Employer identification number: 47-1954665

Part I Questions Regarding Compensation

		Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items. ☐ First-class or charter travel ☐ Housing allowance or residence for personal use ☐ Travel for companions ☐ Payments for business use of personal residence ☐ Tax indemnification and gross-up payments ☐ Health or social club dues or initiation fees ☐ Discretionary spending account ☐ Personal services (such as, maid, chauffeur, chef)		
b	If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain **1b**		
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a? **2**		
3	Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III. ☐ Compensation committee ☒ Written employment contract ☐ Independent compensation consultant ☐ Compensation survey or study ☐ Form 990 of other organizations ☒ Approval by the board or compensation committee		
4	During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:		
a	Receive a severance payment or change-of-control payment? **4a**		X
b	Participate in, or receive payment from, a supplemental nonqualified retirement plan? **4b**		X
c	Participate in, or receive payment from, an equity-based compensation arrangement? **4c**		X
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.		
	Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.		
5	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:		
a	The organization? **5a**		
b	Any related organization? **5b**		
	If "Yes" on line 5a or 5b, describe in Part III.		
6	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:		
a	The organization? **6a**		
b	Any related organization? **6b**		
	If "Yes" on line 6a or 6b, describe in Part III.		
7	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III **7**		
8	Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III **8**		
9	If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? **9**		

Part II **Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) Scott Luth	(i)	167,596.	0.	0.	6,499.	21,189.	195,284.	0.
CEO	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
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	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

2016

Open to Public Inspection

Name of the organization	Employer identification number
Community Economic Development Assoc d/b/a FloridaWest Economic Development	47-1954665

Form 990, Part I, Doing Business As:

FloridaWest Economic Development Alliance

Form 990, Part VI, Section B, line 11b:

A copy of the 990 is presented to the Board for approval before the return is filed.

Form 990, Part VI, Section B, Line 15a:

The Organization uses salary data from ACCE, IEDC and DMO to determine salary ranges. The amounts are re-evaluated every two years.

Form 990, Part VI, Section C, Line 19:

The Organization's governing documents and financial statements are available upon request.

Form 990, Part XII, Line 2c:

The Board of Directors assumes responsibility for oversight of the audit. This process has not changed from prior year.

Form **8868**
(Rev. January 2017)

Department of the Treasury
Internal Revenue Service

Application for Automatic Extension of Time To File an Exempt Organization Return

▶ **File a separate application for each return.**

▶ **Information about Form 8868 and its instructions is at *www.irs.gov/form8868* .**

OMB No. 1545-1709

Electronic filing *(e-file).* You can electronically file Form 8868 to request a 6-month automatic extension of time to file any of the forms listed below with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, for which an extension request must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit *www.irs.gov/efile*, click on Charities & Non-Profits, and click on *e-file* for *Charities and Non-Profits.*

Automatic 6-Month Extension of Time. Only submit original (no copies needed).

All corporations required to file an income tax return other than Form 990-T (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

Enter filer's identifying number

Type or print

File by the due date for filing your return. See instructions.

Name of exempt organization or other filer, see instructions.
Community Economic Development Assoc
d/b/a FloridaWest Economic Development

Employer identification number (EIN) or
47-1954665

Number, street, and room or suite no. If a P.O. box, see instructions.
P.O. Box 1992

Social security number (SSN)

City, town or post office, state, and ZIP code. For a foreign address, see instructions.
Pensacola, FL 32591-1992

Enter the Return Code for the return that this application is for (file a separate application for each return) 0 1

Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01	Form 990-T (corporation)	07
Form 990-BL	02	Form 1041-A	08
Form 4720 (individual)	03	Form 4720 (other than individual)	09
Form 990-PF	04	Form 5227	10
Form 990-T (sec. 401(a) or 408(a) trust)	05	Form 6069	11
Form 990-T (trust other than above)	06	Form 8870	12

- The books are in the care of ▶ Scott Luth
P.O. Box 1992 - Pensacola, FL 32591-1992
Telephone No. ▶ (850) 898-2201 Fax No. ▶
- If the organization does not have an office or place of business in the United States, check this box ..... ▶ ☐
- If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) _____. If this is for the whole group, check this box ▶ ☐. If it is for part of the group, check this box ▶ ☐ and attach a list with the names and EINs of all members the extension is for.

1 I request an automatic 6-month extension of time until August 15, 2018, to file the exempt organization return for the organization named above. The extension is for the organization's return for:

▶ ☐ calendar year _____ or
▶ ☒ tax year beginning OCT 1, 2016, and ending SEP 30, 2017.

2 If the tax year entered in line 1 is for less than 12 months, check reason: ☐ Initial return ☐ Final return ☐ Change in accounting period

3a	If this application is for Forms 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.	**3a**	$	0.
b	If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit.	**3b**	$	0.
c	**Balance due.** Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions.	**3c**	$	0.

Caution: If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-EO and Form 8879-EO for payment instructions.

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

PENSACOLA, FLORIDA

FINANCIAL STATEMENTS

SEPTEMBER 30, 2017 AND 2016

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

PENSACOLA, FLORIDA

FINANCIAL STATEMENTS

SEPTEMBER 30, 2017 AND 2016

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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

Report on the Financial Statements

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, 2017 and 2016, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

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.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of FloridaWest as of September 30, 2017 and 2016, 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.

Pensacola, Florida
February 8, 2018

COMMUNITY ECONOMIC DEVELOPMENT ASSOCIATION OF PENSACOLA AND ESCAMBIA COUNTY, INC.
(d/b/a FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE)
STATEMENTS OF FINANCIAL POSITION
SEPTEMBER 30, 2017 AND 2016

ASSETS

	2017	2016
Cash	$ 540,110	$ 470,043
Accounts receivable	3,393	22,791
Prepaid expenses and other assets	10,375	9,375
Property and equipment, net	106,890	60,104
Total Assets	$ 660,768	$ 562,313

LIABILITIES AND NET ASSETS

Liabilities:		
Accounts payable	$ 4,427	$ 5,907
Accrued payroll	37,131	27,854
Total liabilities	41,558	33,761
Commitments and Contingencies	--	--
Net Assets:		
Unrestricted	619,210	528,552
Total Liabilities and Net Assets	$ 660,768	$ 562,313

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, 2017 AND 2016

	2017	2016
Support and Revenue:		
Memberships	$ 200,000	$ 210,000
Local governments	750,000	720,000
Foundations	-	172,524
Incubator rental	107,503	89,124
Other revenue	2,991	38,615
Total support and revenue	1,060,494	1,230,263
Expenses:		
Program services:		
Salaries and benefits	404,750	448,827
Marketing and advertising	122,396	50,365
Incubator	88,060	90,649
Travel	33,993	45,914
Other	34,761	30,161
Total program services	683,960	665,916
Supporting services:		
General and administrative	285,876	248,170
Total expenses	969,836	914,086
Change in Net Assets	90,658	316,177
Net Assets, Beginning of Year	528,552	212,375
Net Assets, End of Year	$ 619,210	$ 528,552

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, 2017 AND 2016

	2017	2016
Cash Flows From Operating Activities:		
Change in net assets	$ 90,658	316,177
Adjustments to reconcile change in net assets to net cash provided by operating activities -		
Depreciation	17,334	2,923
Bad debt	4,444	-
Donated property and equipment	-	(31,913)
Changes in -		
Accounts receivable	14,954	(22,791)
Due from Chamber	-	18,896
Prepaid expenses and other assets	(1,000)	9,875
Accounts payable	(1,480)	(660)
Accrued payroll	9,277	4,425
Net cash provided by operating activities	134,187	296,932
Cash Flows From Investing Activities:		
Purchases of property and equipment	(64,120)	(26,888)
Net Increase in Cash	70,067	270,044
Cash, Beginning of Year	470,043	199,999
Cash, End of Year	$ 540,110	$ 470,043
Donated property and equipment	$ -	$ 31,913

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, 2017 AND 2016

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 three classes of net assets: unrestricted, temporarily restricted, and permanently restricted. Contributions received are reported as unrestricted, temporarily restricted, or permanently restricted 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 unrestricted, temporarily restricted, or permanently restricted support depending on the existence and/or nature of any donor restrictions. When the restrictions expire, temporarily restricted net assets are reclassified to unrestricted net assets and are reported in the statement of activities as *net assets released from restrictions*. Donor-restricted contributions are classified as unrestricted revenue if the restrictions are met in the same reporting period in which the contributions are received. All net assets were unrestricted at September 30, 2017 and 2016.

FloridaWest also receives funding in the form of memberships from local businesses. These businesses receive voting privileges in FloridaWest in exchange for their annual pledge. Income from memberships is recognized in the period to which the dues relate.

Accounts Receivable:

Accounts receivable are stated at the amount management expects to collect from outstanding balances. Management provides for probable uncollectible amounts through a provision for bad debt expense and an adjustment to a valuation allowance based on its assessment of the current status of individual receivables. Balances that are still outstanding after management has used reasonable collection efforts are written off through a charge to the valuation allowance and a credit to the applicable accounts receivable.

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 years
Computer equipment	5 years
Leasehold improvements	3.75 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, 2017 and 2016 amounted to $65,041 and $59,067, 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.

Subsequent Events:

Management has evaluated subsequent events through February 8, 2018, 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:

	2017	2016
Furniture, fixtures and equipment	$ 42,087	$ 40,745
Computer equipment	24,068	22,341
Leasehold improvements	61,050	-
	127,205	63,086
Less accumulated depreciation	(20,315)	(2,982)
Property and equipment, net	$ 106,890	$ 60,104

Depreciation expense totaled $17,334 and $2,923 for the years ended September 30, 2017 and 2016, respectively.

NOTE 3 - GENERAL AND ADMINISTRATIVE EXPENSES

General and administrative expenses consist of the following:

	2017	2016
Salaries and benefits	$ 135,533	$ 123,642
Professional services	43,952	38,547
Office	28,977	34,678
Rent	42,180	30,482
Travel	11,518	14,479
Depreciation	17,334	2,923
Other	6,382	3,419
	$ 285,876	$ 248,170

NOTE 4 - BENEFIT PLAN

FloridaWest has a 401(k) plan covering substantially all employees who have met certain service requirements. Contributions to the plan amounted to $15,617 and $14,244 for the years ended September 30, 2017 and 2016, respectively.

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 may have an effect on FloridaWest's programs and activities.

Operating Leases:

FloridaWest leases office facilities under an operating lease expiring in January 2019. Rent expense for this lease amounted to $42,180 and $30,482, respectively, for the years ended September 30, 2017 and 2016 and is included in general and administrative expenses. FloridaWest also leases office facilities under an operating lease expiring in March 2021. Rent expense amounted to $18,750 and $28,125, respectively, for the years ended September 30, 2017 and 2016 and is included in program services expenses. Future minimum lease payments under the leases at September 30, 2017 are as follows:

2018	$ 73,425
2019	52,600
2020	37,500
2021	18,750
	$ 182,275

Subleases:

FloridaWest subleases office space to tenants under noncancelable operating leases with terms of up to three years. Minimum rentals to be received under the subleases will be as follows:

2018	$ 48,638
2019	39,960
2020	14,446
	$ 103,044

Sublease rental income amounted to $105,787 and $88,914 for the years ended September 30, 2017 and 2016, respectively.

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, 2017, the FloridaWest had uninsured balances of $301,977.

PENSACOLA-ESCAMBIA COUNTY PROMOTION AND DEVELOPMENT COMMISSION

PENSACOLA, FLORIDA

FINANCIAL STATEMENTS

SEPTEMBER 30, 2017

PENSACOLA-ESCAMBIA COUNTY PROMOTION AND DEVELOPMENT COMMISSION

PENSACOLA, FLORIDA

FINANCIAL STATEMENTS

SEPTEMBER 30, 2017

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INDEPENDENT AUDITOR'S REPORT

Board of Directors
Pensacola-Escambia County Promotion
and Development Commission
Pensacola, Florida

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the General Fund and the fiduciary fund of the Pensacola-Escambia County Promotion and Development Commission (the "Commission") as of and for the year ended September 30, 2017, and the related notes to the financial statements, which collectively comprise the Commission's financial statements as listed in the table of contents.

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.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the General Fund and the fiduciary fund of the Commission, as of September 30, 2017, and the respective changes in financial position and the budgetary comparison for the General Fund for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 4 through 8 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Commission's basic financial statements. The schedule of expenditures of state financial assistance is presented for purposes of additional analysis as required by Chapter 10.550, Rules of the Auditor General and is not a required part of the basic financial statements.

The schedule of expenditures of state financial assistance is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of state financial assistance is fairly stated in all material respects in relation to the basic financial statements as a whole.

Board of Directors
Pensacola-Escambia County Promotion
and Development Commission

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated December 19, 2017 on our consideration of the Commission's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Commission's internal control over financial reporting and compliance.

Saltmarsh Cleaveland & Gund

Pensacola, Florida
December 19, 2017

Pensacola-Escambia County Promotion and Development Commission
Management's Discussion and Analysis
For the Year Ended September 30, 2017

Our discussion and analysis of the financial performance of the Pensacola-Escambia County Promotion and Development Commission (the "Commission") provides an overview of the Commission's financial activities for the fiscal year ended September 30, 2017. Please review it in conjunction with the Commission's financial statements.

FINANCIAL HIGHLIGHTS

- Total assets for the Pensacola-Escambia County Promotion and Development Commission increased by $876,930 from 2016 due to an increase of $525,430 in bank account balances and an increase of $351,500 in grant receivables. Liabilities increased by $850,058 due to an increase in accounts payable of $179,630, an increase in Tech Park payable – County of $23,053, and an increase in FOIL payable – County of $647,375.
- Deferred Compensation Fund net assets balance decreased from $38,957 in 2016 to zero in 2017. The fluctuation is representative of two parts. The first part is a $3,846 increase in asset value which is consistent with a minimal increase in stock market performance, and the second part is $42,803 worth of draws to result in the overall decrease in balance.

USING THIS ANNUAL REPORT

This annual report consists of a series of financial statements. The Statement of Net Position and the Statement of Activities (on pages 9-10) provide information about the activities of the Commission as a whole and present a longer-term view of the Commission's finances. Fiduciary fund financial statements start on page 12.

Reporting on the Commission as a Whole

The Statement of Net Position and the Statement of Activities

Our analysis of the Commission as a whole begins on the following page. One of the important questions asked about the Commission's finances is "Is the Commission as a whole better off or worse as a result of the year's activities?" The Statement of Net Position and the Statement of Activities report information about the Commission as a whole and about its activities in a way that helps answer this question. These statements include all assets and liabilities using the accrual basis of accounting, which is similar to accounting used by most private-sector companies. Accrual of the current year's revenues and expenses are taken into account regardless of when cash is received or paid.

These two statements report the Commission's net assets and changes in them. You can think of the Commission's net assets, the difference between assets, what the Commission owns, and liabilities, what the Commission owes, as one way to measure the Commission's financial health, or financial position. Over time, increases or decreases in the Commission's net assets are one indicator of whether its financial health is improving or deteriorating. You will need to consider other non-financial factors, however, such as continuing local government support, to assess the overall health of the Commission.

Reporting the Commission's Funds

Fiduciary Fund Financial Statements

Our analysis of the Commission's fiduciary fund begins on the following page. The fund financial statements begin on page 12 and provide detail information about the Deferred Compensation Fund.

Notes to the Financial Statements: The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements. The notes to the financial statements can be found on pages 14-20 of this report.

THE COMMISSION AS A WHOLE

The Commission's total net position changed from a year ago, increasing from $4,428,913 to $4,455,785. Our analysis below focuses on the net position (Table 1) and changes in net position of the Commission's governmental activities.

Table 1
Net Position
(in thousands)

	2016	2017
Cash	$ 748	$ 1,274
Grant receivable	-	351
Technology Park property	5,850	5,850
Total Assets	$ 6,598	$ 7,475
Accounts payable	$ 1	$ 181
FOIL payable – County	-	647
Technology Park payable – County	2,168	2,191
Total liabilities	2,169	3,019
Net Position:		
Restricted	61	61
Unrestricted	4,368	4,395
Total net position	4,429	4,456
Total Liabilities and Net Position	$ 6,598	$ 7,475

Statement of Activities

Prior year revenue totaled $700,000 versus current year revenue of $2,477,425. This increase is due to an increase in grant funds.

Prior year expenses totaled $631,005 versus current year expenses of $2,450,553. This increase is primarily due to an increase in grant expenditures.

Reporting on the Fiduciary Fund

Prior year investment income in the Deferred Compensation Fund totaled $3,009 versus current year investment income of $3,846.

Prior year expenses totaled $9,600 versus current year expenses of $42,803. The withdrawal amount changed this year due to a full payout upon the death of the retired participant.

Table 2
Final Budget versus Actual Results (GAAP Basis)
General Fund

	Final Budget	Actual	Variance
Revenues:			
Intergovernmental	$ 700,000	$ 700,000	$ 0
Grant revenue	2,300,000	1,777,425	(522,575)
Investment income	400	0	(400)
Expenditures:			
Current -			
General government	$ 3,000,400	$ 2,450,553	$ 549,847

Final Budget versus Actual Results

The Commission did not have any changes to the intergovernmental revenue since the Commission was able to reasonably estimate the predicted revenue sources throughout the year. The variances in grant revenue and General Government expenditures can be attributed to budgeted grant revenue and expenses for the FOIL project that were not incurred by year end.

ECONOMIC FACTORS

The economic development mission of the Commission remains constant. The Commission contracted with the Community Economic Development Association of Pensacola and Escambia County d/b/a FloridaWest Economic Development Alliance ("FloridaWest"), for all its economic activities again this past year which includes performing management duties on behalf of the Commission. The Commission requested leveled funding from Escambia County and the City of Pensacola for the current fiscal year. The funds were used for the activities of the Commission as well as for FloridaWest's public funding contribution. Escambia County granted the funding request to the Commission. Half of the funding request from the City of Pensacola came to the Commission and the other half of the funding for economic development came to FloridaWest under a separate agreement.

The Commission took ownership of property from Escambia County and the City of Pensacola for the purpose of developing it into a Technology Campus during 2008. Construction of the initial infrastructure for the Campus, partially funded with a line of credit from Escambia County, was completed in June 2012. In December 2012, the Commission sought to re-appraise the Technology Campus value to more accurately reflect the current market value of the property. Also in fiscal year 2013, the Commission approved an updated version of the Inter-local Agreement between the Commission, City of Pensacola, Escambia County and the Community Redevelopment Agency ("CRA"), which included both City and County forgiveness of debt for the Technology Campus property and the ability to market and sell or lease the property independently of City or County approval. The line of credit from Escambia County will be paid back using proceeds from the sale of the lots on the Technology Campus. Once eighty percent of the developable square footage of the Technology Campus has been conveyed by the Commission to a third party, the net ad valorem property tax received by the City and by the County from the properties within the Campus shall be applied to repayment of the line of credit. The Commission continued to market the property to prospective companies and maintained its professional service agreement with Atkins for Technology Park master planning assistance.

The Commission continued working with Space Florida, a public corporation and independent special district of the State of Florida under the previously agreed to Memorandum of Intent. Space Florida proposed to construct a multi-tenant facility totaling approximately 75,000 square feet on an approximately 80,000 square feet site at the Pensacola Technology Campus, on land located in Pensacola, Florida, and owned by the Commission, to provide a state-of-the-art facility to enable growth for development of a confidential aerospace company that would be the anchor tenant, as well as several additional complimentary smaller tenants. During the current fiscal year, the primary aerospace company elected to suspend its relationship with Space Florida. The Commission continued to work with Space Florida to restructure the project. Toward the end of the current fiscal year, the Commission began negotiations with the University of West Florida to acquire the entire property. The Commission expects to finalize the terms and conditions during the first quarter of the coming fiscal year.

The Commission was appropriated legislative funding from the State of Florida last year - $300,000 for marketing from the Department of Economic Opportunity ("DEO"), and $2,000,000 for a transportation and utility alignment assessment from the Florida Department of Transportation ("FDOT"). All funding is associated with developing sites along the Lower Escambia River Basin into major industrial sites to target high-energy, aerospace, or other industrial-manufacturing businesses to boost economic development and job growth. All grant contracting and work associated with the DEO funding was spent for marketing and all the work associated with the FDOT funding was spent, with the exception of approximately $350,000 which will be completed in FY 2017 - 2018.

The Commission was appropriated additional legislative funding from the State of Florida this year - $3,100,000 for a transportation and utility alignment assessment from FDOT. All funding is associated with developing sites along the Lower Escambia River Basin into major industrial sites to target high-energy, aerospace, or other industrial-manufacturing businesses to boost economic development and job growth. All grant contracting and work associated with this second phase is associated with the Industrial Blvd from Northwesterly abutment of Spanish Mill Creek to Old Chemstrand Road. This effort involves crossing Spanish Mill Creek at one of the two alternative locations. For this crossing, a bridge structure will be required. All work associated with this project will begin in FY 2017 - 2018.

The Commission remains the Grantee for Foreign-Trade Zone ("FTZ") #249 and continues to fulfill all its responsibilities as the designated grantee for FTZ #249. FTZ #249 consists of sites at the Port of Pensacola, Pensacola International Airport, Pensacola Marine Terminal (2 sites: Pensacola Shipyard and Spruce Street Industrial Complex), Century Industrial Park and a designated sub-zone for the GE Wind Energy Plant. The Commission, with the assistance of its FTZ consulting company, submitted the FTZ #249's annual report to the Foreign Trade Zone Board.

REQUEST FOR INFORMATION

This financial report is designed to provide a general overview of the Commission's finances for all those with interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the FloridaWest Economic Development Alliance, 3 W. Garden Street, Suite 618, Pensacola, Florida 32502.

Scott Luth
CEO, FloridaWest Economic Development Alliance

FINANCIAL STATEMENTS

PENSACOLA-ESCAMBIA COUNTY PROMOTION AND DEVELOPMENT COMMISSION
STATEMENT OF NET POSITION
SEPTEMBER 30, 2017

ASSETS

	General Fund
Cash	$ 1,273,823
Grant receivable	351,500
Technology Park property, net	5,850,000
Total Assets	$ 7,475,323

LIABILITIES AND NET POSITION

Liabilities:	
Accounts payable	$ 181,044
FOIL payable - County	647,375
Technology Park payable - County	2,191,119
Total liabilities	3,019,538
Commitments and Contingencies	--
Net Position:	
Restricted	61,198
Unrestricted:	
Committed	52,309
Unassigned	4,342,278
Total net position	4,455,785
Total Liabilities and Net Position	$ 7,475,323

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

PENSACOLA-ESCAMBIA COUNTY PROMOTION AND DEVELOPMENT COMMISSION
STATEMENT OF ACTIVITIES
YEAR ENDED SEPTEMBER 30, 2017

	General Fund
Revenues:	
Intergovernmental - City	$ 150,000
Intergovernmental - County	550,000
Grant revenue	1,777,425
Total revenues	2,477,425
Expenses:	
Current -	
General government -	
Economic development	2,435,487
Audit and accounting	7,500
Contractual services - Foreign Trade Zone	1,250
Miscellaneous	6,316
Total expenses	2,450,553
Change in Net Position	26,872
Net Position, October 1, 2016	4,428,913
Net Position, September 30, 2017	$ 4,455,785

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

PENSACOLA-ESCAMBIA COUNTY PROMOTION AND DEVELOPMENT COMMISSION
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - BUDGET AND ACTUAL - GENERAL FUND
YEAR ENDED SEPTEMBER 30, 2017

	General Fund		
	Budget	Actual	Variance - Favorable (Unfavorable)
Revenues:			
Intergovernmental - City	$ 150,000	$ 150,000	$ -
Intergovernmental - County	550,000	550,000	-
Grant revenue	2,300,000	1,777,425	(522,575)
Investment income	400	-	(400)
Total revenues	3,000,400	2,477,425	(522,975)
Expenditures:			
Current -			
General government -			
Economic development	2,981,500	2,435,487	546,013
Audit and accounting	7,500	7,500	-
Contractual services - Foreign Trade Zone	2,000	1,250	750
Miscellaneous	9,400	6,316	3,084
Total expenditures	3,000,400	2,450,553	549,847
Excess of Revenues Over Expenditures	$ -	$ 26,872	$ 26,872

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

PENSACOLA-ESCAMBIA COUNTY PROMOTION AND DEVELOPMENT COMMISSION
STATEMENT OF FIDUCIARY NET POSITION
SEPTEMBER 30, 2017

ASSETS

	Deferred Compensation Fund
Investments	$ -
Total Assets	$ -

LIABILITIES AND NET POSITION

Liabilities	$ -
Net Position:	
Held for retirement benefits	-
Total Liabilities and Net Position	$ -

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

PENSACOLA-ESCAMBIA COUNTY PROMOTION AND DEVELOPMENT COMMISSION
STATEMENT OF CHANGES IN FIDUCIARY NET POSITION
YEAR ENDED SEPTEMBER 30, 2017

	Deferred Compensation Fund
Additions:	
Investment income	$ 3,846
Deductions:	
Deferred Compensation Fund withdrawals	42,803
Change in Net Position	(38,957)
Net Position, October 1, 2016	38,957
Net Position, September 30, 2017	$ -

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

NOTES TO FINANCIAL STATEMENTS

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. The Reporting Entity

The Pensacola-Escambia County Promotion and Development Commission ("the Commission") was established by the Legislature of the State of Florida to promote and develop tourism and industry in Escambia County and in the City of Pensacola. The Commission is governed by a nine member board consisting of representatives of the Board of County Commissioners of Escambia County, the City of Pensacola City Council, the Town of Century and the Greater Pensacola Chamber. The Commission is a joint venture of Escambia County and the City of Pensacola and is economically dependent on funding from these entities.

B. Measurement Focus, Basis of Accounting and Financial Statement Presentation

The government-wide financial statements (i.e., the statement of net position and the statement of activities) report information on all of the nonfiduciary activities of the Commission. The Commission's fiduciary fund is not presented in the government-wide financial statements since by definition, the assets cannot be used to address activities or obligations of the Commission (i.e., the assets are being held for the benefit of retirees). Individual fund financial statements are provided for the fiduciary fund, even though it is excluded from the government-wide financial statements.

The basis of accounting refers to when revenues, expenditures or expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, revenues are considered to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

There are no material differences between the accrual basis of accounting and the modified accrual basis of accounting in the Commission's financial statements. Accordingly, separate financial statements have not been prepared for the General Fund.

The Commission reports the following funds:

Governmental Funds

The General Fund is used to account for all financial resources except those required to be accounted for in another fund.

Fiduciary Funds

The Deferred Compensation Fund is an expendable trust fund used to account for assets held by the Commission in a fiduciary capacity for a former employee.

C. General Budget Policies

The Board approves total budget appropriations only. Management is authorized to transfer budget amounts between department and object codes. However, any revisions that alter the total appropriations must be approved by the Board. Therefore, the level of budgetary responsibility is by total appropriations.

Formal budgetary integration is employed as a management device during the year.

D. Budgetary Basis of Accounting

The budget is prepared in accordance with generally accepted accounting principles.

The budget amounts shown in the financial statements are the final authorized amounts as amended during the year.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

E. Restricted and Unrestricted Resources

When an expense is incurred for purposes for which both restricted and unrestricted resources are available, it is the Commission's policy to use restricted resources first, then unrestricted resources as they are needed. Within the unrestricted category, committed resources are used first, then assigned resources, if any, followed by unassigned resources as needed. The Commission establishes (and modifies or rescinds) net asset commitments by passage of a Board of Directors resolution.

NOTE 2 - CASH AND INVESTMENTS

The investment of surplus funds is governed by the provisions of Section 218.415, Florida Statutes, as to the types of investments that can be made. Investments authorized by the statute include:

(a) The Local Government Surplus Funds Trust Fund, or any intergovernmental investment pool authorized pursuant to the Florida Interlocal Cooperation Act, as provided in Section 163.01.
(b) Securities and Exchange Commission registered money market funds with the highest credit quality rating from a nationally recognized rating agency.
(c) Interest-bearing time deposits or savings accounts in qualified public depositories, as defined in Section 280.02.
(d) Direct obligations of the U.S. Treasury.

The Commission has no investment policy that would further limit its investment choices.

Deposits:

Chapter 280, Florida Statutes, provides that deposits must be placed in a depository designated under the provisions of Chapter 136 and the regulations of the Department of Banking and Finance as a qualified public depository. As such, these deposits are considered to be fully insured.

The Commission's deposits at year end were entirely covered by federal depository insurance or pooled collateral held by the State Treasurer under the provisions of Chapter 280, Florida Statutes. At September 30, 2017, the carrying amount of the Commission's deposits was $1,273,823 and the bank balance was $1,274,111.

NOTE 3 - DEFERRED COMPENSATION PLAN

In previous years, the Commission offered its employees a deferred compensation plan that permitted employees to defer a portion of their salary until future years. The deferred compensation was not available to employees until termination, retirement, death, or permanent disability. During 2017, the plan had no active participants and one retired participant. All assets were disbursed in 2017 upon the death of the retired participant.

NOTE 4 - FOIL PROJECT

The Commission has signed grant agreements with the Florida Department of Transportation and the State of Florida Department of Economic Opportunity to prepare conceptual plans for transportation and to develop marketing materials and conduct outreach for the Forward Operating Industrial Location ("FOIL") project. The Commission incurred expenditures totaling $1,777,425 under these grants during 2017. At September 30, 2017, the Commission had amounts due under these grants totaling $351,500.

To manage cash flow needs related to FOIL grant expenditures, the Commission entered into an agreement with the County during 2017, under which the County is providing a non-interest bearing line of credit in an amount not to exceed $750,000. At September 30, 2017, amounts due under the agreement totaled $647,375. The amounts were paid back to the County in October 2017.

NOTE 5 - TECHNOLOGY PARK

In 2008, the Commission entered into an interlocal agreement (the "Agreement") with Escambia County (the "County"), the City of Pensacola (the "City") and the Community Redevelopment Agency ("CRA") of the City of Pensacola to develop a Technology Park in downtown Pensacola. Pursuant to the Agreement, the County and the City conveyed certain property to the Commission with a fair value of $6,900,000 and $1,425,000, respectively. The development of the Technology Park has been completed and the property is now considered to be held for resale. During the year ended September 30, 2013, the Commission recorded a fair value adjustment of $5,718,106 to account for a decrease in fair value of the Technology Park property.

Under the Agreement, this property was conveyed to the Commission subject to a right of re-entry if certain goals were not met. The County provided a line of credit to fund development of the Technology Park infrastructure. Also, the County and City were to receive 83% and 17%, respectively, of the proceeds from sales of lots in the Technology Park after the County was reimbursed for all funding provided with the line of credit.

NOTE 5 - TECHNOLOGY PARK (Continued)

During 2013, the Agreement was amended so that County and City no longer require the Commission to reimburse the respective property interests conveyed unto it. The forgiveness of debt totaling $4,069,512 was recorded in the statement of activities. Net proceeds from the sale of lots will be applied to the County line of credit until the line of credit is repaid in its entirety, at which time any additional proceeds from the sale of lots will remain with the Commission for future economic development projects. See Note 8 for further information.

Once eighty percent of the developable square footage of the Technology Park has been conveyed by the Commission to a third party, the net ad valorem property tax received by the City and by the County from the properties within the Technology Park shall be applied to repayment of any remaining balance on the line of credit.

Infrastructure costs of $3,243,106 have been capitalized, of which $1,926,938 were funded by the County. The remaining infrastructure costs of $1,316,168 were funded by a grant.

The following is a summary of the carrying value of the Technology Park property and the associated liability due to the County as of September 30, 2017:

	County	City	Total
Initial land conveyance	$ 6,900,000	$ 1,425,000	$ 8,325,000
Infrastructure funded by County	1,926,938		1,926,938
Infrastructure funded by grant	1,316,168		1,316,168
Technology Park property at cost	$ 10,143,106	$ 1,425,000	11,568,106
Fair value adjustment			(5,718,106)
Technology Park property at fair value			5,850,000
Accrued interest and other			410,631
Forgiveness of debt			(4,069,512)
Technology Park payable			$ 2,191,119

NOTE 6 - NET POSITION

Restricted net position includes $61,198 contributed by the Emerald Coast Utilities Authority, which is restricted for economic development in the General Fund.

Committed net position includes $52,309 of funds for future commerce park marketing and/or improvements.

NOTE 7 - RISK MANAGEMENT

The Commission is exposed to various levels of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; and natural disasters. To mitigate some of those risks, the Commission maintains a directors and officers liability policy and a commercial general liability policy. There have been no losses for these risks in any of the prior three fiscal years, and the Commission is not aware of any material liabilities related to these risks as of September 30, 2017.

NOTE 8 - COMMITMENTS AND CONTINGENCIES

The Commission has engaged the Community Economic Development Association, Inc. d/b/a FloridaWest Economic Development Alliance to promote economic development for the year ending September 30, 2018 for a fee of $600,000.

As discussed in Note 5, the Commission entered into, and later amended, the “Agreement with the County, the City and the CRA of the City to develop a Technology Park in downtown Pensacola. Under the amended agreement, the City and County have a right of re-entry on the property if the Commission does not sell at least one lot or enter into a long-term lease, not less than 15 years in duration, of at least one lot by September 6, 2016.

As of September 30, 2017, the Commission has not yet sold or entered into a long-term lease for any of the Technology Park lots. However, neither the County nor the City had indicated that they will exercise their right of re-entry.

NOTE 8 - SUBSEQUENT EVENT

In November 2017, the Commission signed an agreement with the University of West Florida Foundation (the "Foundation") to contribute all lots located in the Technology Park to the Foundation as participation in a grant application to be submitted to Triumph Gulf Coast, Inc. ("Triumph"). The purpose of the grant is the development of the Downtown Technology Center for an educational site with high-tech education, research and collaborative components. The transfer of the property is contingent on the successful grant application to Triumph and the forgiveness or settlement of the Technology Park payable due to the County.

SUPPLEMENTARY INFORMATION

PENSACOLA-ESCAMBIA COUNTY PROMOTION AND DEVELOPMENT COMMISSION
SCHEDULE OF EXPENDITURES OF STATE FINANCIAL ASSISTANCE
YEAR ENDED SEPTEMBER 30, 2017

State Grantor/Pass-through Grantor/Project Title	CSFA Number	Contract / Grant Number	Expenditures
Department of Economic Opportunity			
Division of Community Development	40.038	HL049	$ 300,000
Department of Transportation			
Economic Development Transportation Fund	55.032	G0H61	1,477,425
Total state financial assistance			$ 1,777,425

Note: This schedule is presented on the accrual basis of accounting in accordance with generally accepted accounting principles.

OTHER REPORTS

INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

Board of Directors
Pensacola-Escambia County Promotion
and Development Commission
Pensacola, Florida

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities, the General Fund and the fiduciary fund of the Pensacola-Escambia County Promotion and Development Commission (the "Commission") as of and for the year ended September 30, 2017, and the related notes to the financial statements, which collectively comprise the Commission's basic financial statements, and have issued our report thereon dated December 19, 2017.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Commission's internal control over financial reporting ("internal control") to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control. Accordingly, we do not express an opinion on the effectiveness of the Commission's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Board of Directors
Pensacola-Escambia County Promotion
and Development Commission

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Commission's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Pensacola, Florida
December 19, 2017

INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR STATE PROJECT AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY CHAPTER 10.550, RULES OF THE AUDITOR GENERAL

Board of Directors
Pensacola-Escambia County Promotion
and Development Commission
Pensacola, Florida

Report on Compliance for Each Major State Project

We have audited Pensacola-Escambia County Promotion and Development Commission's (the "Commission's") compliance with the types of compliance requirements described in the *Executive Office of the Governor's State Projects Compliance Supplement* that could have a direct and material effect on each of the Commission's major state projects for the year ended September 30, 2017. The Commission's major state projects are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to its state projects.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for each of the Commission's major state projects based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and Chapter 10.550, Rules of the Auditor General. Those standards and Chapter 10.550, Rules of the Auditor General, require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major state project occurred. An audit includes examining, on a test basis, evidence about the Commission's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each of the major state projects. However, our audit does not provide a legal determination of the Commission's compliance.

Board of Directors
Pensacola-Escambia County Promotion
and Development Commission

Opinion on Each Major State Project

In our opinion, the Commission complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on each of its major state projects for the year ended September 30, 2017.

Report on Internal Control Over Compliance

Management of the Commission is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the Commission's internal control over compliance with the types of requirements that could have a direct and material effect on each of the major state projects to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each of the major state projects and to test and report on internal control over compliance in accordance with Chapter 10.550, Rules of the Auditor General, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Commission's internal control over compliance.

A *deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a state project on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a state project will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a state project that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of Chapter 10.550, Rules of the Auditor General. Accordingly, this report is not suitable for any other purpose.

Saltmarsh Cleaveland & Gund

Pensacola, Florida
December 19, 2017

PENSACOLA-ESCAMBIA COUNTY PROMOTION AND DEVELOPMENT COMMISSION
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
YEAR ENDED SEPTEMBER 30, 2017

A. SUMMARY OF AUDIT RESULTS

1. The independent auditor's report expresses an unmodified opinion on the financial statements of the Pensacola-Escambia County Promotion and Development Commission.

2. No significant deficiencies in internal control relating to the audit of the financial statements are reported in the Independent Auditor's Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*.

3. No instances of noncompliance material to the financial statements of the Pensacola-Escambia County Promotion and Development Commission, which would be required to be reported in accordance with *Government Auditing Standards,* were disclosed during the audit.

4. No significant deficiencies relating to the audit of the major state projects are reported in the Independent Auditor's Report on Compliance for Each Major State Project and on Internal Control Over Compliance Required by Chapter 10.550, Rules of the Auditor General.

5. The auditor's report on compliance for the major state projects for the Pensacola-Escambia County Promotion and Development Commission expresses an unmodified opinion.

6. There are no audit findings relative to the major state projects for the Pensacola-Escambia County Promotion and Development Commission which are required to be reported in accordance with Chapter 10.554, Rules of the Auditor General.

7. The projects tested as major were:

Division of Community Development	(CSFA No. 40.038)
Economic Development Transportation Fund	(CSFA No. 55.032)

8. The threshold for distinguishing Type A and B programs was $300,000 for the major state projects.

B. FINDINGS - FINANCIAL STATEMENT AUDIT

None

C. FINDINGS AND QUESTIONED COSTS - MAJOR STATE PROJECTS

None

PENSACOLA-ESCAMBIA COUNTY PROMOTION AND DEVELOPMENT COMMISSION
SCHEDULE OF PRIOR AUDIT FINDINGS
YEAR ENDED SEPTEMBER 30, 2017

There were no prior audit findings.

INDEPENDENT ACCOUNTANT'S REPORT ON COMPLIANCE WITH SECTION 218.415, FLORIDA STATUTES

Board of Directors
Pensacola-Escambia County Promotion
And Development Commission
Pensacola, Florida

We have examined Pensacola-Escambia County Promotion and Development Commission's (the "Commission's") compliance with Section 218.415, Florida Statutes, regarding the investment of public funds during the year ended September 30, 2017. Management is responsible for the Commission's compliance with those requirements. Our responsibility is to express an opinion on the Commission's compliance based on our examination.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants and, accordingly, included examining, on a test basis, evidence about the Commission's compliance with those requirements and performing such procedures as we considered necessary in the circumstances. We believe that our examination provided a reasonable basis for our opinion. Our examination does not provide a legal determination on the Commission's compliance with specified requirements.

In our opinion, the Commission complied, in all material respects, with the aforementioned requirements for the year ended September 30, 2017.

This report in intended solely for the information and use of the Commission and the Auditor General, State of Florida, and is not intended to be and should not be used by anyone other than these specified parties.

Saltmarsh Cleaveland & Gund

Pensacola, Florida
December 19, 2017

MANAGEMENT LETTER

To the Board of Directors
Pensacola-Escambia County Promotion
and Development Commission
Pensacola, Florida

Report on the Financial Statements

We have audited the financial statements of the Pensacola-Escambia County Promotion and Development Commission (the "Commission"), as of and for the fiscal year ended September 30, 2017, and have issued our report thereon dated December 19, 2017.

Auditor's Responsibility

We conducted our audit in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards,* issued by the Comptroller General of the United States, and Chapter 10.550, Rules of the Florida Auditor General.

Other Reporting Requirements

We have issued our Independent Auditor's Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of the Financial Statements Performed in Accordance with *Government Auditing Standards;* Independent Auditor's Report on Compliance for Each Major State Project and Report on Internal Control over Compliance; Schedule of Findings and Questioned Costs; and Independent Accountant's Report on an examination conducted in accordance with *AICPA Professional Standards,* AT-C Section 315, regarding compliance requirements in accordance with Chapter 10.550, Rules of the Auditor General. Disclosures in those reports and schedule, which are dated December 19, 2017, should be considered in conjunction with this management letter.

Prior Audit Findings

Section 10.554(1)(i)1., Rules of the Auditor General, requires that we determine whether or not corrective actions have been taken to address findings and recommendations made in the preceding annual financial audit report. There were no findings and recommendations made in the preceding annual financial audit report.

Official Title and Legal Authority

Section 10.554(1)(i)4., Rules of the Auditor General, requires that the name or official title and legal authority for the primary government and each component unit of the reporting entity be disclosed in this management letter, unless disclosed in the notes to the financial statements. The official title for the Pensacola-Escambia County Promotion and Development Commission is disclosed in the notes to the financial statements. The Pensacola-Escambia County Promotion and Development Commission was established by Chapters 67-1365 and 89-481, Laws of Florida. There are no component units.

Financial Condition and Management

Sections 10.554(1)(i)5.a. and 10.556(7), Rules of the Auditor General, require us to apply appropriate procedures and communicate the results of our determination as to whether or not the Commission has met one or more of the conditions described in Section 218.503(1), Florida Statutes, and to identify the specific condition(s) met. In connection with our audit, we determined that the Commission did not meet any of the conditions described in Section 218.503(1), Florida Statutes.

Pursuant to Section 10.554(1)(i)5.c. and 10.556(8), Rules of the Auditor General, we applied financial condition assessment procedures for the Commission. It is management's responsibility to monitor the Commission's financial condition, and our financial condition assessment was based in part on representations made by management and the review of financial information provided by same.

Section 10.554(1)(i)2., Rules of the Auditor General, requires that we communicate any recommendations to improve financial management. In connection with our audit, we did not have any such recommendations.

Annual Financial Report

Sections 10.554(1)(i)5.b. and 10.556(7), Rules of the Auditor General, require us to apply appropriate procedures and communicate the results of our determination as to whether the annual financial report for the Commission for the fiscal year ended September 30, 2017, filed with the Florida Department of Financial Services pursuant to Section 218.32(1)(a), Florida Statutes, is in agreement with the annual financial audit report for the fiscal year ended September 30, 2017. In connection with our audit, we determined that these two reports were in agreement.

Additional Matters

Section 10.554(1)(i)3., Rules of the Auditor General, requires us to communicate noncompliance with provisions of contracts or grant agreements, or abuse, that have occurred, or are likely to have occurred, that have an effect on the financial statements that is less than material but which warrants the attention of those charged with governance. In connection with our audit, we did not note any such findings.

Board of Directors
Pensacola-Escambia County Promotion
and Development Commission

Purpose of this Letter

Our management letter is intended solely for the information and use of the Legislative Auditing Committee, members of the Florida Senate and the Florida House of Representatives, the Florida Auditor General, Federal and other granting agencies, and applicable management, and is not intended to be and should not be used by anyone other than these specified parties.

Pensacola, Florida
December 19, 2017

FloridaWest
economic development alliance

ECONOMIC DEVELOPMENT REPORT

Year to Date

October 1, 2017– March 30, 2018

SCOTT LUTH
Chief Executive Officer

FloridaWest
economic development alliance

GATEWAY TO FLORIDA'S ENTERPRISE

3 W Garden Street, Ste.618, Pensacola, FL 32502 T (850) 898-2201 E dandrews@floridawesteda.com W floridawesteda.com

Report Overview

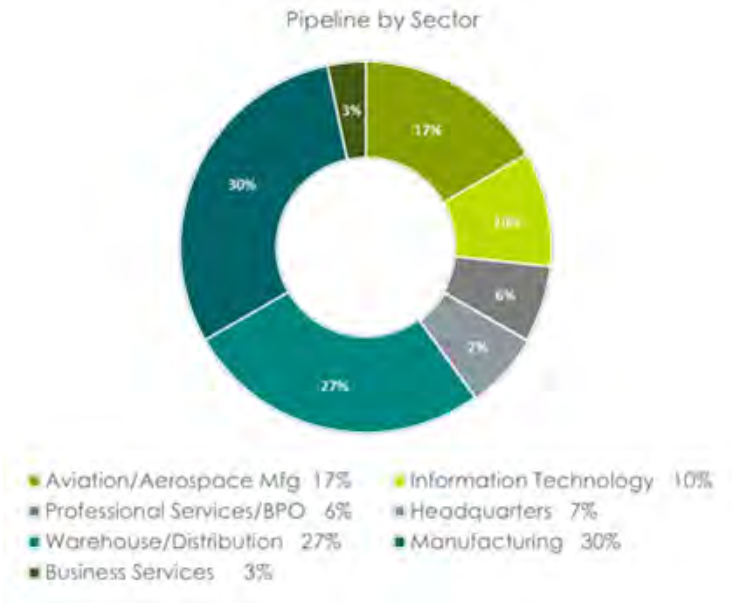
1. Business Development Activities
   - Economic Development Pipeline
   - RFP's and Site Visits
   - Active Projects
   - Business Retention and Expansion Visits
   - Project Announcements
2. Innovation & Entrepreneurship Key Metrics
   - Co:Lab
3. Workforce Development Activities

FLORIDAWEST EDA
October 1, 2017 – March 30, 2018

BUSINESS DEVELOPMENT

REPORT **OVERVIEW**

Total Pipeline		***30***
Active Projects		***20***
Existing	***7***	
New	***13***	
Site Visits		***8***
Business Retention Visits		***26***



Economic Development Pipeline

Project Code	# Jobs	Industry Sector	Status	Space Required	Lead	Project Rating
P02172015_BPO	1000	BPO	Active	100,000	Direct	95%
H07172015_MFG	100	Manufacturing	Active	50,000	EFI	70%
G08152015_AAM	44	Aviation Manufacturing	Active	128,000	Direct	50%
Q02252016_MFG	45	Manufacturing	Dead	60,000	Direct	0%
J02262016_MFG	10	Manufacturing	Active	1,500	Direct	95%
S08162016_WD	400	Warehouse/Distribution	Active	350,000	Direct	80%
A08312016_WD	5	Warehouse/Distribution	Active	150,000	Direct	90%
G10142016_HQ	6	Headquarters-BusServices	Active	7,000	Direct	95%
F12282016_MFG	35	Manufacturing	Active	60,000	Direct	70%
V01102017_IT	22	IT	Announced	5,000	Direct	100%
A06132017_AAM	65	Aviation MRO	Active	60,000	Direct	40%
A06172017_WD	55	Warehouse/Distribution	On-Hold	35,000	Direct	40%
P07062017_MFG	15	Manufacturing	Active	0	Direct	60%
P07072017_BPO	250	BPO	Active	25,000	Direct	40%
C07122017_IT	25	IT	Active	15,000	Consultant	30%
T07172017_AAM	800	Aviation	Active	200,000	Direct	30%
F10012017_BSVC	5	Business Services	Active	20,000	Direct	40%
T10012017_WD	20	Warehouse/Distribuiton	Active	600,000	Direct	40%
A10182017_HQ		Headquarters	Dead	500,000	Public	20%
E10202017_WD	5	Distribution	Active	3 AC	Direct	20%
V10302017_MFG	75	Manufacturing	Active	60,000	Direct	30%
D11012017_WD	40	Warehouse/Distribuiton	Active	350,000	Direct	40%
P11092017_WD	20	Warehouse/Distribuiton	Active	300,000	Direct	40%
G01/02/2018_WD	TBD	Warehouse/Distribution	Active	100,000	Direct	50%
I02052015_MFG	75	Manufacturing	Active	155,000	Direct	50%
E02082018_IT	TBD	IT	Active	TBD	EFI	15%
N02152018_AAM	200	Aviation	Active	100,000	EFI	20%
P02122-018_MFG	20	Manufacturing	Active	30,000	Direct	30%
D02202018_AAM	TBD	Aviation	Active	173,000	Direct	30%
J02282018_MFG	TBD	Manufacturing	Active	30,000	Direct	30%
# Jobs	3,337		Total Space	7,709,833		
			Average SF	192,746		

LEAD SOURCE:

Enterprise Florida, Inc.	(3)
Florida's Great Northwest	(0)
Site Consultant	(1)
Direct	(25)
Public/Open RFP	(1)

TYPE:

Existing

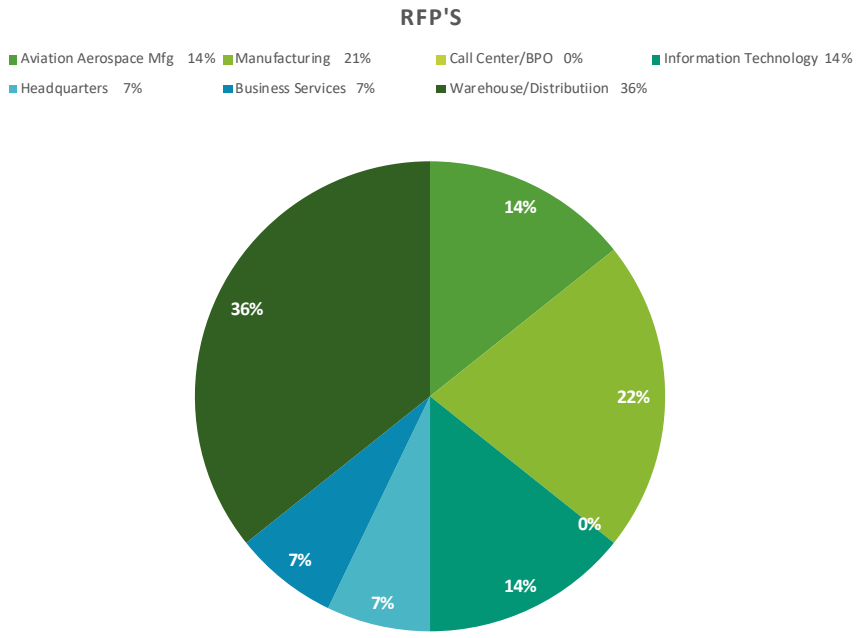
New

STATUS:

Active	(27)
Inactive	
Hold	(1)
Dead	(1)
Announced	(1)

Request For Proposal (RFP) by Sector

TOTAL YEAR TO DATE = 14

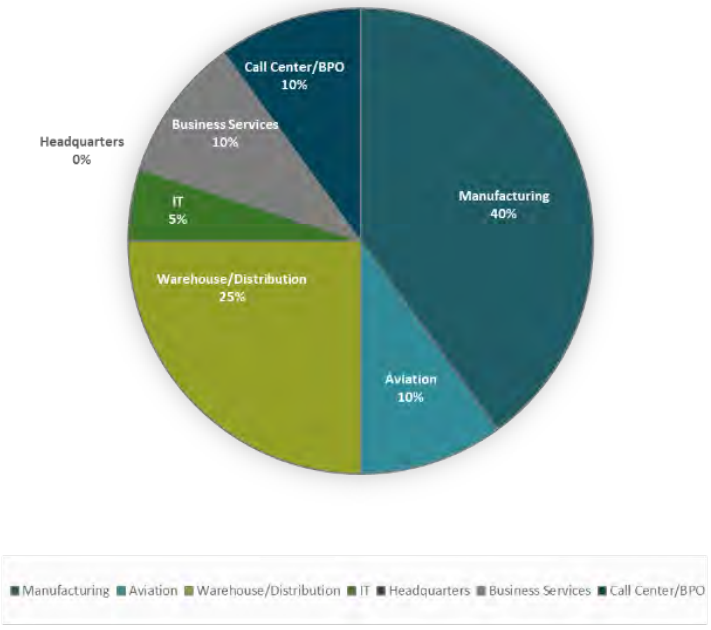


Site Visits 8

F12282016_MFG	ACTIVE	November 13, 2017
T10012017_WD	ACTIVE	Nov 16 2017
D11012017_WD	ACTIVE	Nov 14, 2017
P11132017WD	ACTIVE	Nov 13/Dec 18, 2017
R11152017AAM	ACTIVE	Nov 19, 2017
I02052015_MFG	ACTIVE	Jan 29/Feb15, 2018

TOTAL ACTIVE PROJECTS 20

13 RECRUITMENT
7 EXPANSIONS
2942 Jobs



Business Retention-Expansion

26 Existing Industry Visits

Date	Visit	# Employees
10/4/2017	Custom Control	50
10/6/2017	Ferguson/HASE	48
10/07/17	Ascend Performance Materials	888
10/19/17	VetFed	18
10/20/17	Hanto-Clarke	12
11/14/17	LeGrange	60
11/30/17	Superior Granite	11
12/01/17	Fleetco	16
12/07/17	DigiPro	20
12/07/17	Exxon Mobil	160
12/08/17	Offshore Inland	30
12/08/17	VetFed	22
12/12/18	AT&T	300
12/14/17	NFCU	6393
01/04/18	AppCom Solutions	8
01/05/18	Armoured Frog	5
01/12/18	West Fraser Mill	140
01/15/18	Ascend Performance Materials	888
01/15/18	VTMAE	
01/19/18	Custom Control	50
01/19/18	International Paper	453
01/26/18	Lewis Bear Company	100
01/31/18	Primerica	2
02/01/18	Pall Corporation R&D	40
02/12/18	Ferguson/HASE	48
02/12/18	KA Med Data/Vet CV	10

1/8/2018 Warn Notice to be issued

Corporate decision affecting QMotion, 46 Manufacturing jobs

- March 2018, production positions will be moved to other US facility
- Sales office to remain in Pensacola (approx. 15- 18 positions)

Project Announcement

12/8/2017 Project Valor

- Professional, Scientific and Technical Services (NAICS 541990)

- 20 new jobs, 2 retained jobs
- $46,005 annual average wages, (115% of the current Escambia County average wage)
- $95,000 capital investment

ROI Analysis - Haas Center, UWF

- Will create / support an additional 4-7 jobs (1.2-1.3 multiplier)
- will generate an additional $11-14k in local taxes annually
- will generate $15-30k in state taxes annually
- will add $1.2M each year to Escambia's GDP

CO:LAB

Florida West

Co:Lab Pensacola

Report for Policy Board as of 02/01/2018

Occupancy (Goal: 80%)	Total Leasable Square Feet	Square Feet Occupied	Available	% Occupancy
2nd Floor (sf)	3,696	3,696	0	100.00%
3rd Floor (sf)	3,974	3,974	0	100.00%
TOTAL SQUARE FEET:	7,670	7,670	Combined Occupancy:	100.00%

Current Clients	Connection	Status
Intelligent Retinal Imaging Systems	Tenant	Non-Small Business Concern
Lost Key Media	Tenant	4th year
Hatchmark Studio	Tenant	3rd year
Samantha Weaver, LLC.	Tenant	2nd year
YourTechnoGeeks	Tenant	2nd year
International Debt Recovery, Inc.	Tenant	2nd year
EBI Management Group, Inc.	Tenant	2nd year
Coast Software, dba. Building on Knowledge	Tenant	1st year
Data Revolution, LLC	Tenant	1st year
Pensacola Media Group, LLC.	Tenant	1st year
Altius Marketing	Tenant	1st year
Guided Particle Systems, Inc.	Tenant	1st year
Business RadioX	Tenant	1st year
Vivid Bridge Studios	Tenant	1st year

Exited Clients	Date of Entry	Status	
The Analyst Group	Mar-09	Graduated 7/15/12	Office space in Milton, FL
Engineering & Planning Resources	Sep-10	Graduated 4/2014	Office space in downtown Pensacola
Robotics Unlimited, Inc.	Oct-14	Graduated 12/2015	Office space in downtown Pensacola
Pay Cell Systems, Inc.	Aug-12	Graduated 6/01/16	Office space in Escambia County
Clearstream	Aug-14	Graduated 9/1/16	Moved company to NYC
Re Vera Services, LLC	Dec-12	Graduated 9/9/16	Bought office in downtown Pensacola
Accountingfly	Jun-12	Graduated 2/15/17	Office space in downtown Pensacola
FFCFC	Oct-12	Graduated 2/15/17	Office space in downtown Pensacola
Paint University	Jun-14	Graduated 2/1/17	Bought office/warehouse in downtown Pensacola
Broker Frameworks	Dec-15	Moved Out 2/1/17	Moved into other office space in Pensacola
Koala Pickup	Jul-16	Moved Out 2/1/17	Dissolved company, no scalability
Hexad Analytics	Jul-16	Moved out 4/1/17	Dissolved company, loss of founder
Jewel Graphics	Feb-15	Moved out 4/1/17	Continues as freelance developer
Robotics Unlimited, Inc.	17-May	Moved out 10/31/17	Company in idle state, took jobs out of town
Total Tenant Companies	13		
Total Virtual Tenant Companies	0		
Total Affiliate Companies	1		
Total Current Employment (working in Co:Lab)	47		
Total Net New Jobs (including graduate companies)	32*		

CO:LAB
Collaborate. Innovate. Accelerate.
Pensacola, Florida

ECONOMIC DEVELOPMENT & WORKFORCE DEVELOPMENT ACTIVITIES AND EVENTS

Year to Date

October 1, 2017 – December 31, 2017

- Assisted with Entrecon Pensacola
- Launched the Cyber Strategy Initiative
- Assisted Leadership Pensacola – Economic Development Day
- Coordinated VT MAE Information Session and Job Fairs
- Coordinated DHS Job Fair and Roundtable Event
- Assisted with the Japan Walk in America – Talk on Japan meetings

January 1, 2018 – March 5, 2018

- Participation and presentation with Greater Pensacola Chamber of Commerce at the Association of Defense Communities (ADC)_Installation Innovation, held in San Diego, CA
- FloridaWest partnered with Santa Rosa EDO and Okaloosa EDC to host Consul General Susan Harper and Consul, Laurent Morel-à-l'Huissier with regional community and business leaders
- FloridaWest joined Ferguson Airport and Brown Helicopter for an Aviation Career Fair
- FloridaWest was awarded three Golden American Advertising Federation Pensacola Addy's and a Best of Show:
    - Integrated Advertising Campaign
    - Direct Mail, 3 D Mixed
    - Internet Commercial – the Bluffs promotional video
    - Best of Show - External Communications/PR for Economic Development

January 11, Regional Business Dinner with Consulate General of Canada in Miami, Susan Harper

February 12, Aviation Career Fair at Ferguson Airport and Brown Helicopter

FloridaWest
economic development alliance

2016 – 2017
Annual Economic Development Report

October 1, 2016 – September 30, 2017

Scott Luth
CEO, FloridaWest

3 W Garden St., Suite 618 Pensacola, FL 32502 **T** (850) 898-2201 **E** sluth@floridawesteda.com **W** floridawesteda.com

We Are FloridaWest

Economies grow and develop due to a wide range of factors, often dependent upon what companies are looking for. These factors can include the accessibility and quality of the local workforce, the entrepreneurial culture and access to innovation or commercially viable R&D, the responsiveness of the public sector, the quality of life in the area, or even the nonstop destinations accessible from the local airport. These factors vary by the client, and can be very competitive with other cities and regions. Keeping in mind all of these factors, it is often hard to pin down exactly where "economic development" as a practice begins and ends.

We at FloridaWest have specialized in the practice of economic development. Our sole mission is to maximize the potential of Northwest Florida through economic development initiatives, programs and services aimed at attracting and recruiting new businesses, retaining and expanding existing businesses, developing and training our workforce, nurturing the global contributions of local entrepreneurs, and developing our community and assets to position our area as a rich and fertile location for growth- be it individual, community, or corporate.

FloridaWest was established in October 2014 as a re-brand of the Community Economic Development Alliance (CEDA), 501 C6 organization. FloridaWest is an alliance of public and private community and business leaders, collectively strengthening our social, human and business capital, and developing our communities.

Former Mayor Vince Whibbs often referred to the Pensacola area as the *"Western Gate to the Sunshine State."* We are establishing ourselves as the gateway to Florida's enterprise and leveraging the tremendous brand equity that Florida has achieved.

Moreover, the west is synonymous with the spirit of adventure, and it also defines how we serve our clients and community. 'West' serves as an acronym for the four pillars of economic growth in our region - and defines the focus of our economic development efforts:

W - Wealth Development: We develop individual, community, and corporate wealth that ultimately impacts the quality of life for our citizens—and success for our clients. This is more than money, it's about creating a community rich in experiences, skilled workers and wealthy in its diversity of enterprise.

E - Economic Partnerships: We are the connector between the public and private sectors, aligning educational, military, government and

private investment agencies with prospects to create the synergies necessary for impacting/maximizing West Florida's economic potential.

S - Sustainable Growth: We want to ensure the longevity and prosperity of our business partners, clients, and community. By planning and managing our growth, we will create a culture that embraces and invests in innovation and entrepreneurship, and seizes opportunities for growth and expansion.

T - Transformed Workforce: Human capital is our cash crop. By collaborating with partners to develop training and education programs for our citizens, we are creating a community that is alluring to prospects not just because of the natural beauty of our area, but because of our ability to deliver on the needs of growing businesses.

FloridaWest Economic Development Alliance has had continued success this year, illustrated in this board report. However, we emphasize that none of this would have been possible without the collaboration and support of our partners in the public and private sectors.

Thank you.

The **FloridaWest** Team

An Economy of Success

Economic development as a practice requires the management of multiple components all in motion. When these parts are all working together, businesses decide to move into town. Existing companies decide to expand. An entrepreneur has the confidence to take a risk starting up in our community. FloridaWest's program of work has been designed to ensure that we can meet industry needs - logistics, infrastructure, utility requirements, and education and training resources - ensuring a strong and vibrant economy for both the present and in the future.

Business Retention and Expansion: A pivotal part of our economic development strategy is ensuring the longevity and prosperity of our existing businesses and the community. We seize opportunities to work with our local companies to ensure retention and expansion in our community and help clients grow their companies.

Entrepreneurship: Housed under FloridaWest is **Co:Lab Pensacola,** a business incubation program which targets early-stage, high-growth companies to increase their chances of success by providing shared office space, support services and business coaching. Their mission is to act as a catalyst to support innovative entrepreneurs who create jobs and can sustain long-term economic growth for Greater Pensacola.

Attraction Activities: FloridaWest understands the critical aspects of economic development and take a proactive approach in developing opportunities and advocating for our community. While we have come to know Pensacola and Escambia County as a great place to live and work, we are also competing with communities all around the nation that are great places to live and work too. Every year we go above and beyond to promote the Pensacola region's assets by inviting prospects and site selectors to see the community first-hand, by marketing the region, by attending target sector trade shows and conferences, and by active membership through economic development organizations.

Workforce Development: Human capital is our premier strength; it is the foundation of our community's success. By collaborating with partners to develop training and education programs for our citizens, we are creating a community that is alluring to prospects not just because of the natural beauty of our area, but because of our ability to align present and future business needs with human resource strategies.

Asset Development: We seek out and receive leads for potential relocation and expansion of businesses from all over the world, but we cannot convert these important activities into wins for the community unless we have properties available to meet the needs of the businesses going in. A few of our properties include; The Bluff's (FOIL), OLF 8, the Technology Campus, the Port of Pensacola and the Pensacola International Airport.

FloridaWest EDA Board of Directors

Jim Waite, President
- Baskerville-Donovan

Donnie McMahon, Vice President
- McMahon Hadder
City of Pensacola Appointee

Tim Haag, Secretary -Treasurer
- ECUA

Karen Sindel
- Escambia County Appointee

Jim Grimes
- Escambia County Appointee

Lewis Bear Jr.
- Lewis Bear Company

Rebecca Ferguson
- City of Pensacola
- Pensacola Energy Appointee

Bonita Player
- Engineering & Planning Resources

Wendell Smith
- Gulf Power Company

Florida West

We are an alliance of more than 100 public and private entities. Working together, to maximize Pensacola, Escambia County and Northwest Florida's economic potential.

FloridaWest Announcements (since establishment 2014)

Company	Sector	New Jobs	Retained Jobs	Average Wage	Annual Payroll	Capital Investment
Navy Federal Credit Union	Financial Services	5000		$50,000	$160,000,000	$350,000,000
Announcement 10/29/14						
International Paper	Manufacturing	12	424	$49,900	$36,888,000	$92,000,000
Announcement 10/29/14						
Offshore Inland-Corporate	Headquarters	30		$75,000	$2,250,000	$90,000
Announcemnt 12/20/2014						
AeroSekur	Aviation MRO	5		$43,600	$200,000	$50,000
Announcement 3/4/2015						
Financial Management & Investment Corp.	Headquarters	15		$74,720	$1,120,800	$1,355,000
Announcement 3/8/2015						
Dept. of Homeland Security	IT/Cyber	35		$85,000	$2,975,000	$20,000,000
Announcement 6/22/2015						
Oren International	Manufacturing	18	8	$39,225	$1,200,000	$2,100,000
Announcement 3/30/2016						
Jupiter Composites	Manufacturing	150	100	$27,040	$4,056,000	$1,000,000
Announcement 5/26/2016						
Totals	**8 Projects**	**5265**	**532**	**$55,561**	**$208,689,800**	**$466,595,000**

Business Development

Report Overview

Summary of Business Development Activities

Economic Development Pipeline

RFP's and Site Visits

Active Projects

Business Retention and Expansion

- Visits
- Assistance Projects
- Aviation Roundtable

Product/Business Park Development

Business Development Activities

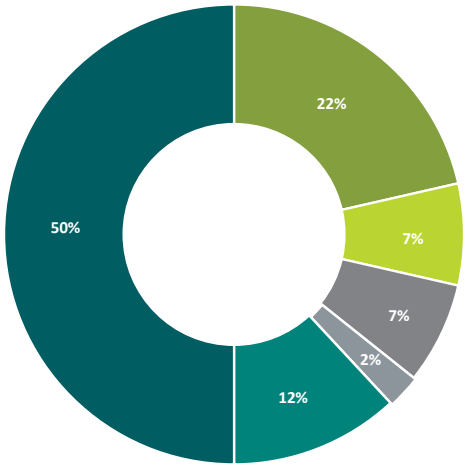
FloridaWest
economic development alliance

BUSINESS DEVELOPMENT

REPORT **OVERVIEW**

Total Pipeline	*42*
Request for Proposals (RFP's)	*35*
Active Projects	*18*
Existing 6	
New 12	
Site Visits	*7*
Business Retention Visits	*79*

Pipeline by Sector



- Aviation/Aerospace Mfg 22%
- Information Technology 7%
- Professional Services/BPO 7%
- Headquarters 2%
- Warehouse/Distribution 12%
- Manufacturing 50%

FloridaWest economic development alliance

Economic Development Pipeline

Project Code	# Jobs	Industry Sector	Status	Space Required	Lead	Project Rating
P02172015_BPO	1000	Call Center	Active	100,000	Direct	95%
H07172015_MFG	100	Manufacturing	Active	50,000	EFI	90%
G08152015_AAM	44	Aviation Manufacturing	Active	128,000	Direct	50%
Q02252016_MFG	95	Manufacturing	Active	60,000	Direct	90%
J02262016_MFG	10	Manufacturing	Active	1,500	Direct	95%
P08082016_MFG	TBD	Manufacturing	Active	TBD	Direct	95%
R08032016_MFG	7	Warehouse/Distribution	Active	30,000	FGNW	50%
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G10142016_HQTR	6	Headquarters-BusServices	Active	7,000	Direct	95%
F10302016-AAM	0	Aviation	Active	0	Direct	95%
B12052016_MFG	45	Manufacturing	Active	35000 - 45000	Consultant	95%
S11092016_MFG	200	Manufacturing	Active	TBD	Consultant	30%
S11102016_MFG	TBD	Manufacturing	Active	TBD	Consultant	30%
M12082016_AAM	450	Aviation Manufacturing	Active	400,000	Consultant/FGNW	30%
F12282016_MFG	35	Manufacturing	Active	60,000	Direct	70%
V01102017_IT	20	IT	Active	5,000	Direct	95%
O01182017_MFG	200	Manufacturing	Active	400,000	EFI	30%
C01242017_AAM	40	Aviation	Active	6,000	EFI	30%
02022017_IT	TBD	IT	Active	TBD	FGNW	25%
B02282017_MFG	80	Manufacturing	Active	TBD	EFI	30%
P03012017_MFG	35	Manufacturing	On-Hold	80,000	Direct	30%
Y03152017_MFG	150	Manufacturing	Active	100,000	EFI	30%
B03172017_MFG	50	Manufacturing	Active	35,000	Direct	30%
C032417_BPO	400	Call Center	Active	50,000	FGNW	30%
S11122015_MFG	80	Manufacturing	Active	40,000	Direct	30%
B04052017_MFG	115	Manufacturing	Active	385,000	Consultant	30%
E04132017_AAM	240	Aviation Manufacturing	Active	130,000	EFI	30%
N04242017_AAM	60	Aviation Manufacturing	Active	60,000	EFI	30%
A06172017_DWH	55	Distribution/Warehouse	On-Hold	35,000	Direct	40%
D06232017_MFG	23	Manufacturing	Active	10,000	Direct	50%
A06132017_AAM	65	Aviation MRO	Active	60,000	Direct	40%
G06302017_MFG	60	Manufacturing	Active	30,000	EFI	30%
P07062017_MFG	15	Manufacturing	Active	0	Direct	60%
P07072017_BPO	250	BPO	Active	25,000	Direct	40%
L07072017_IT	4	IT	Active	TBD	Direct	30%
C07122017_IT	25	IT	Active	15,000	Consultant	30%
T07172017_AAM	800	Aviation	Active	200,000	Direct	30%
G09062017_MFG	TBD	Manufacturing	Active	30 Acres	EFI	30%
N09202017_MFG	4000	Manufacturing	Active	750 Acres	EFI	20%
# Jobs	9214		Total Space	3,162,500		
			Average SF	95,833		

*Project Rating indicates individual project decision probability. Due to competitive location decision factors, Escambia may or may not be chosen.

LEAD SOURCE:

Enterprise Florida, Inc.	(12)
Florida's Great Northwest	(4)
Site Consultant	(5)
Direct	(21)

TYPE:

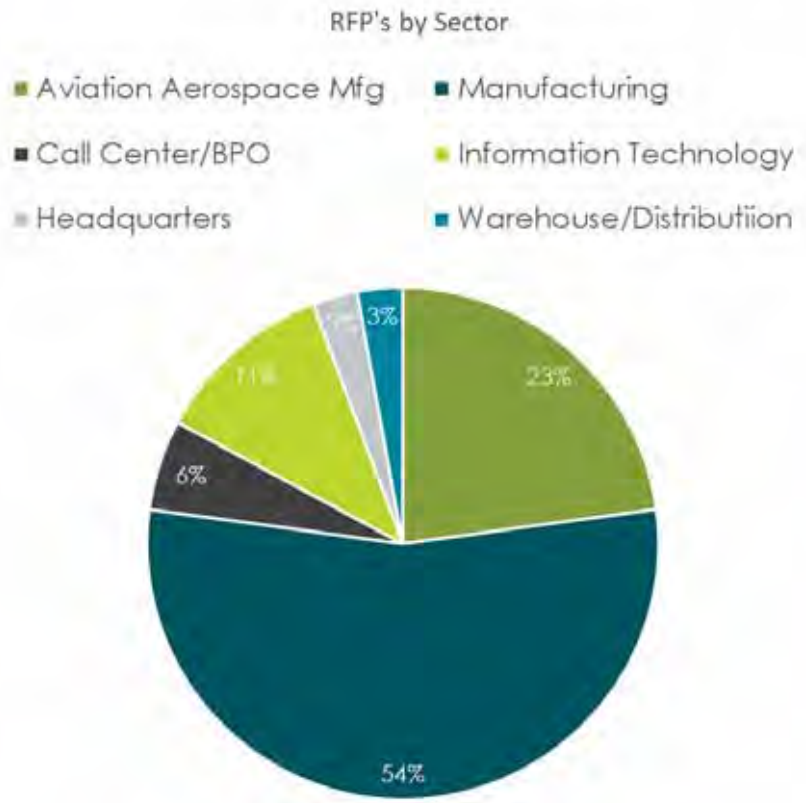
Existing

New

STATUS:

Active	(39)
Inactive	
Hold	(2)
Dead	
Announced	

Request For Proposal: 35 YTD



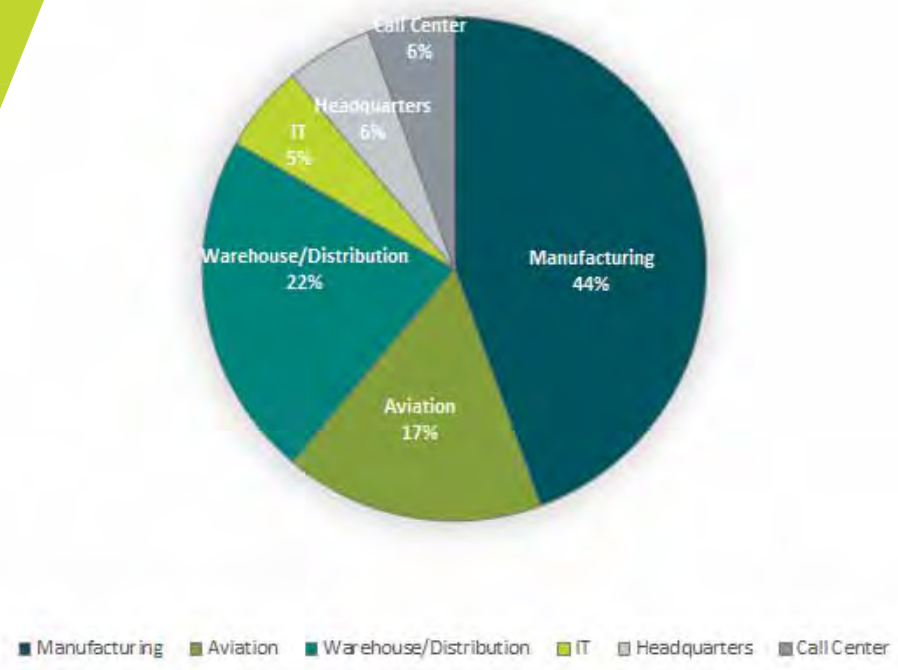
Site Visits 7

S11102016_MFG	ACTIVE	Nov. 2016
H07172015_MFG	ACTIVE	Dec. 2016
V01102017_IT	ACTIVE	Jan. 2016
S11122015_MFG	ACTIVE	Mar. 2017
A06142017_AAM	ACTIVE	June 1, 2017
P07072017_BPO	ACTIVE	Aug. 10, 2017
F12282016_MFG	ACTIVE	Sept. 19-22, 2017

TOTAL ACTIVE PROJECTS: 18

12 RECRUITMENT
6 EXPANSIONS

2829 Jobs



Business Retention-Expansion

79 Existing Industry Visits

Manufacturing	29%
Information Technology	19%
Aviation	22%
R&D	3%
Training/Education	3%
Marine MRO	5%
Financial Services	3%
Business Services	18%

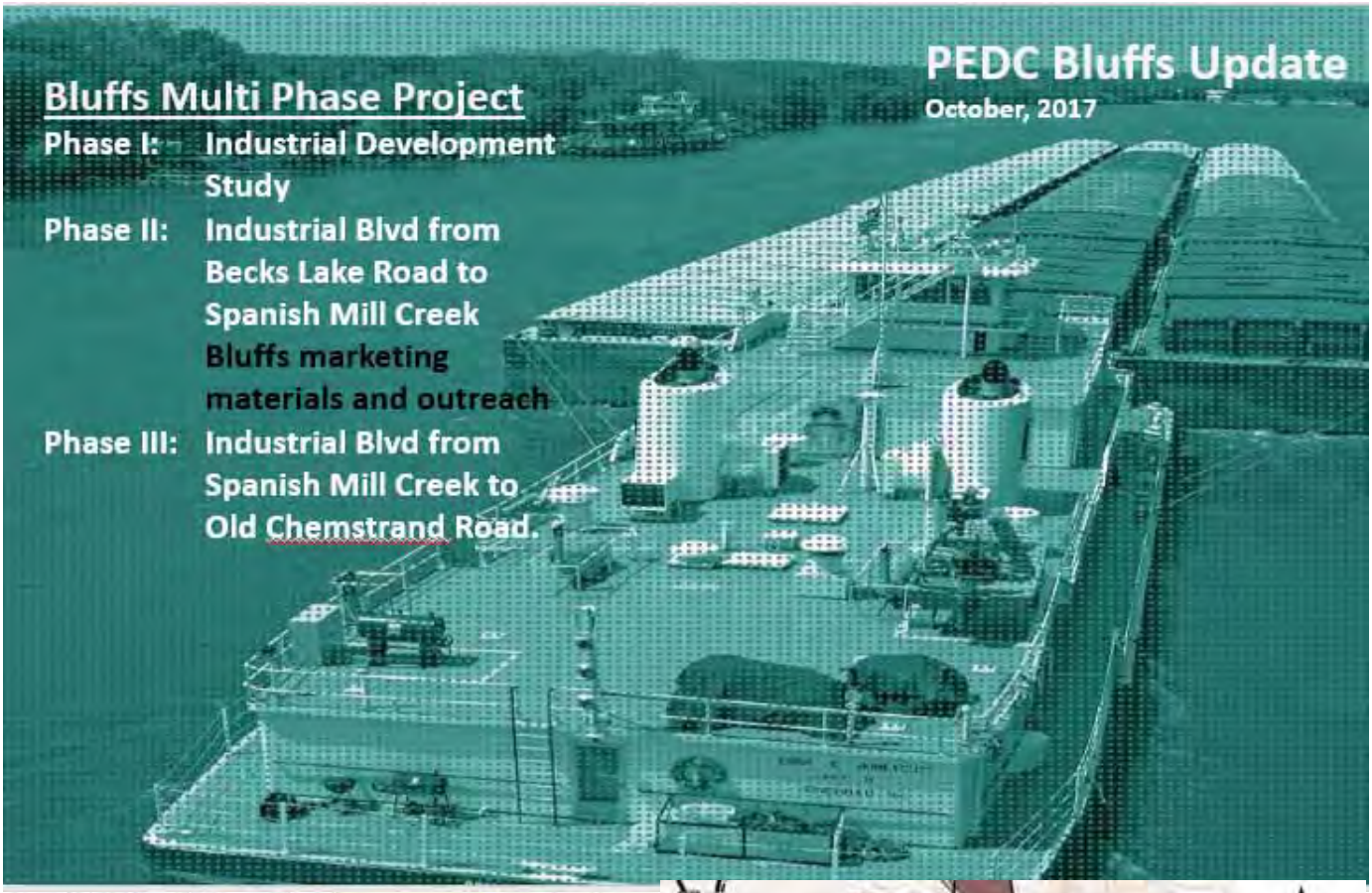
Business Retention-Expansion Assistance

2016-2017 BRE	New Jobs	Existing Jobs	Business Sector		Assistance Provided
J02262016_MFG	5	5	Manufacturing	Existing Expansion/ Retention	Production and storage upgrades (Phase I), corporate office renovation and relocation to Downtown (Phase II) made possible through assistance with IRREF grant.
G10142016_HDQTR	3	6	Headquarters-BusServices	Existing Expansion/ Retention	Growing young company graduated from Co-Lab, purchased existing facility. Assisted with County CRA façade, landscape grants.
F10302016_AAM		9	Aviation	Business Assistance	Working with company on regulatory issues to facilitate business continuity.
A08312016_WD		170	Warehouse/Distribution	Existing Expansion/ Retention	Assisting company outgrowing existing space and planning expansion with Build to Suit options
OI02062017_BSVC		30	Business Services	Existing Expansion/ Retention	Assisted with lease renewal, Port and City of Pensacola.
P07062017_MFG		15	Manufacturing	Existing Expansion/ Retention	Working with specialized manufacturer assisting with business continuity with letters of support to USCG; issue was resolved. Introduced company to SBDC to update business plan to help diversify business opportunities. Continuing to work on site infrastructure issue.
M03012017_IT		100	Business Services	Existing Expansion/ Retention	Working with 3 existing companies in Central Commerce Park experiencing major IT service outages, diminished and irregular capacity, which greatly affected overall business operations. Assisted in resolve of critical IT services/providers to increase reliability, capacity and connectivity speed.
W06012017_BSVC		65	Business Services	Existing Expansion/ Retention	Working with company on business growth-expansion/relocation in Central Commerce Park. Addressed concern with major IT service outages, capacity and speed and assisted to find resolve for company to move forward with project.
A08102017_BSVC		60	Service	Expansion	Assisting company with corporate franchise to help prove case for viability of new operation and growth potential (conducted specialized research, presentations, site visits).
# Jobs	**8**	**460**			

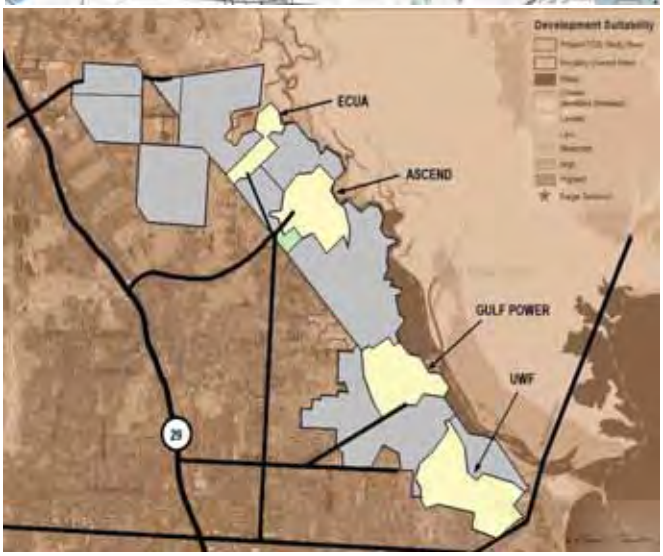
Aviation Industry Support

FloridaWest EDA and Santa Rosa EDO are partnering to host a series of business roundtables and created an aviation industry directory bringing together aviation focused companies throughout the region with the goal of also promoting business development opportunities.

The June 8, 2017 roundtable was held at Avalex Technologies in Gulf Breeze with 38 participants.


PEDC Bluffs Update
October, 2017
Bluffs Multi Phase Project
Phase I: Industrial Development Study
Phase II: Industrial Blvd from Becks Lake Road to Spanish Mill Creek Bluffs marketing materials and outreach
Phase III: Industrial Blvd from Spanish Mill Creek to Old Chemstrand Road.

LIVE OAK BLUFF
LONGLEAF BLUFF
PHASE 2
MAGNOLIA BLUFF
PHASE 3
CYPRESS BLUFF
PROJECT FOIL
INDUSTRIAL ROADWAY CONNECTOR


ECUA
ASCEND
GULF POWER
UWF

Pensacola Aviation Business Park

PENSACOLA International Airport

ESCAMBIA COUNTY FLORIDA

PENSACOLA THE UPSIDE of FLORIDA

Pensacola Technology Park

Port of Pensacola

Central Commerce Park

Heritage Oaks

BUSINESS DEVELOPMENT ACTIVITIES

Florida West is engaged and actively promoting and advocating for Escambia County and Pensacola:

- **Secured $3 M funding for the Bluff's (FOIL) project through the 2017 Florida Legislature** -PEDC and Florida West were instrumental in championing for the Bluff"s project funding and results leading to active contracts with FDOT and DEO. This phase is to develop a design-build criteria package for site connectivity alignment, including real property acquisition as well as promotion and public information for the project. The Bluff's project presents the next premier site inventory opportunity for Northwest Florida and bolsters economic development; allowing us to compete for the next generation manufacturing high wage/high skill jobs, while leveraging and attracting targeted industry sectors. Funding for infrastructure and roadway improvements are necessary to transform the site and further aligns with the state's vision to grow Florida's economy.
- **Pensacola International Airport Master Planning -** participating in the Airport's commercial and aviation business park property development to accommodate future activity, maximize business development and economic development opportunities.
- **Airlines recruitment for expanding flight services to Pensacola -**presenting with a team from PNS in positioning the greater Pensacola regional economy and supporting advancement of present and future airline service with major carriers. American Airlines launched new daily non-stop service to the Washington Reagan, DC Airport in 2016 and Frontier Airlines will begin nonstop to Denver in 2017.
- **IT/Cybersecurity Strategic Plan -** Pensacola has a unique opportunity to become a regional and national leader in cybersecurity. Stakeholders from private, public, and military sectors requested the development of a strategic plan that will make Pensacola a national leader in cyberbersecurity. FloridaWest, on behalf of the cybersecurity stakeholder community, retained Innovation Strategies, LLC to develop a cybersecurity strategic plan to build a strong workforce, identify education and career pathways, and enhance the economic and community impact of cybersecurity in northwest Florida.
- **Aviation Roundtable -** sponsored the Northwest Florida Aviation User group round-table meetings sharing interest, trends and opportunities in growing the region's aviation target industry sector.
- **Industry and Manufacturing Awareness -**promoting and increasing awareness of why local manufacturing matters and the resulting annual economic impacts of manufacturing. An annual manufacturing awareness event and industry tour was held at Fluid Metalworks, November 2016. Manufacturing is a key driver in the Northwest Florida regional economy, providing approximately 16,523 direct jobs that generate approximately $1,123,521,993 in total wages with average wages in excess of $67,000 per worker per year.
- **Target Industry Trade Shows Attended**

Pacific Northwest Aerospace Alliance
Paris Air Show
Southeast US-Japan Conference
Select USA - FDI Conference
Aviation Forum
Speed News
NBAA
Cyber Conference
Aircraft Interiors Expo
MRO America
International Work Boat Show
Aerospace Alliance Summit

- **Site Consultant Missions – New York,Chicago, Atlanta, Dallas**

INNOVATION & ENTREPRENEURSHIP

Report Overview

New Brand

Key Metrics

- Occupancy
- Current Tenants
- Tenant Overview

Entrepreneurial Ecosystem

Noteworthy Events

FloridaWest
economic development alliance

CO:LAB

Collaborate. Innovate. Accelerate.

Pensacola, Florida

Co:Lab Pensacola is a program of FloridaWest EDA in partnership with Pensacola State College. Co:Lab is a growth company incubator and is the preeminent entrepreneurial community in the Greater Pensacola area.

Co:Lab underwent a process of re-branding its logo and website to reflect the innovation and creativity of the clientele we serve. Key stakeholders, clients and past clients contributed to the effort, providing input to the logo and content. The brand launched and website went live in January 2017 and we have received positive feedback from prospective clients.

KEY METRIC: Occupancy

CO:LAB
Collaborate. Innovate. Accelerate.
Pensacola, Florida

Occupancy (Goal: 80%)	Total Leasable Square Feet	Square Feet Occupied	Available	% Occupancy
2nd Floor (sf)	3,696	3,312	384	89.61%
3rd Floor (sf)	3,974	3,974	0	100%
TOTAL SQUARE FEET:	**7,670**	**7,286**	**Combined Occupancy:**	**94.99%**

Current Clients	Connection	Status
Intelligent Retinal Imaging Systems	Tenant	4th year- Expanding
Lost Key Media	Tenant	4th year
Hatchmark Studio	Tenant	2nd year
Samantha Weaver, LLC.	Tenant	2nd year
YourTechnoGeeks	Tenant	2nd year
International Debt Recovery, Inc.	Tenant	1st year
EBI Management Group, Inc.	Tenant	1st year
Coast Software, dba. Building on Knowledge	Tenant	1st year
Data Revolution, LLC	Tenant	1st year
Pensacola Media Group, LLC.	Tenant	1st year
Altius Marketing	Tenant	1st year
Guided Particle Systems, Inc.	Tenant	1st year
Robotics Unlimited, Inc.	Tenant	2nd year
Business RadioX	Tenant	1st year

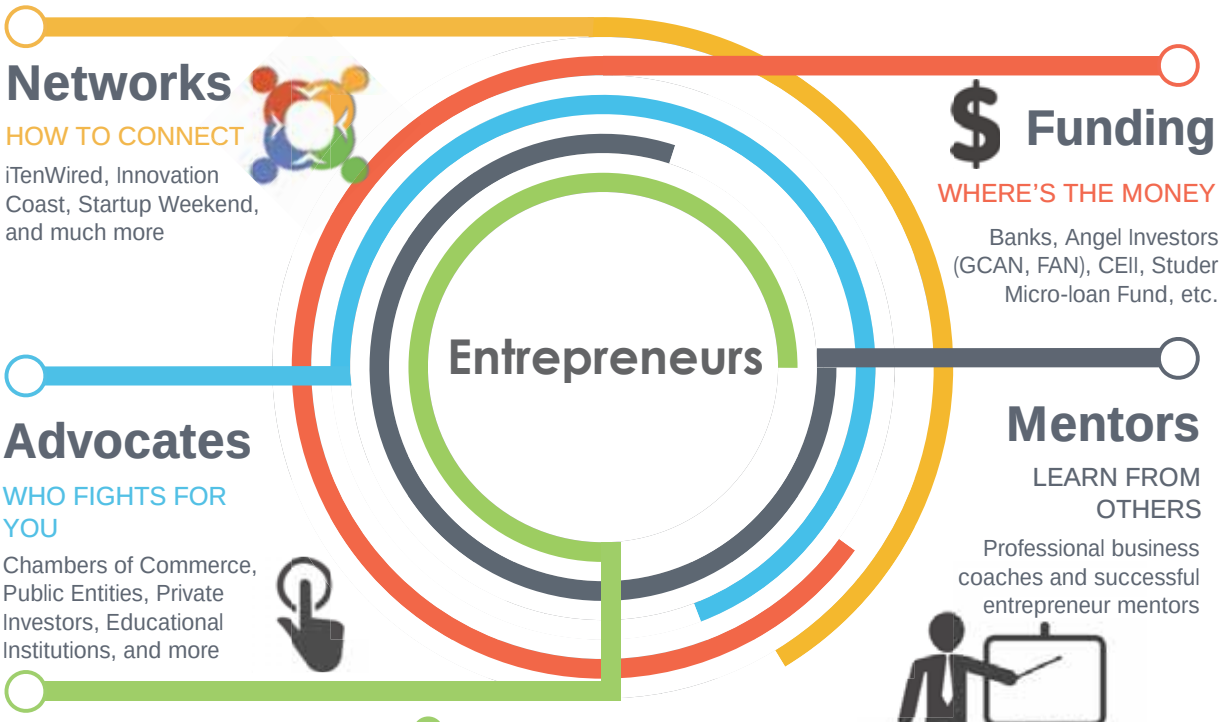
Exited Clients	Date of Entry		Status
The Analyst Group	Mar-09	Graduated 7/15/12	Office space in Milton, FL
Engineering & Planning Resources	Sep-10	Graduated 4/2014	Office space in downtown Pensacola
Robotics Unlimited, Inc.	Oct-14	Graduated 12/2015	Office space in downtown Pensacola
Pay Cell Systems, Inc.	Aug-12	Graduated 6/01/16	Office space in Escambia County
Clearstream	Aug-14	Graduated 9/1/16	Moved company to NYC
Re Vera Services, LLC	Dec-12	Graduated 9/9/16	Bought office in downtown Pensacola
Accountingfly	Jun-12	Graduated 2/15/17	Office space in downtown Pensacola
FFCFC	Oct-12	Graduated 2/15/17	Office space in downtown Pensacola
Paint University	Jun-14	Graduated 2/1/17	Bought office/warehouse in downtown Pensacola
Broker Frameworks	Dec-15	Moved Out 2/1/17	Moved into other office space in Pensacola
Koala Pickup	Jul-16	Moved Out 2/1/17	Dissolved company, no scalability
Hexad Analytics	Jul-16	Moved out 4/1/17	Dissolved company, loss of founder
Jewel Graphics	Feb-15	Moved out 4/1/17	Continues as freelance developer
Total Tenant Companies	**14**		
Total Virtual Tenant Companies	**0**		
Total Affiliate Companies	**0**		
Total Current Employment (working in Co:Lab)	**46**		
Total Net New Jobs (including graduate companies)	**46**		

CO:LAB
Collaborate. Innovate. Accelerate.
Pensacola, Florida

Entrepreneurial **Ecosystem**

THE CULTURE OF ENTREPRENEURSHIP IN **PENSACOLA**

The Gulf Coast Center for Innovation and Entrepreneurship is devoted to participating in and promoting Pensacola's unique, vibrant entrepreneurial ecosystem. With economic development strategies purposed with promoting the success of our local entrepreneurs, FloridaWest EDA and the CiE are hitting the ground running to ensure entrepreneurs of the Pensacola Area are exposed to resources that will maximize their economic impact footprint.



The 3 Year Plan: Benchmarks

ENTRANCE: YR. 1

MONTH 9:

MONTH 18

MONTH 27

MONTH 36

GRADUATION: YR. 3

NOTEWORTHY EVENTS:

- **Co:Lab Policy Board Meetings- Quarterly**
    - Board meeting to discuss tenant leases and facility concerns
    - FloridaWest role- staff support
- **Founders Talks - Monthly**
    - Local successful entrepreneurs share their story with Co:Lab clients and provide lessons learned, nuggets of wisdom and mentorship
    - FloridaWest role - host
- **ITEN WIRED Summit- October, Hilton Pensacola Beach Gulf Front**
    - Gulf Coast's premier tech conference featuring tracks in Cybersecurity, Mobile/Wearable devices, Tech Maker/ Incubators, and Professional Development for IT
    - FloridaWest role- co-hosting with ITGULFCOAST
- **Startup Weekend Pensacola- November, Cowork @nnex**
    - For startups to build a business model and prototype in a weekend
    - FloridaWest role- organizing, Co:Lab provides office space to winners
- **Northwest Florida Forward- Entrepreneurship & Innovation Council- Monthly**
    - Collaboration with leaders across NWFL to create a strategy for growth of entrepreneurial activity
    - FloridaWest role- collaboration

WORKFORCE DEVELOPMENT UPDATE

Report Overview

Workforce Development Recruiting

- Career Videos
- Workforce Events
- Workforce Partners

FloridaWest economic development alliance

Workforce Development

FloridaWest, working with Escambia County School District Workforce Education, and with great help from companies and partners such as Jupiter Bach, Ferguson Airport/Brown Helicopter, GBSI, Argo, UWF and PSC created a series of recruiting videos. Aimed at Middle and High school students and their parents, the videos are being used by Guidance Counselors and teachers and are available at greaterpensacolacareerpathways.com to increase awareness of career opportunities.

Cyber
https://youtu.be/XTAjJTOUIYc

Aviation

https://youtu.be/xuWecGujS9U

Advanced Manufacturing

https://youtu.be/1QzLXFJxiYo

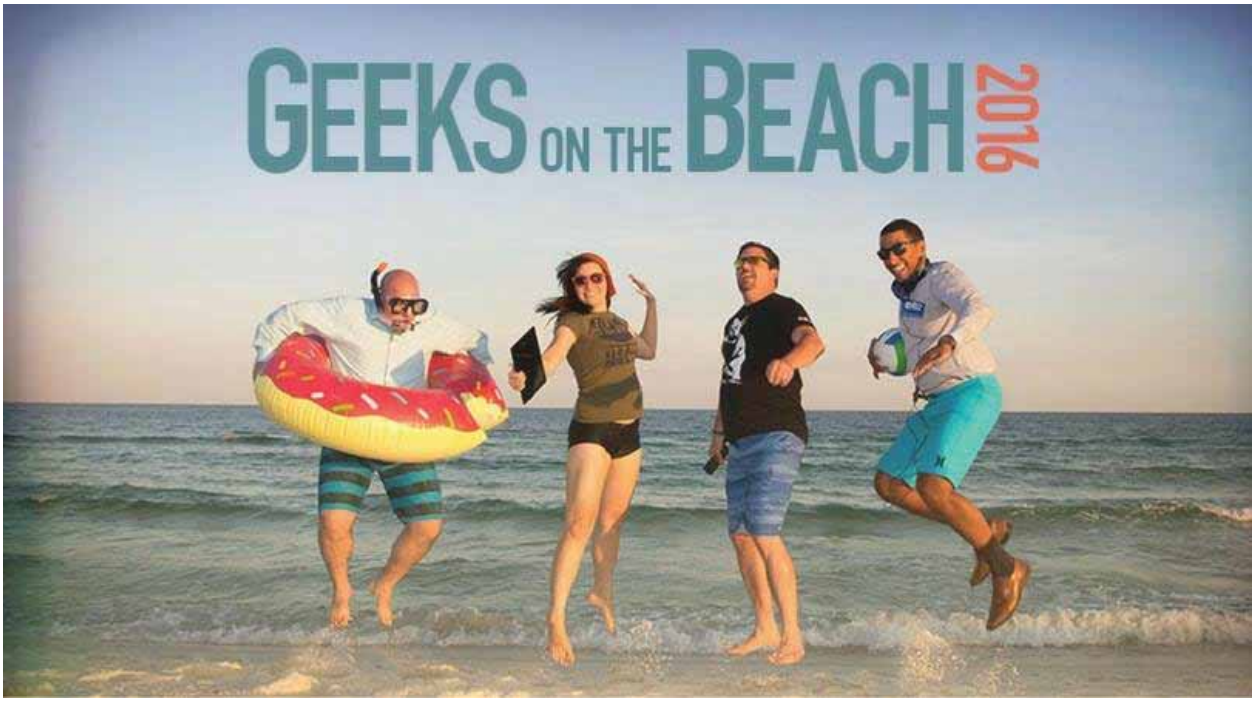
FloridaWest designed slides to be used at our local companies to encourage employees to spread the word about the great careers and opportunities in Advanced Manufacturing.

Workforce Development Recruiting

- FloridaWest sponsored an in-service with coaches at Pensacola High School to encourage them to identify students who could benefit from career training at PHS's Advanced Manufacturing Career Academy. Many students are heavily influenced by their coaches. Over 10 coaches attended and were enthusiastically committed to encouraging students to get early career training to ensure they have good jobs in the future.
- FloridaWest held open houses at Pensacola High School and Booker T. Washington High School to showcase training certification opportunities in Aviation and Manufacturing.
- FloridaWest hosted Career Advisory Council meetings in Manufacturing and Cybersecurity where local industry leaders had an opportunity to connect with career academy teachers and students.
- FloridaWest partnered with Pensacola State College to host a Skills USA Conference Event to kick off the participation in the 2018 conference. The statewide SkillsUSA conference, a competition that tests students on their job skills in front of industry professionals, will return to Pensacola in 2018 for the first of three consecutive years.

FloridaWest provided promotional support for training, workforce and educational events for many partners including

- Careersource Escarosa
- SBDC
- Gulf Coast African American Chamber
- Enterprise Florida
- The Studer Institute
- The University of West Florida
- Ascend Performance Technologies
- Achieve Escambia
- ITEN WIRED
- Ferguson Airport
- Cyberthon
- Entrecon
- IT Gulf Coast
- VetCV
- Skanska
- IRIS
- UWF Center for Entrepreneurship
- Jupiter Bach



ITEN WIRED's "Geeks on the Beach" is a media campaign designed to promote the annual seminar and job fair.

ECONOMIC DEVELOPMENT FUNDING & BUDGET

PEDC

Income	
County	$550,000
City	$150,000
Other	$10,000
TOTAL INCOME	**$710,000**
Expense	
FloridaWest	$600,000
TechPark	$80,000
Operations	$20,000
Other	$10,000
TOTAL EXPENSE	**$710,000**

FloridaWest

Income	
Membership	$280,000
Foundation	$ 50,000
Program Income (Co:Lab Events)	$85,000
Public Funding (City of Pensacola, Escambia County)	$750,000
TOTAL INCOME	**$1,176,000**
Expense	
Economic Development Programming	$240,000
Incubator/Entrepreneur Growth	$117,000
Workforce Programming	$20,000
Staffing (6 full time, 2 part time)	$650,000
Operational Overhead	$149,000
TOTAL EXPENSE	**$1,176,000**

Capturing Opportunity: The Greater Pensacola Area Economic Development Strategy 2013-2018

Prepared for:
The Greater Pensacola Chamber
Vision 2015

Prepared by:
Ticknor & Associates
Evanston, Illinois

Chabin Concepts
Chico, California

February 2013

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Executive Summary

A Call to Action: Why Economic Development Matters

The military and tourism anchor the Greater Pensacola economy. The area is commonly known as the Cradle of Naval Aviation, with the Pensacola Naval Air Station, National Flight Academy, and Naval Aviation Museum situated along Pensacola Bay. Many enjoy a high quality of life in the sun on Pensacola's white pristine beaches.

But becoming a stand-out economic development performer requires more. The region must diversify through growth of administrative offices, tech companies, higher education, medical care, aircraft maintenance and repair, cyber security, and the active retiree population.

Successful economic development affects every local resident. Full employment, economic security, home ownership, the ability to fund quality education, fire and police protection, roads and parks, the increased vibrancy of downtown Pensacola – in sum, a good quality of life – all require a growing economy, good jobs, and a growing tax base.

FIGURE 1: ECONOMIC DEVELOPMENT "CIRCLE OF LIFE"

Strong local economic development is not a luxury. Recent Escambia and Santa Rosa County economic trends are alarming.

- **Job Loss** – there were 10,657 fewer jobs in 2011 than 2007, a sharper decline (6.5%) than the national average (4.4%).
- **Very low civilian job quality** – wages average 79% of the U.S. average for jobs in Escambia County and only 68% for jobs in Santa Rosa County.
- **Threat of military downsizing** – regardless of sequestration, entitlement pressures on the federal budget will require military downsizing over the long run.

The consequences of the deep recession and slow local turnaround are severe.

- **Declining real household income** – dropping from 2001-2011 by 8.5% in Escambia and 4.5% in Santa Rosa.
- **High, growing regional poverty rates** – fully 23.6% of the region's children live in poverty, and the percentage is growing.
- **Projected declining number of 20-34 year olds** over the next 20 years – the new homeowners, newly skilled members of the workforce, and the heart of the new middle class.

Raising the Vision

Now is not the time to be average. Superior economic development performance means surpassing Panhandle and Gulf Shore competitors.

We propose beating the competition in four critical areas:

- **The best commerce park(s);**
- **A nationally recognized business/education partnership;**
- **Cutting-edge efforts to facilitate existing business growth; and**
- **Superior economic development marketing, internal and external.**

The strategy charts a clear way forward for the next five years by focusing on achievable implementation steps.

- As the region's lead public/private economic development organization, **the Chamber/Vision 2015 should and will lead strategy implementation**.

  It cannot and should not do everything. The City of Pensacola has the lead responsibility of neighborhood and community development, downtown vitality, retail development, and implementing the Urban Redevelopment Advisory Committee (URAC) proposals. Escambia and Santa Rosa counties lead in terms of infrastructure development and application of County Option Sales Tax and RESTORE funding, and Santa Rosa County has its own Economic Development Office. The schools and higher education drive educational policy. Because tourism marketing is a separate function with very strict expenditure guidelines, it will develop its own strategy later in 2013.

  That said, the Chamber/Vision 2015 has the resources, professionalism, and economic development experience to head efforts in business attraction, helping local companies, promoting local armed services employment, and bringing business to the business/education partnership. In these realms, it can and should lead.

- The plan also specifies how key allies can better work together.

Two Potential Game Changers

Competitive Development Sites: The region lacks fully shovel-ready development sites or a large commerce park with good access to Interstate-10. Fully ready-to-go-sites would substantially improve business attraction competitiveness and make it easier for rapidly growing local companies to expand. A large, high-quality development site can be a game changer.

Deeper Skills: Workforce skills are the most important component of job growth. The region's workforce (25 years or older) is average in terms of proportion of high school graduates, slightly ahead in terms of associates degrees, and slightly behind in terms of bachelor's degrees. Many local high-growth tech firms report difficulty in hiring for key skilled positions. The number of area children living in poverty is too high.

Potential RESTORE Act funding creates a once-in-a-lifetime opportunity to think bigger. With a $10 billion settlement, this could bring approximately $113 million to Escambia County and $43 million to Santa Rosa County.

Decisions about fund allocation rest solely with each county.

As the lead regional public/private development organization, the Chamber/Vision 2015 has two key roles: a) to initiate recommendations fitting this strategy; and b) to screen other economic development proposals regarding risk and economic return.

Major Steps Forward

1. Development Sites

Establish a **two-county inventory of 500-600 acres of certified shovel-ready business park sites**. Recognize that this will take four years or longer to fully realize this goal, even by beginning now. (Fund through RESTORE and Escambia County Option Sales Tax dollars.)

2. Workforce Development

Create a **$15-20 million Greater-Pensacola-Targeted Employment Education Endowment** to provide annual needs-based loans/scholarships to 200 or more local candidates to complete certificates or degrees in areas of key local workforce needs at local technical schools, Pensacola State College, or the University of West Florida. (Build through RESTORE resources from Escambia and Santa Rosa counties, state, foundation, and private funds. The final funding level will depend upon detailed fundraising capability analysis and Endowment Task Force Implementation recommendations.)

Other Key Initiatives: Making the System Better

The plan also identifies **21 continuous improvement recommendations** for the Chamber/Vision 2015 and Santa Rosa County Economic Development Office. They can be accomplished through reprioritization, synergy, and only a slight increase to current combined resources, but they will make a significant difference.

I. Build Regional Competitive Advantage

Greater Pensacola must play catch up versus its strongest competitors, just as the state of Florida must against other states. Many essential foundation elements are absent. The region has underfunded economic development for a long time.

Initiatives

(Ranked by expected impact on basic sector job creation)

First Order Priorities:

1. **Maximize RESTORE Economic Development Return on Investment (ROI):** Invest RESTORE Act economic development funds to maximize long-term return for which the Chamber/Vision 2015 will offer proposals. The Chamber/Vision 2015 will also screen other economic development proposals regarding risk and economic return.

2. **Shape Two-County Economic Development Priorities:** Communicate needs for Escambia County and Santa Rosa County economic development resource funding.

3. **Leadership Development:** Utilize the Chamber President/CEO as a super-connector among various public and private economic development players.

Also Important:

4. **Support Pensacola Revitalization:** Provide economic development expertise to help implement Urban Redevelopment Advisory Committee (URAC) recommendations that boost the basic sector economy, i.e. economic development marketing, port development, and downtown site development.

5. **Develop the Cyber-Security Cluster:** Deepen the region's emerging cyber technology cluster capabilities in terms of infrastructure, higher education, and STEM (science, technology, engineering, and mathematics) education and technical assistance to emerging entrepreneurial companies.

6. **Help Streamline the Permitting Process:** Monitor and improve the public sector permitting process for job-generating projects and market favorable performance.

7. **Upgrade Chamber/Economic Development Facilities:** Move to more functional space that supports a more aggressive economic development leadership brand.

8. **Help At-Risk Youth:** Increase volunteer mentoring of at-risk youth.

II. Promote Local Job Growth

Nationally, the expansion of local companies and rapidly growing entrepreneurial firms create 80% of new jobs. Vision 2015 job creation goals echo this pattern.

Initiatives

(Ranked by expected impact on basic sector job creation)

First Order Priorities:

1. **Retain and Attract Key Armed Services Commands:** Refocus Chamber Armed Services support to gain new cyber commands while promoting local competitive advantage in the next Base Realignment and Closure (BRAC) process.

2. **Accelerate Entrepreneurship:** Reestablish the local venture capital forum, build more incubator space, and work over the long term to establish a greater Pensacola area seed and venture capital investment fund.

3. **Narrow the Workforce Gap:** Implement solutions to meet employer workforce needs, present and future.

Also Important:

4. **Local Employer Needs Analysis:** Establish a comprehensive business retention and expansion program to gather strategic intelligence, as well as identify immediate company needs.

5. **Support Higher Education Expansion:** Advocate for the growth of the University of West Florida and Pensacola State College, especially in fields that directly support local employers and future target sector growth.

6. **Support Small Business Expansion:** Improve the Chamber business support referral system.

7. **Minority Business Development:** Work through the Chamber Minority Business Council to identify the highest-potential MBEs to receive SBDC, SCORE, CIE, and/or Chamber Minority Business Council technical assistance and potential networking relationships with larger Chamber-member companies.

III. Targeted Strategic Marketing

There are good opportunities to market more effectively to meet customer and stakeholder needs.

Initiatives

(Ranked by expected impact on basic sector job creation)

First Order Priorities:

1. **Greatly Enhance Marketing Readiness:** Improve employer understanding, economic development information, proof sources, and collateral materials and create specialized business cases for immediate targets – call centers, port users, and aircraft maintenance and repair.

2. **Two-County Cooperation/Synergy for Short-Term External Marketing:** Integrate economic development marketing across the two-county Escambia and Santa Rosa region.

Also Important:

3. **Target Local Business:** Market more effectively to local entrepreneurs and other employers, including minority-owned businesses.

4. **Improve Stakeholder Communications:** Publicize accomplishments to volunteers and the community at-large, including educating the community about the importance of strategic economic development.

5. **Active Retiree Attraction:** Promote the region and encourage the construction of targeted developments that cater to the active empty nester/retiree.

6. **Expanded Proactive External Marketing:** Expand external marketing *once more sites are shovel ready*. (This becomes a first order priority once readiness has been accomplished and there are more shovel-ready sites.)

The Path to Success

There is much to do to implement the strategy. **This must be a long-term public-private regional commitment across Santa Rosa and Escambia counties**.

- **Essential Foundations: Chamber/Vision 2015 Organizational Leadership**
  - Critical, essential internal economic development leadership by the Chamber President/ CEO to drive strategic plan implementation.
  - Partial reprioritization of Chamber/Vision 2015 resources from business attraction to product development and economic gardening.
  - A Chamber/Vision 2015 Task Force to assess and recommend RESTORE Act economic development projects.
  - Organization of local employers and broad Chamber membership to support the targeted employment initiative.
  - Reconstitution of the Chamber Grants committee to leverage outside funding to implement the strategy.
- **Essential Foundations: Maintaining/Enhancing the Public/Private Partnership**
  - Broad public and private recognition of where the Chamber should lead.
  - Maintain the current 65% private sector funding for Vision 2015 (and Vision 2020).
  - Continue to operate as a public/private organization to be able to maintain the confidentiality of local companies and location prospects.
  - Effective teamwork in setting RESTORE Act economic development priorities.
  - A mandate for growing cooperation between the Chamber/Vision 2015 and the Santa Rosa Economic Development Office.
  - Stronger than ever business/education partnership.

FIGURE 2: CRITICAL ECONOMIC DEVELOPMENT SUCCESS FACTORS

By doggedly implementing this strategy, Greater Pensacola is poised to take a major leap forward. Failure to implement would diminish the quality of life for all.

Acknowledgements

Many voices shaped this strategy.

Vision 2015, the development effort jointly funded and supported by leading area businesses, the 1,200 members of the Greater Pensacola Chamber, local educational institutions, the City of Pensacola, Escambia County, and Santa Rosa County sponsored this strategy.

The process involved a 60-person two-county steering committee, the Vision 2015 Cabinet, the Greater Pensacola Chamber Executive Committee, interviews/focus groups with more than 85 key stakeholders, and open meetings attended by more than 250 local citizens.

The Consulting Team

Ticknor & Associates
Economic Development
Consultants

Ticknor & Associates is a leading independent consulting practice having served more than 200 clients across North America. Tom Ticknor is a former state development executive, Principal and member of the Executive Committee at Fantus Consulting (now part of Deloitte) when it was the world's largest business location and economic development practice. His client list includes Georgia Power, the states of North and South Carolina, and local economic development organizations in places as diverse as Indianapolis, Phoenix, Madison, and metropolitan Dallas. He also co-directs economic development education courses at Northwestern University's Kellogg School of Management.

Chabin

Chabin Concepts is an economic development consulting firm with more than 23 years of experience in business and community strategic development. Using proven methods, Chabin helps communities and economic development professionals create strategic advantages to competitively compete in today's global marketplace. Chabin has conducted more than 350 community assignments ranging from economic development strategies, target industry-marketing campaigns, Enterprise Zone applications, grant applications, feasibility analysis, and implementation/staff for economic development programs.

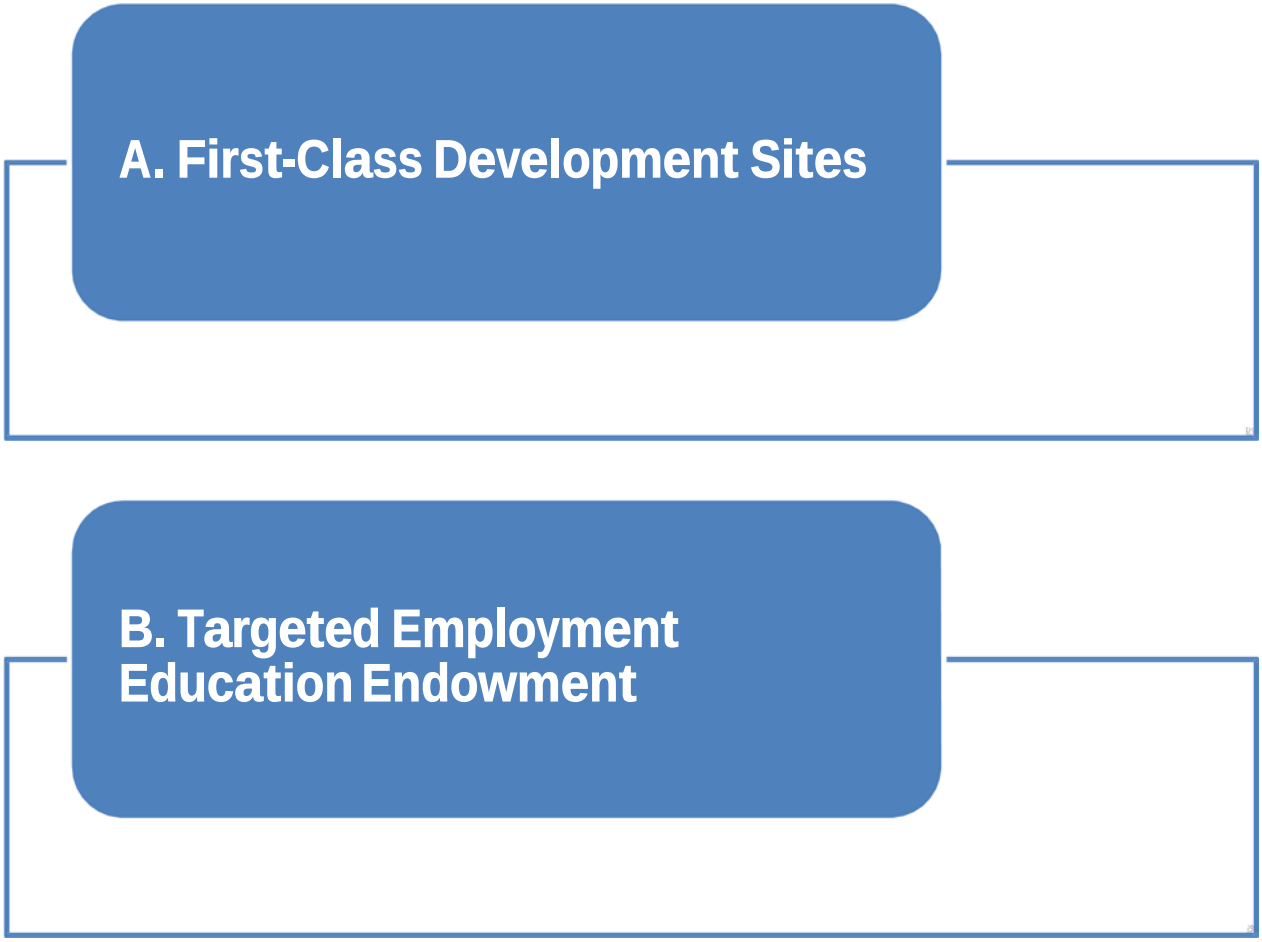
Other Components of the Strategy

The strategy builds upon a separate competitive analysis comparing greater Pensacola with its major Southeastern rivals prepared with the assistance of the Austin Company, a leading international site location firm.

Chabin Concepts has also prepared a regional economic development marketing strategy and implementation plan to guide staff in moving forward.

For the full strategic plan, go to www.PensacolaChamber.com/Strategic-Plan.

I. Potential Game Changers



I. Potential Game Changers

A. First-Class Development Sites

Goal: Significantly enhance Greater Pensacola economic development potential and reputation by establishing the best business park(s) in West Florida.

Importance:

Companies increasingly seek "shovel-ready" development sites, those with proper zoning, all infrastructure to the site, substantial site clearance, and other development-ready factors. Easy expressway access, internal roads, and quality existing occupants also make business parks fully competitive.

Current Initiatives:

Santa Rosa County has invested in developing the Northwest Florida Industrial Park @ I-10 to almost a standard of shovel-readiness. It has secured a path-breaking joint use agreement to allow private sector operations to utilize Whiting Field and has purchased 269 acres for future development of Whiting Aviation Park for aircraft maintenance and repair operations once it builds the connecting taxiway and required infrastructure.

The 11-acre downtown Pensacola Tech Park lies vacant in large part because current U.S. Economic Development Administration assessment practices require a highly unrealistic land price.

The Greater Pensacola Chamber is working with the Navy to make Outlying Landing Field (OLF) 8 available for commercial development. This has been a long-term and highly complex process, but with pending Navy budget cutbacks the prospects for approval have increased.

The Chamber has also been working with a national property developer to pursue the closing and reuse of Saufley Field. Although this possibility is not currently under consideration by the Navy, Saufley may become available in the next BRAC round.

Escambia County has also begun preliminary planning work to develop the Sector Plan, a large potential development site located near the future Beulah Road Interstate-10 interchange (which is likely eight to ten years away).

Navy Federal will be able to add an additional 2,000 jobs at an average annual salary of $45,000 because, due the Chamber's leadership, it was able to secure the 240-acre Langley Bell 4-H site contiguous to their current campus strongly facilitates. However, the area cannot count on this circumstance with future employer expansions.

Challenges:

There are many challenges and uncertainties.

- None of the region's major development sites are shovel-ready Class A business parks.
- None of the sites mark the region as a serious economic development player ready to move at the speed of business to locate first-class companies.
- The commercial market is not strong enough to sustain private-sector industrial or commerce park development.
- There is great uncertainty about whether OLF8 would ever become available.
- Infrastructure costs to develop the Sector Plan or Whiting Field are very considerable.

Strategy Response:

Development Sites: Work long-term to establish a two-county inventory of 600 acres of shovel-ready developable acres, with 400 available shovel-ready acres within 10 minutes of I-10, recognizing that a number of factors are outside Chamber control and that developing substantial acreage will require 4 years or longer.

a. Evaluate the potential land acquisition costs, infrastructure costs and timing, physical constraints/developable acreage, and comparative marketability of leading potential sites.

b. Continue to work with the Navy through the highly complex process involving multiple commands to make OLF8 available for business park development (approximately 460 developable acres).

c. Develop sufficient site information to advise the County regarding purchasing land banking the sector plan business park site (approximately 400 potentially developable acres) for long-term development and a contingency if OLF8 does not become available.

d. Work toward conveyance of Saufley Field, comprising 691,000 sq. ft. of buildings and 895 acres to Escambia County during the next BRAC round.

e. Utilize the new Gulf Power program to retain a nationally-recognized site location firm to analyze the I-10 Business Park and the Pensacola Tech Park (once reassessment sets a realistic Tech Park land sale price), certifying whether they are fully shovel-ready and clearly pointing out discrepancies if they are not. Work with hired site certification firm to establish best practice program criteria. Apply this analysis structure to future site development.

f. Make the I-10 county-owned business park shovel-ready by investing $1 to $1.5 million to provide storm water retention and additional site improvements recommended by an external site certification evaluation. (Possible use of RESTORE Funds, once available, potentially late 2013.)

B. Targeted Employment Education Endowment

Importance:

Workforce capability consistently ranks among the top factors driving business location and expansion.

The area workforce (25 years or older) is average in terms of proportion of high school graduates, slightly ahead in terms of associate degrees, and slightly behind in terms of bachelor's degrees. Many local high-growth tech firms report difficulty in hiring for key skilled positions. And the number of children living in poverty is too high.

Current Initiatives:

The Greater Pensacola Chamber drove the development of 62 high school and 23 middle school Career Academies within the Escambia County and Santa Rosa County schools to encourage local students to pursue areas of strong local employment opportunity. These programs currently touch approximately 12,000 students.

It has helped to build and maintain a coalition of school superintendents, Pensacola State College (PSC) and University of West Florida (UWF) leaders, and the Escarosa Workforce Board.

The University of West Florida is growing into a full-fledged university. It offers undergraduate degrees in 51 different areas, master's degrees in 25 different areas, two specialist degrees and a doctorate in education. Its student population is over 12,000, and it graduates approximately 2,500 students each year. Its business school is growing, it has added programs in information technology, and it has just won a major state grant of $3.75 million to develop programs in cyber education.

Pensacola State College offers more than 120 majors/areas of concentration, having morphed from a community college to a four-year institution. Its students enjoy especially high job placement in most technical areas, earning certificates, and A.S. and A.A.S. degrees.

In addition, Quint and Rishy Studer have funded the Pensacola Pledge Scholars, a program to provide scholarships to Pensacola public high school graduates who attend the University of West Florida and Pensacola State College.

Challenges:

- Many local high-growth tech firms report difficulty in hiring for key skilled positions.
- Both UWF and PSC seek to improve the graduation rates of incoming students.
- The proportion of children (23.6%) within the two counties living in poverty is too high. UWF, PSC, George Stone and Locklin Tech report that finances prohibit too many students from enrolling or completing their degrees.

Strategy Response:

Create the $15-25 million Greater Pensacola Targeted Employment Education Endowment to provide need-based gap financing scholarships/loans for local students to attend George Stone, Locklin Tech, Pensacola State College, or the University of West Florida in targeted fields of very high local employment need.

a. Convene a Task Force of local educators and civic leaders to structure the program, including eligible fields of study, age eligibility, marketing, application procedures, award structure to encourage degree completion, award selection, and administration of future repayments.

b. Build a structure for two-county participation. This recognizes the reality of the two-county labor market. It also maximizes employer appeal, minimizes administrative cost, and broadens appeal to parents, students, and employers.

c. Work with local employers, civic leaders, and foundations to provide matching funds.

d. Once underway, publicize the program extensively internally and externally as a national model to match employer needs with focused educational development.

II. Critical Improvements in the Public / Private Economic Development System

II. Critical Improvements in the Public/Private Economic Development System

A. Build Competitive Advantage

Goal: Significantly enhance Greater Pensacola's economic development potential by meeting national best-practice development readiness standards for workforce, business parks, and available buildings.

Importance:

Economic development is highly competitive.

Local product, in terms of site availability, infrastructure, workforce quality, access to capital for local business, and the resources and seriousness of the local economic development effort, really matter.

The most successful places have been conducting economic development at a high level for years. Georgia Power, for example, first started attracting companies by opening a business recruitment office in New York in the 1920s. Mobile has been in pursuit of Airbus for many years.

Greater Pensacola still has to catch up in terms of product development.

The Current Situation:

The existence of the Local Option Sales Tax (LOST) within Escambia County and the utility franchise tax within Santa Rosa County offer the opportunity to act boldly.

The region has stepped up to fund Vision 2015, raising nearly $9 million for the 2011-2015 Chamber/ Vision 2015 operating budget. Escambia County, the City of Pensacola, and Santa Rosa County account for nearly 35% of this figure.

In the public-sector arena, Escambia County has appropriated funds specifically targeted to recruit Airbus suppliers. It also has worked to improve its permitting process and is currently benchmarking against Bay County to seek further improvements.

Santa Rosa County, which has long been the predominant economic development funder, has moved its economic development office inside county government.

The City of Pensacola hopes to build from the success of the Pensacola Bayfront Stadium, restaurants, and condominiums to further revitalize the urban core. It mobilized a broad volunteer network to develop its Urban Redevelopment Advisory Committee Plan (URAC), a broad-based conceptual wish list ranging from bike paths to downtown housing to a festival marketing place. It has also budgeted for economic development marketing and branding.

There are also other potentially important nascent private-sector initiatives.

A group of local tech entrepreneurs, with the support of Gulf Power, are seeking to fund and staff Innovation Coast to help recruit key talent to the region.

There are also attempts to re-build the Chamber Minority Business Council.

There is no shortage of economic development players within Greater Pensacola.

Challenges:

Greater Pensacola lacks distinguishing competitive advantage versus its neighboring counties or other strong rivals such as Mobile, Baton Rouge, Tallahassee, and Columbus, Ga. in terms of labor skills or labor costs. Its coastal location limits market access. The metropolitan region has 15.6% of its population living below the poverty level, a figure that has increased by 13% since 2000.

It is therefore necessary to work as hard as possible to build competitive advantage in areas we can strongly influence. Beyond site development and targeted workforce development, there are important opportunities to improve development readiness, development services, and communications.

Key challenges are:

- Ensuring that RESTORE Act economic development funding brings a good long-term return on investment, creating quality jobs and a stronger tax base.
- Establishing strong local economic development leadership and cooperation in a region that lacks a strong economic development culture. Also, the Escambia County-side of the river is not experienced in closing projects cooperatively.
- Finding ways to bring greater vitality to the City of Pensacola under very tight budget conditions.
- Determining whether it is possible to build from the armed services and federal government's cyber-security presence.
- Moving the Chamber/Vision 2015 Economic Development function to an office space that will increase staff productivity and morale, make a stronger internal leadership statement, and meet the standards of rival public/private economic development organizations.

Strategy Response:

First Order Priorities:

1. **Maximize RESTORE Economic Development ROI: Invest RESTORE Act economic development funds to maximize long-term return.** *(See Section VI for an ROI analysis framework to apply to RESTORE Act economic development projects.)*

    a. Recommend specific initiatives for business park development, targeted workforce development, and entrepreneurial development.

    b. Review other economic development proposals according to ROI criteria, endorsing those with: strong creation of high-wage basic sector jobs; high leverage of other funds to RESTORE dollars; and the opportunity to recapitalize county economic development funding.

    c. Because not all good opportunities will be immediately apparent, recommend that RESTORE funding take place over a several-year period.

2. **Shape County Economic Development Priorities: Communicate key needs for Escambia County and Santa Rosa County economic development resource funding.**

a. Establish location, size, and shovel-ready criteria for needed business park development.

b. Provide input to Escambia County Administrator's office and the County Commissioners regarding capital budgeting priorities to support employment growth.

c. Communicate marketing and deal-closing funding priorities, including overall impact analysis when requesting local incentives.

d. Support renewal of the Escambia County Local Option Sales Tax beyond 2017 for economic development infrastructure and encourage consideration of LOST by Santa Rosa County to fund needed site-related infrastructure development.

e. Work with the Escambia County Commissioners to review other options for a dedicated economic development revenue stream to fund infrastructure, project closing, and future additional proactive marketing.

3. **Leadership Development**

a. Recognize the Chamber President/CEO role as a super-connector, chiefly responsible for knitting together the local relationships necessary to implement the strategy.

b. Organize public/private leadership benchmarking visits to share learning about best practice community economic development systems among other places of similar size and host periodic economic development practice training sessions for interested local participants.

c. Conduct a strategy progress review and update in late 2014 to account for the changing economic and organizational environment and to prepare for Vision 2020.

Also Important:

4. **Support City of Pensacola Revitalization: Back initiatives related to basic sector economic development to build the tax base and encourage targeted education to meet key skills.**

a. Implement coordinated and synergistic place marketing, including leveraging the Pensacola International Airport for business attraction marketing and promoting Pensacola as a cyber-city.

b. Participate in Urban Redevelopment Advisory Committee (URAC) steps to evaluate the feasibility of festival marketplace development and downtown office/industrial development sites.

c. Participate in the evaluation of the potential ROI impact of cultural heritage tourism.

5. **Develop the Cyber-Security Cluster.**

a. Form a Cyber-Security Council with key representatives from the Navy, NSA, homeland security, higher education, IHMC, utilities, banking, and private industry to further refine a cluster development strategy and guide the activities below.

b. Gain state and federal grants and private funding to enhance the region's cyber infrastructure capacity, including development of the public/private Center of Cyber Forensic Excellence. (The first state grant has been awarded.)

c. Inventory military and civilian cyber employer capabilities, growth potential, and workforce needs. Benchmark Greater Pensacola's cyber capabilities versus San Antonio's (the home of Air Force cyber security and a growing private sector presence), the area surrounding Fort Meade, and like communities. Develop business case and industry-focused webpage on regional economic development website.

d. Support the expansion of University of West Florida and Pensacola State College programs related to cyber security and information technology and advocate for strong STEM (Science, Technology, Engineering, and Math) programs through the local K-12 school systems.

e. Publicize area capabilities through local awards and hosting a national cyber forensics competition, if possible jointly sponsored by the military, the federal government, utilities, banks, and other high-potential cyber-security hacking targets.

f. Advocate for and support STEM (Science, Technology, Engineering, and Math) programs through the localK-12 school systems.

6. **Help Streamline the Permitting Process.**

a. Work with the city and county governments to form public/private Task Forces to establish fast-track permitting for key economic development projects and to monitor regulatory and permitting performance and customer service satisfaction.

b. Publicize fast track permitting and quick turn-around times, as established.

7. **Upgrade Chamber/Economic Development Facilities: Analyze whether to move to more functional space that embodies a stronger leadership brand.**

a. Evaluate the benefits of building a new building, possibly in the Tech Park, or purchasing and refitting an existing downtown building. (The net purchase price of the purchase and build out option is approximately $1.45 to $2.50 million.)

b. Determine whether there is funder support as part of Vision 2020 to accomplish the upgrade and whether the current budget can carry a purchase and construction loan until the existing Chamber building sells and future fundraising pays off the mortgage.

8. **Mentoring At-Risk Youth.**

a. Identify the unmet demand among major existing mentoring organizations, profile, inventory current Chamber volunteerism, publicize the need, and connect these volunteer opportunities to economic development.

b. Monitor and recognize Chamber member and staff involvement, striving to increase their participation within two years by 40%.

B. Promote Local Job Growth

Goal: Become the Northwest Florida leader in facilitating local business expansion and retaining local military employment.

Importance:

Approximately 80% of job growth comes from existing companies.

- Local growth is more cost effective than external business attraction – it is easier to identify, less dependent on incentives, and much more likely to occur.
- Economic research clearly identifies that high-growth entrepreneurial companies are especially important to job creation – much more so than retail or mom-and-pop small businesses. Local high-growth companies include GE Energy, Hixardt Technologies, IMS Expert Services, Navy Federal, AppRiver, Custom Control Solutions, and H2 Performance Consulting, among others.
- The local military and federal employee presence accounts for more than 20,000 local jobs. Pensacola has gained new commands recently, but overall military downsizing seems certain, placing Pensacola in competition with areas such as Corpus Christi for consolidated commands.

Current Initiatives:

Greater Pensacola Chamber and Santa Rosa County Economic Development Office staffs meet regularly with local companies to identify and potentially help resolve any roadblocks to local expansion.

Chamber economic development assistance in securing the 240-acre Langley Bell 4-H site contiguous to their current campus strongly facilitates Navy Federal Credit Union's ability to add 2,000+ jobs over the next five to eight years at an anticipated salary of $45,000. This is equivalent employment to an automobile plant, and it will have an employment impact greater than the new Airbus facility in Mobile.

The Greater Pensacola Chamber Armed Services program actively promotes recruitment and retention of local military commands, providing an effective local infrastructure to attract military operations, and local capture of military innovation.

The local Florida Small Business Development Center (SBDC) and Gulf Coast Center for Innovation and Entrepreneurship (CIE) small business incubator/accelerator provide the area with competitive small business growth assistance capabilities, in which the Chamber Director for Entrepreneurial Development plays a key role.

The overall growth of Pensacola State College and West Florida University have not only generated basic sector employment, they help build the local workforce, which has a lower supply of individuals with a B.A. degree or higher than Florida or the U.S.

Challenges:

Despite the importance of this segment, there is substantial room for improvement.

- Local business expansion calling programs have not produced aggregate business intelligence to drive efforts for local competitive regulatory or site improvements.
- Important past entrepreneurial development initiatives to link high-growth potential firms with local capital have fallen by the wayside in the down economy.
- The deep recession and real estate crash greatly diminish local access to capital, leaving several potential high-growth companies unfunded.
- Local tech companies' desire for help in recruiting key talent has been unmet.

Making local business a stronger strategic priority – being more systematic, building stronger geographic and institutional coalitions, and applying RESTORE Act economic development funds to entrepreneurship--will strongly enhance local job generation.

Initiatives:

First Order Priorities:

1. **Retain, Attract Key Armed Services Commands: Refocus the Chamber Armed Services Division to meet changing opportunities and challenges.**

    a. Continue to build local competitive advantage for key military operations by securing state and federal grants to improve local support infrastructure, especially for cyber security/forensics and strategic health initiatives.

    b. Mobilize civic leadership to advocate and lobby for the retention of local military commands.

    c. In order to maximize healthcare impact, potential regional employment, and Chamber revenue opportunities work to spinout the Strategic Health Intelligence Initiative from Chamber Foundation ownership and Chamber management to the private sector. Form a Chamber Financial Advisory Task Force in late 2013 to advise when to spin out and under what financial terms.

2. **Accelerate Entrepreneurship.**

    a. Support developing a University of West Florida Center for Entrepreneurship to teach entrepreneurship, develop student and faculty entrepreneurs, and facilitate local technology commercialization.

    b. Expand business incubator/accelerator space by at least 20,000 sq. ft., if possible by 2015. Determine whether synergies and free land induce location at Pensacola State College, the University of West Florida, or the Tech Park and review for potential RESTORE funding.

    c. Establish closer angel investor and venture capital relations. Reestablish the local venture capital forum. Develop the skills to preliminarily screen and introduce high-growth potential firms to Southeastern venture capital firms and build relationships with these firms. Investigate whether any existing venture capital firms will establish a Pensacola presence.

d. Work over the long-term to establish a greater Pensacola area seed and venture capital investment fund. Investigate whether RESTORE Funding and Florida Sunshine regulations would permit partial public funding managed by an experienced private firm that injects its own capital. This would ideally create an overall $10 to $15 million pool, with public funds reinvested into similar future economic development capital access endeavors.

3. **Narrow the Workforce Gap: Implement solutions to meet employer workforce needs.**

   a. Support and participate with Pensacola State College and the University of West Florida to conduct a comprehensive two-county skills gap analysis, including ongoing subscription database analysis, supplemented with regular Chamber company business retention & expansion calling.

   b. Increase Chamber support for the strategic growth of the University of West Florida and Pensacola State College, particularly in areas directly related to supporting local industries such as nursing, information technology, and cyber security.

   c. Assist but do not duplicate key talent recruitment efforts led by others. Track efforts by Innovation Coast and area hospitals to recruit key talent, the City of Pensacola to recruit active professionals and entrepreneurs, and to market the Pensacola lifestyle. Encourage regional marketing partners to collaborate for joint implementation. Integrate appropriate elements into the regional economic development website.

   d. Identify and publicize exemplary successful employer programs for affirmative action, to hire the hard-core unemployed, and to hire rehabilitated persons with non-violent and non-theft felony records.

Also Important:

4. **Build a Local Employer Information System: Establish a comprehensive, privately-funded two-county business retention & expansion employer program to gather strategic business climate intelligence as well as identify immediate employer needs.**

   a. Target 100 priority basic sector (those that generate wealth from outside the region) local employers based upon employment size, growth potential, and target growth industry (call centers/administrative office, cyber security, information technology, and aircraft maintenance and repair).

   b. Develop a comprehensive customer information system to track company needs, likely expansion potential, and overarching local issues such as key skill needs or need for regulatory process reform. Measure success by outcomes, not employers contacted.

5. **Support Small Business Expansion: Improve the Chamber process for referring business owners to business support allies.**

   a. Utilize the Chamber website and newsletters to publicize services of the Florida Small Business Development Center and other small business support organizations.

   b. Maintain close working relationships with appropriate allies and service providers to enhance the ability to make correct referrals and encourage widespread adoption of customer feedback

systems. This includes: municipal and county planning; regulatory and permitting officials; workforce development and customized training programs; the SBDC and SCORE.

6. **Minority Business Development: Extend services through Chamber Minority Business Council volunteers.**

   a. Utilize the Council to identify the highest potential MBEs to receive SBDC, SCORE, CIE, and/or personal Minority Business Council technical assistance.

   b. Monitor the quality of assistance provided.

   c. Mobilize the Council to enroll larger Chamber-member companies to form networking and potential business relationships with MBEs.

C. Targeted Strategic Marketing

Goal: Fully match marketing initiatives with key target sector requirements, scaling efforts to the supply of available project-ready buildings and sites.

Importance:

Business attraction is a critically important supplement to local business expansion. Newly attracted firms are successful and expanding. They typically pay above local prevailing wages for the skills required, and they create 0.8 to 1.5 local secondary retail and service jobs for each new direct job. The great excitement over Mobile's attraction of Airbus indicates the importance of business attraction.

Some communities are also working to attract active retirees. Seniors have 77% of the nation's personal financial assets, purchase 48% of all automobiles, and have well above average rates of home ownership. Further, they have steady incomes supporting high levels of discretionary spending. Bringing in new, active retirees is basic sector economic development, creating a positive effect through the entire economy.

Better targeted marketing will also improve organizational effectiveness within the region. This will help to build organizational collaboration, secure the right level of public sector support, and mobilize local community and economic development funders and volunteers.

It is also important to work with public sector leaders to form a more effective ability to work key projects–negotiating the deal while respecting the company's normally essential requirements for confidentiality.

Key Recent Local Marketing Initiatives:

The Chamber has increased the area's external visibility through stronger relationships with location consultants and more aggressive external sales. Chamber staffing has improved prospect response capabilities. It has also created a vastly improved economic development website, a critical factor for external marketing.

Santa Rosa County has set the stage for business attraction by creating a good supply of industrial park land, and it has a strong reputation for packaging incentives and being able to close deals.

The Chamber is on target with the Vision 2015 goal to create 600 new jobs from external attraction over five years. Recent attraction success includes Cronimet, the Department of Homeland Security, and the Navy Cyber Warfare Center to Escambia County. Navy Federal Credit Union, which is expanding to add more than 3,000 jobs, was a business attraction location victory; opening its doors in 2002.

At present, the Chamber has four potential attraction projects considering the region as a finalist location, including projects in the aircraft maintenance and offshore oil servicing sectors. The Santa Rosa County Economic Development Office, buoyed by its available call center buildings, has fifteen potential projects. Although not all projects will ultimately locate here, total potential employment for the current pipeline is greater than 3,000.

Local Economic Development Marketing Challenges:

The area faces a number of local economic development marketing challenges.

- The availability of three plug-and-play call center buildings and the proximity of Pensacola's deep water port to Gulf offshore oil production have created an important but temporary marketing window for Greater Pensacola. Once these buildings are filled and the very limited available Port land is occupied, however, the absence of quality available buildings and business and industrial park land will greatly limit business attraction potential until more land, preferably shovel-ready, becomes available.
- The Chamber has not been able to develop a competitive website or fundamental economic development information tools such as site maps, proof sources, or target industry information.
- The area does not proactively seek active retirees, though the Chamber has worked with local realtors to do so in the past. There is a strong need to boost internal communications about economic development beyond the Vision 2015 Cabinet and the Chamber Executive Committee.

Initiatives:

First Order Priorities:

1. **Greatly Enhance Marketing and Prospecting Readiness.**

    a. Develop key data regarding target industry intelligence, including better utilizing existing companies and military resources in key industry areas.

    b. Develop national standard demographic, workforce, education and training, and site readiness data on a two-county basis.

    c. Adapt basic marketing tools – a regional website, a contact management database, a cost comparison database, social media and marketing software.

    d. Improve general marketing collateral – general and GIS maps, aerial photos and property brochures, regional economic development business cards, and an economic development media kit – all on the two-county region-wide basis.

    e. Improve proposals and site visit/touring capabilities through better presentation technology and better collaterals.

2. **Two-County Cooperation/Synergy. Substantially integrate marketing across Escambia and Santa Rosa counties.**

    a. Develop a two-county prospect handling protocol.

    b. Develop common basic workforce and demographic data, site/building information, and integrated proof sources. Cost-share for data and marketing tools, including a sophisticated contact management system (CRM).

    c. Coordinate and, as appropriate to common targets, substantially integrate marketing campaigns.

Also Important:

3. **Target Local Businesses: Market more effectively to local employers and entrepreneurs, including minority-owned businesses.**

    a. Develop comprehensive resource guides – both printed and on the regional website – to connect local employers to available technical assistance, funding and other resources.

    b. Promote business resources, including case studies of companies who have utilized the resources, in regular electronic newsletters.

    c. Leverage the Chamber Small Business Week and develop an awards program to recognize local employer accomplishments, including innovation awards.

4. **Improve Stakeholder Communications: Market more effectively within the Greater Pensacola Region.**

    a. Publicize this strategy, communicate successful implementation, and celebrate successes.

    b. Provide ongoing education on economic development initiatives and best practices to the community at-large through published media and presentations to Chamber members, elected officials, service clubs, etc.

    c. Issue an Annual Economic Development Report in partnership with the University of West Florida Haas Center and local print media.

5. **Active Retiree Attraction**.

    a. Build a retiree lifestyle section for the Chamber and Tourism websites and market attractive home prices.

    b. Expand tourism marketing to snow birds, the most likely individuals to retire or purchase second homes locally.

    c. Extend attraction of military officer retirees by stronger networking through U.S. Naval Academy class reunions and metropolitan-based alumni associations.

    d. As the real estate market recovers, support retiree village development at the University of West Florida and work with the City of Pensacola and the Escambia and Santa Rosa County governments to elicit proposals to develop active retiree residential centers and subdivision. (Top retiree recommendation once the real estate market fully recovers.)

6. **Proactive External Marketing: Expand targeted external marketing *once there is greater availability of shovel-ready sites.***

    a. In the immediate-term, target call centers/back offices and offshore oil service operations. As sites develop, expand industry targeted to aviation-related MRO and aircraft manufacturers with long-term timing for marketing.

    b. Build specific business cases for each industry.

c. Leverage the planning and marketing capabilities of Florida's Great Northwest – which will be greatly enhanced by the Chamber Senior VP of Economic Development chairing their economic development marketing committee and market assets and progress on new initiatives to Enterprise Florida.

d. As sites develop and earn shovel-ready certification, increase marketing to site location consultants, real estate brokers and developers, nationally and within Florida, to improve awareness of regional assets/accomplishments.

III. Organizational Steps to Implement the Plan

The combined operating budgets of Vision 2015 and the Santa Rosa Economic Development Office surpass $2.0 million ($1.7 million and 0.350 million, respectively) and combined staff FTE is 12.5 (9.5 and 3 FTE, respectively, with the possibility that Santa Rosa will increase to 4).

With the exception of consolidating Chamber support staff, the extensive continuous improvement recommendations do not ask the organizations to do more with less. Strategy implementation does require the Chamber/Vision 2015 and the Santa Rosa Economic Development Office to reprioritize and develop new synergies to be able do more with fundamentally the same level of staff and budget.

Finding Resources through Reprioritization

The consultants and the Chamber President/CEO have identified approximately $95,000 for reprioritization from the current FY 2012/13 Chamber/Vision 2015 budget, plus a requested additional $25,000 from the Santa Rosa Economic Development Office (beyond the Santa Rosa County $25,000 annual investment in Vision 2015). This creates $120,000 to be reallocated to continuous improvement strategy initiatives in this fiscal year, recurring in FY 2013/14.

Major Chamber/Vision 2015 Budget Reprioritization Savings/New Resources

Action	FY 2012/13	FY 2013/14
Scale Back International Marketing until greater site readiness	$25,000	$25,000
Charge Strategic Health Initiative for Vision 2015-funded Staff/Overhead	~$10,000	~$10,000
Consolidate Administrative Staff Support/Reduce 1 FTE starting 9-13	$6,500	$40,000
Postpone Location Consulting Hosting (Fam Tours) until greater Readiness	$20,000	$20,000
New Santa Rosa Marketing Cost Sharing	~$25,000	~$25,000
Total	**~86,500**	**~$120,000**

Recommended New Expenditures

Although aggregate continuous improvement recommendations require concerted staff input, most are inexpensive over the next two years until more and better sites are available. The following budget reprioritization recommendations include only new expenses that are not in the current FY 2012/13 budget.

The two most expensive continuous improvements will be phased into later years when they can impact Vision 2020 fundraising goals.

- Greater external marketing will kick in once marketing readiness and the development of shovel-ready industrial and commerce parks is complete.
- New Chamber/Economic Development space will depend upon net cost estimates to build new space or occupy and build out a suitable existing building and sell the existing Chamber building and judgments about the feasibility of raising sufficient funds to proceed. If the Chamber/Vision 2015 Building Committee determines that new quarters can be wrapped into the Vision 2020 funding campaign without jeopardizing private sector majority funding of economic development,

the near-term financial question is whether the Chamber can successfully carry a loan until the fundraising campaign to pay off the new quarters is complete.

Major Budget Reprioritization Expenditure Recommendations, 2013-2014

Strategy Area	Added Cost ($000) FY12/13	FY 13/14
Support Targeted Employment Education Endowment Feasibility/Grants	$15,000	$0
Building Competitive Advantage (without new office space)	$20,000	$ 9,000
Promoting Local Employment Growth	$23,000	$31,000
Targeted Marketing	$27,000	$48,000
Estimated Total, without New Chamber Space	$85,000	$88,000
Proposed Savings	$86,500	$120,000
Net Change Surplus	**$1,500**	**$32,000**
Occupying New Chamber/Economic Development Office Space	0	$50,000
Net Change with New Space Financing	**$1,500**	**($18,000)**

Chamber/Vision 2015 Staff Priorities

There are several critical organizational areas in which new practices are required to implement the strategy.

1. **Learning to Say No:** Without question, staff and volunteer leadership will need to set different priorities to implement this comprehensive strategy. They will need to learn to say no to:
   - activities that do not contribute to basic sector job creation, directly or indirectly;
   - nice-to-do activities that do not move the dial to make a significant difference; and
   - actions that are not part of this strategic plan.

   It is important that the Chamber executive committee and senior management empathize with this dilemma – staff wants to provide excellent customer service but they will sometimes need to say no to Chamber members or to new ideas in areas that do not boost basic sector job creation. The role of the volunteer leadership is to support prioritization and remind Chamber members and investors that it is the board's expectation to implement the strategy. Senior management must assist staff in setting new priorities and reset its LEM goals to account for the strategy. They need to include implementation goals as well as final outcomes.

2. **Critical Time Reallocation:** There are also some necessary significant shifts in emphasis that need to be directed by senior management and well understood by the Executive Committee.

Recommended Staff Reprioritization

Action	From/To	% FTE Shift
President/CEO	External Sales to Strategy Implementation	0.25
Senior VP, Economic Development	External Sales to Team Leadership & Site Development	0.20
VP, Armed Services	Strategic Health to Cyber/BRAC Defense	0.20
Armed Services Staff	Strategic Health to Cyber/BRAC Defense	0.30
Director, Business Development	Cut calls from 200 to top 100 priorities	0.25
VP, Marketing & Communication	General Chamber to Economic Development Support	0.15
		1.25

3. **Clear Leadership with Clear Priorities:** The consultants and the Chamber President/CEO have identified the following leaders to champion each of the strategy initiatives, setting the following priorities.

Staff Leadership Areas		
Lead	**Priority[1]**	**Initiative**
CEO		**First-Class Development Sites**
	4+	e. Work with Engineering/Site Location Firm to develop certification criteria.
		Targeted Employment Education Endowment
	4+	a. Convene Task Force.
	4+	b. Gain foundation, employer, philanthropic investments, state grants.
		A. Build Competitive Advantage
	4	1.a. **RESTORE:** Make specific recommendations.
	4	1.c. **RESTORE:** Recommend multi-year approach to RESTORE.
	3.5	2.c. **Shape County Priorities:** Marketing/incentive priorities.
	3	2.e. **Shape County Priorities:** Help County identify additional dedicated ED revenue source.
	4	3.a. **Leadership:** ED super-connector.
	4	3.c. **Leadership:** Strategic Plan Audit/Update.
		B. Promote Local Job Growth
	3	2.a. **Accelerate Entrepreneurship:** Promote UWF Center for Entrepreneurship.
	4/2	2.d. **Accelerate Entrepreneurship:** Establish local seed/venture fund.
		C. Targeted Strategic Marketing
	4	2.a. **Two-County Cooperation/Synergy:** Prospect handling protocol.
	2/4	6.e. **Proactive External Marketing:** Key relationship building.
Sr. VP, Economic Development		**First-Class Development Sites**
	4+	a. Evaluate development potential, land and infrastructure costs, location.
	4+	b. Seek OLF8 conveyance, redevelopment.
	4+	c. Advise Escambia County re: Sector Plan.
	4+	e. Work with Engineering/Site Location Firm to develop certification criteria.
		A. Build Competitive Advantage
	4	2.a. **Shape County Priorities:** Business park analysis.
	4	2.b. **Shape County Priorities:** Capital budgeting input.
	3	4.b. **Pensacola Revitalization:** URAC site development.
		C. Targeted Strategic Marketing
	4	5.d. **Active Retiree Attraction:** Seek active retiree planned developments.
	4	6.b. **Proactive External Marketing:** To priority industry targets.
	4	6.c. Proactive External Marketing: Build business cases.

[1] 4 indicates highest priority, 1 lowest priority to impact long-term job creation.

Staff Leadership Areas

Lead	Priority[1]	Initiative
	3	6.d. **Proactive External Marketing:** Leverage Enterprise FL and Florida's Great Northwest.
	2/4	6.e. **Proactive External Marketing:** Key relationship building.
VP, Armed Services		**First-Class Development Sites**
	4+	b. Seek OLF8 conveyance, redevelopment.
	4+	d. Pursue Saufley Field through BRAC closing.
		A. Build Competitive Advantage
	3	5.a. **Cyber-Security Cluster:** Form Cyber-Security Council.
	3.5	5.b. **Cyber-Security Cluster:** Gain state, federal, private grants.
	3	5.c. **Cyber-Security Cluster:** Inventory military & civilian capabilities & needs/Business Cases.
		B. Promote Local Job Growth
	3.5	1.a. **Retain/Attract Key Military Commands:** Build product for military location.
	4	1.b. Retain/Attract Key Military Commands: Mobilize for next BRAC.
VP, Marketing & Communication		**Targeted Employment Education Endowment**
	4+	d. Once underway, publicize extensively internally and externally.
		A. Build Competitive Advantage
	3	3.a. **Pensacola Revitalization:** Coordinate place marketing.
	2.5	5.e. Cyber-Security Cluster: Publicity/Awards.
	2.5	6.b. **Advocate permit streamlining:** Communicate Improvements.
	1	8.b. **Mentoring At-risk Youth:** Publicize results.
		B. Promote Local Job Growth
	2.5	5.a. **Small Business Expansion:** Enhance Chamber website content..
		C. Targeted Strategic Marketing
	3.5	1.c. **Enhance Readiness:** Improve collaterals.
	3	1.d. **Enhance Readiness:** Improve presentation technology.
	4	2.b. **Two-County Cooperation/Synergy:** Leverage budget for data and tools.
	4	2.c. **Two-County Cooperation/Synergy:** Integrate target industry marketing campaigns.
	3	3.b. Target Local Businesses: E-newsletters.
	4	4.a.**Improve Stakeholder Communications:** Public education on importance of economic development.
	3	4.b.Improve Stakeholder Communications: Publicize strategy, success.
	2.5	4.c.Improve Stakeholder Communications: Annual report.
	4	6.c. Proactive External Marketing: Build business cases.
Director, Business Development		**A. Build Competitive Advantage**
	2	2.b. **Leadership:** Organize benchmark visits/ED education.
	2.5	6.a.**Advocate permit streamlining:** Task Forces/Quality measures.
	3	5.c. **Cyber-Security Cluster:** Inventory military & civilian capabilities & needs/Business Cases.

Staff Leadership Areas

Lead	Priority[1]	Initiative
		B. Promote Local Job Growth
	3	4.a. **Local Employer System:** Top 100 business calls.
	3	4.b. Local Employer Info. System: Contact Management System.
	3	5.b. **Small Business Expansion:** Build quality service network.
		C. Targeted Strategic Marketing
	4	1.a. **Enhance Readiness:** Develop key data.
	3.5	1.b. **Enhance Readiness:** Adapt marketing tools.
	2	3.c. **Target Local Businesses:** Leverage Small Business Week/Awards.
Director, Entrepreneurship		**B. Promote Local Job Growth**
	4	2.b. **Accelerate Entrepreneurship:** Add 20-25k s. f. business incubation.
	3	2.c. **Accelerate Entrepreneurship:** Build closer VC relations.
	2	3.b. **Narrow Workforce Gap:** Support UWF & PSC Growth.
	2	6.a. **Minority Business Development:** Identify & refer top MBE prospects.
	2	6.b. Minority Business Development: Track results.
		C. Targeted Strategic Marketing
	2	3.b. **Target Local Business:** Leverage Small Business Week/Awards.
Director, Workforce Development		Targeted Employment Education Endowment
	4+	a. Convene Task Force.
	4+	d. Once underway, publicize extensively internally and externally.
		A. Build Competitive Advantage
	3	5.d. **Cyber-Security Cluster:** Support related UWF, PSC growth.
	3	5.f. **Cyber-Security Cluster:** Support STEM education.
	1.5	8.a. **Mentoring At-risk Youth:** Identify demand, build effort.
		B. Promote Local Job Growth
	4	3.a. **Narrow Workforce Gap:** Ongoing skills analysis.
	2	3.a. **Narrow Workforce Gap:** Assist talent recruitment led by allies.
	1	3.a. Narrow Workforce Gap: HR Outreach.
	3	4.a. **Local Employer System:** Top 100 business calls.
Military Affairs Manager		**C. Targeted Strategic Marketing**
	2.5	5.c. **Active Retiree Attraction:** Stronger USNA networking.
Tourism Staff		**C. Targeted Strategic Marketing**
	3	5.a. **Active Retiree Attraction:** Build Chamber & Tourism websites.
	3	5.b. **Active Retiree Attraction:** Market to snowbirds.

Strategy Implementation also requires several critical Chamber Standing Committees or Task Forces.

Recommended Chamber Economic Development Committees / Task Forces

Name	Alignment to Strategy	Key Players
Buildings & Sites Committee (Existing)	Identify key sites, estimated costs, building standards. Help prepare RESTORE site development requests.	❑ Commercial & industrial realtors/ developers. ❑ Civil engineers. *Staff Lead: SR. VP, Economic Development*
Targeted Employment Education Endowment Task Force (1Q, 2013)	Structure plan details. Sponsor fundraising feasibility.	❑ UWF, PSC, George Stone, Locklin Tech ❑ School Superintendents. ❑ Philanthropic Civic Leadership. *Staff Lead: CEO/Director Workforce*
RESTORE Evaluation Task Force (1Q, 2013)	Help structure Chamber proposals. Evaluate proposals based on ROI criteria.	❑ Influential Civic Leadership. ❑ Civil engineering and financial expertise. ❑ Access to Haas Center. ❑ Outside ED consultant. *Staff Lead: Chamber CEO*
Reconstituted Grants Committee (1Q, 2013)	Identify and structure proposals for specific grants to leverage strategy initiatives.	❑ Part-time professional grant writer. ❑ Representatives from UWF and PSC. ❑ Key stakeholders specific to targeted grant funding area. *Staff Lead: CFO*
Venture Capital Forum Steering Committee (4Q, 2013)	Restart the local venture capital forum and angel capital network. Build stronger VC relationships.	❑ SBDC Director. ❑ UWF Business School. ❑ Potential angel investors. *Staff Lead: Chamber CEO, Dir. Entrepreneurship Director, Small Business Development Center*
Military Affairs Task Force (Existing)	Prep for and respond to next BRAC round.	❑ Key current and retired military. *Staff Lead: Chamber VP, Armed Services*
Cyber-Security Council (3Q, 2013)	Guide Cyber-Security Initiatives, Grants.	❑ Key military, DHS security personnel. ❑ Related private companies. *Staff Lead: Chamber VP, Armed Services*
Chamber/ED Headquarters Task Force (Existing)	Identify suitable space, costs of move.	❑ Local commercial realtor, construction, and financial expertise. *Staff Lead: CEO*
Regional Marketing Collaborative (Formed October for this strategy)	Inventory and share resources to develop HR Recruitment package.	❑ Tourism agencies (both counties) ❑ Innovation Coast ❑ Company HR representatives ❑ City of Pensacola *Staff Lead: Director Workforce for HR recruitment* *VP, Mkt. & Comm. for general leadership*

Phasing

It is also clear that it is not possible to do everything at once. The following indicates recommended timing for each initiative.

IMPLEMENTATION TIMELINE

Initiative	Start Date[2]	2013 1Q	2013 2Q	2013 3Q	2013 4Q	2014 1Q	2014 2Q	2014 3Q	2014 4Q	2015	TBD
I. Potential Game Changers: A. First-Class Development Sites											
a. Evaluate development potential, land and infrastructure costs, location.	Ongoing	■	■	■	■	■	■	■	■	■	
b. Seek OLF8 conveyance, redevelopment.	Ongoing	■	■	■	■	■	■	■	■	■	
c. Advise Escambia County re: Sector Plan.	Ongoing	■	■	■	■	■	■	■	■	■	
d. Pursue Saufley Field through BRAC closing.	TBD										■
e. Work with Engineering/Site Location Firm to develop certification criteria.	1Q 2013	■									
f. Assess I-10 Bus. Park & Tech Park for site certification.	1Q 2013	■									
g. Complete I-10 Industrial Park to shovel-ready standards.	TBD										■
I. Potential Game Changers: B. Targeted Employment Education Endowment											
a. Convene Task Force.	2Q 2013		■								
b. Gain foundation, employer, philanthropic investments, state grants.	2013	■	■	■	■						
c. Once underway, publicize extensively internally and externally.	TBD										■
II. Critical Improvement: A. Build Competitive Advantage											
1. Maximize RESTORE investment.											
a. Make specific recommendations.	TBD[3]										■
b. Review other ED proposals.	TBD										■
c. Recommend multi-year approach.	TBD										■
2. Shape County priorities.											
a. Business park analysis.	Ongoing	■	■	■	■	■	■	■	■	■	
b. Capital budgeting input.	Ongoing	■	■	■	■	■	■	■	■	■	
c. Marketing/ incentive priorities.	Ongoing	■	■	■	■	■	■	■	■	■	
d. Support LOST uses/ extension for ED.	2015									■	
e. Identify dedicated ED revenue source.	Ongoing	■	■	■	■	■	■	■	■	■	
3. Leadership.											
a. Being an ED super-connecter.	Ongoing	■	■	■	■	■	■	■	■	■	

[2] Dates are by calendar year. Ongoing means continuation of existing activity.
[3] Timing based upon rules finalization, funding availability.

IMPLEMENTATION TIMELINE

Initiative	Start Date[2]	2013 1Q	2Q	3Q	4Q	2014 1Q	2Q	3Q	4Q	2015	TBD
b. Organize benchmark visits/ED education.	1Q-3Q, 2014										
c. Strategic Plan Audit/Update.	4Q, 2014										
4. Support Pensacola Revitalization.											
a. Coordinate place marketing.	Ongoing										
b. URAC site development.	Ongoing										
c. Evaluate cultural tourism.	TBD										
5. Develop the Cyber-Security Cluster.											
a. Form Cyber-Security Council.	3Q, 2013										
b. Gain state, federal, private grants.	Ongoing										
c. Inventory military & civilian capabilities & needs/business cases.	3Q, 2013										
d. Support related UWF, PSC growth.	Ongoing										
e. Publicity/awards.	1Q 2014										
f. Support STEM education.	1Q 2014										
6. Advocate permit streamlining.											
a. Task Forces/Quality measures.	3Q, 2014										
b. Communicate improvements.	TBD										
7. Upgrade Chamber/ED Facilities.											
a. Weight lease/build options.	2Q, 2013										
b. Test ability to fund.	3Q-4Q, 2014										
8. Mentoring At-risk Youth.											
a. Identify demand, build effort.	4Q, 2014										
b. Publicize results.	2015										
II. Critical Improvement: B. Promote Local Job Growth											
1. Retain/Attract Key Military Commands.											
a. Build product for military location.	Ongoing										
b. Mobilize for next BRAC.	TBD										
c. Spin off Strategic Health Initiative.	4Q 2013-2Q 2014										
2. Accelerate Entrepreneurship.											
a. Promote UWF Center for Entrepreneurship.	TBD										
b. Add 20-25k square foot business incubation.	TBD										
c. Build closer VC relations.	2Q, 2013										
d. Establish local seed/venture fund.	TBD										
3. Narrow the Workforce Gap.											
a. Ongoing skills analysis.	4Q, 2013										

IMPLEMENTATION TIMELINE

Initiative	Start Date[2]	2013 1Q	2Q	3Q	4Q	2014 1Q	2Q	3Q	4Q	2015	TBD
b. Support UWF & PSC Growth.	Ongoing										
c. Assist talent recruitment led by allies.	1Q, 2013										
d HR Outreach.	1Q, 2014										
4. Build Local Employer Info. System.											
a. Top 100 business calls.	Ongoing										
b. Contact Management System (CRM).	2Q, 2013										
5. Small Business Expansion.											
a. Enhance Chamber website content.	3Q, 2013										
b. Build quality service network.	2Q, 2014										
6. Minority Business Development.											
a. Identify & refer top MBE prospects.	4Q, 2013										
b. Track results.	4Q, 2013										
II. Critical Improvement: C. Targeted Strategic Marketing											
1. Enhance Readiness.											
a. Develop key data.	Ongoing										
b. Adapt marketing tools.	Ongoing										
c. Improve collaterals.	Ongoing										
d. Improve presentation technology.	Ongoing										
2. Two-County Cooperation/Synergy.											
a. Prospect handling protocol.	1Q-3Q, 2013										
b. Leverage budget for data and tools.	Ongoing										
c. Integrate target industry marketing campaigns.	Ongoing										
3. Target Local Business.											
a. Resource Guides.	2Q-4Q, 2013										
b. E-newsletters.	4Q 2013										
c. Leverage Small Business Week/Awards.	4Q 2013										
4. Improve Stakeholder Communications.											
a. Public education on importance of economic development.	1Q 2013										
b. Publicize strategy, success.	Ongoing										
c. Annual report.	3Q, 2014										
5. Active Retiree Attraction.											
a. Build Chamber & Tourism websites.	2Q-3Q, 2013										
b. Market to snowbirds.	Ongoing										

IMPLEMENTATION TIMELINE

		2013				2014					
Initiative	**Start Date[2]**	**1Q**	**2Q**	**3Q**	**4Q**	**1Q**	**2Q**	**3Q**	**4Q**	**2015**	**TBD**
c. Stronger USNA networking.	2Q, 2014										
d. Seek active retiree planned developments.	TBD										
6. Proactive External Marketing.											
a. To Call Center/Back Office Targets.	2Q 2013										
b. To priority industry targets.	3Q 2013										
c. Build business cases.	1Q 2013										
d. Leverage Enterprise FL and Florida's Great Northwest.	TBD										
e. Key relationship building.	TBD										

VI. Detailed Implementation Guides

#I-A. First-Class Development Sites

Class A site development and the Targeted Employment Education Endowment will not be possible without substantial resource public sector resource commitment. The initial impact on the Chamber/ Vision 2015 is in terms of staff time, not budget. The strategy also recommends that the Santa Rosa Economic Development Office spend approximately $13,000 to gain outside objective certification of the Northwest Florida I-10 Industrial Park, thereby becoming the first Northwest Florida area to gain this advantage.

First-Class Development Sites Implementation Framework

Initiative	Job Creation Priority[4]	Lead Responsibility	Start Date[5]	New Chamber FY Cost (000) 12/13	13/14
a. Evaluate development potential, land and infrastructure costs, location.	4+	Sr. VP, Economic Dev./ Sites & Bldg. Committee	Ongoing		
b. Seek OLF8 conveyance, redevelopment.	4+	Sr. VP, ED, VP Armed Services	Ongoing		
c. Advise Escambia County re: Sector Plan.	4+	Sr. VP, Economic Development	Ongoing		
d. Pursue Saufley Field through BRAC closing.	4+	VP, Armed Services	TBD		
e. Work with Engineering/Site Location Firm to develop certification criteria.	4+	CEO/ Sr. VP Economic Development/Santa Rosa ED Office	1Q 2013		
f. Assess I-10 Bus. Park & Tech Park for site certification.	4+	Santa Rosa ED Office Tech Park	1Q 2013		
g. Complete I-10 Industrial Park to shovel-ready standards.	4+	Santa Rosa County Commission	TBD	26[6]	

[4] 4 indicates highest priority, 1 lowest priority to impact long-term job creation.
[5] Dates are by calendar year. Ongoing means continuation of existing activity.
6 This cost will be borne by the Santa Rosa Economic Development Office and the Tech Park for their share of the Gulf Power Certified Sites Program.

#I-B. Targeted Employment Education Endowment

Similarly, while the Targeted Employment Education Endowment targets raising $15-25 million, the immediate Chamber/Vision 2015 budget impact is limited to seeding a share of costs for a fundraising feasibility study and pursuit of applicable state grants.

Targeted Employment Education Endowment Implementation Framework

Initiative	Job Creation Priority[7]	Lead Responsibility	Start Date[8]	New Chamber FY Cost (000) 12/13	13/14
a. Convene Task Force.	4+	CEO/Director Workforce	2Q 2013	$15	
b. Gain foundation, employer, philanthropic investments, state grants.	4+	CEO, TEF Task Force	2013		
d. Once underway, publicize extensively internally and externally.	4+	Director Workforce/ VP Marketing & Communications	TBD		

[7] 4 indicates highest priority, 1 lowest priority to impact long-term job creation.
[8] Dates are by calendar year. Ongoing means continuation of existing activity.

#II-A. Build Competitive Advantage

Build Competitive Advantage Implementation Framework					
Initiative	Job Creation Priority[9]	Lead Responsibility	Start Date[10]	New Chamber FY Cost (000) 12/13	13/14
1. Maximize RESTORE investment.	4				
a. Make specific recommendations.	4	CEO/Board	TBD[11]	$5	
b. Review other ED proposals.	4	Chamber Task Force	TBD	15	
c. Recommend multi-year approach.	4	Board, CEO	TBD		
2. Shape County priorities.	4				
a. Business park analysis.	4	Sr. VP, Econ. Dev.	Ongoing		
b. Capital budgeting input.	4	Sr. VP, Econ. Dev.	Ongoing		
c. Marketing/incentive priorities.	3.5	CEO	Ongoing		
d. Support LOST uses/extension for ED.	4	Board	2015		
e. Identify dedicated ED revenue source.	3	Board, CEO	Ongoing		
3. Leadership.	4				
a. Being an ED super-connecter.	4	CEO	Ongoing		
b. Organize benchmark visits/ED education.	2	Dir., Bus. Dev.	1Q-3Q, 2014		9
c. Strategic Plan Audit/Update.	4	CEO	4Q, 2014		
4. Support Pensacola Revitalization.	3				
a. Coordinate place marketing.	3	VP, Marketing & Com.	Ongoing		
b. URAC site development.	3	Sr. VP, Econ. Dev.	Ongoing		
c. Evaluate cultural tourism.	3	Chamber Task Force	TBD		
5. Develop the Cyber-Security Cluster.	3				
a. Form Cyber-Security Council.	3	VP, Armed Services	3Q, 2013		
b. Gain state, federal, private grants.	3.5	VP, Armed Services	Ongoing		
c. Inventory military & civilian capabilities & needs/Business Cases.	3	VP, Armed Services/ Dir. Business Dev.	3Q, 2013		
d. Support related UWF, PSC growth.	3	Dir., Workforce Dev.	ongoing		
e. Publicity/awards.	2.5	VP, Marketing & Com.	1Q 2014		
f. Support STEM education.	3	Dir., Workforce Dev.	1Q 2014		
6. Advocate permit streamlining.	2.5				
a. Task Forces/Quality measures.	2.5	Dir., Business Dev.	3Q, 2014		
b. Communicate improvements.	2.5	VP, Marketing & Com.	TBD		
7. Upgrade Chamber/ED Facilities.	3.5				
a. Weight lease/build options.	3.5	Building Task Force	2Q, 2013		
b. Test ability to fund.	3.5	Board	3Q-4Q, 2014		50[12]
8. Mentoring At-risk Youth.	1.5				
a. Identify demand, build effort.	1.5	Dir., Workforce Dev.	4Q, 2014		
b. Publicize results.	1	VP, Marketing & Com.	2015		
			Estimate Total, without Building	**$20**	**$ 9**
			Estimate Total, Occupying New Space	**$20**	**$59**

[9] 4 indicates highest priority, 1 lowest priority to impact long-term job creation.
[10] Dates are by calendar year. Ongoing means continuation of existing activity.
[11] Timing based upon rules finalization, funding availability.
[12] Estimated annual financing cost for new building or building upgrades.

#II-B. Promote Local Job Growth

Promote Local Job Growth Implementation Framework					
Initiative	Job Creation Priority[13]	Lead Responsibility	Start Date[14]	New Chamber FY Cost (000) 12/13	13/14
1. Retain/Attract Key Military Commands.	4				
a. Build product for military location.	3.5	VP, Armed Services	Ongoing	Grants	
b. Mobilize for next BRAC.	4	VP, Armed Services	TBD	TBD	
c. Spin off Strategic Health Initiative.	3	Chamber Task Force/Board	4Q 2013-2Q 2014	Positive Dollars	
2. Accelerate Entrepreneurship.	4				
a. Promote UWF Center for Entrepreneurship.	3	CEO/Board	TBD		
b. Add 20-25k square feet business incubation.	4	Dir., Entrepreneurship	TBD		
c. Build closer VC relations.	3	Dir., Entrepreneurship	2Q, 2013		$5
d. Establish local seed/venture fund.	4/2	CEO/Board	TBD		
3. Narrow the Workforce Gap.	4				
a. Ongoing skills analysis.	4	Dir., Workforce Dev.	4Q, 2013		15[15]
b. Support UWF & PSC Growth.	2	Dir., Entrepreneurship	Ongoing		5
c. Assist talent recruitment led by allies.	2	Dir., Workforce Dev.	1Q, 2013	3	3
d. HR Outreach.	1	Dir., Workforce Dev.	1Q, 2014		
4. Build Local Employer Info. System.	3				
a. Top 100 business calls.	3	Director, Bus. Dev./ Dir. Workforce Dev.	Ongoing		
b. Contact Management System (CRM).	3	Dir., Business Dev.	2Q, 2013	20	3
5. Small Business Expansion.					
a. Enhance Chamber website content.	2.5	VP, Mktg. & Com.	3Q, 2013		
b. Build quality service network.	3	Director, Bus. Dev.	2Q, 2014		
6. Minority Business Development.	2				
a. Identify & refer top MBE prospects.	2	Dir., Entrepreneurship	4Q, 2013		
b. Track results.	2	Dir., Entrepreneurship	4Q, 2013		
			Estimate Total	**$23**	**$31**

[13] 4 indicates highest priority, 1 lowest priority to impact long-term job creation.
[14] Dates are by calendar year. Ongoing means continuation of existing activity.
[15] Assumes joint funding with PSC, UWF Haas Center.

#II-C. Targeted Strategic Marketing

Targeted Strategic Marketing Implementation Framework					
Initiative	Job Creation Priority[16]	Lead Responsibility	Start Date	New Chamber FY Cost (000) 12/13	1/14
1. Enhance Readiness.	4				
a. Develop key data.	4	Dir., Business Dev.	Ongoing		2[17]
b. Adapt marketing tools.	3.5	Dir., Business Dev.	Ongoing	4	10[18]
c. Improve collaterals.	3.5	VP, Mktg. & Com.	Ongoing	12[19]	2[20]
d. Improve presentation technology.	3	VP, Mktg. & Com.	Ongoing		
2. Two-County Cooperation/Synergy.	4				
a. Prospect handling protocol.	4	CEO/Board	1Q-3Q, 2013		
b. Leverage budget for data and tools.	4	VP, Mktg. & Com	Ongoing		
c. Integrate target industry marketing campaigns.	4	VP, Mktg. & Com.	Ongoing		
3. Target Local Business.	3				
a. Resource Guides.	3	Santa Rosa ED Office	2-4Q, 2013		
b. E-newsletters.	3	VP, Mktg. & Com.	4Q 2013		
c. Leverage Small Bus. Week/Awards.	2	Dir., Bus. Dev./ Dir. Entrepreneurship	4Q 2013	1	1
4. Improve Stakeholder Communications.	3				
a. Public education on importance of economic development.	4	VP, Mktg. & Com.	1Q 2013 – 3Q 2014		
b. Publicize strategy, success.	3	VP, Mktg. & Com.	Ongoing		
c. Annual report.	2.5	VP, Mktg. & Com.	3Q, 2014		10
5. Active Retiree Attraction.	3				
a. Build Chamber & Tourism websites.	3	Tourism staff	2Q-3Q, 2013		
b. Market to snowbirds.	3	Tourism staff	Ongoing		10
c. Stronger USNA networking.	2.5	Military Affairs Mgr.	2Q, 2014		
d. Seek active retiree planned Developments.	4	Sr. VP, ED	TBD		
6. Proactive External Marketing.	4				
a. To Call Center/Back Office Targets.	4	Santa Rosa ED Office	2Q 2013	5	
b. To priority industry targets.	4	Sr. VP, ED	3Q 2013	5	13

[16] 4 Indicates highest priority, 1 lowest priority to impact long-term job creation.
[17] Includes annual data and business/industry intelligence subscriptions.
[18] Includes website hosting/licensing fees, annual updates for cost comparison.
[19] The main collateral is a regional map with key economic development content. Chamber could investigate use of in-kind donations for printing. Additional $2,000 is in-house printing allocation for all on-demand marketing collaterals as a means to cover printer upgrade.
[20] Additional $2,000 is in-house printing allocation for all on-demand marketing collaterals as a means to cover printer upgrade

Targeted Strategic Marketing Implementation Framework					
Initiative	Job Creation Priority[16]	Lead Responsibility	Start Date	New Chamber FY Cost (000) 12/13	1/14
c. Build business cases.	4	Sr. VP, ED/Santa Rosa ED Office/VP, Mktg. & Com.	1Q 2013		
d. Leverage Enterprise FL and Florida's Great Northwest.	3	Sr. VP, ED	TBD		
e. Key relationship building[21].	2/4	CEO/Sr. VP, ED	TBD		
			Estimate Total	**$27**	**$48**

[21] Initially priority 2, given dearth of available sites; rises to 4 once there is greater marketing readiness and supply of shovel-ready sites.

V. Job Creation and Other Outcome Metrics

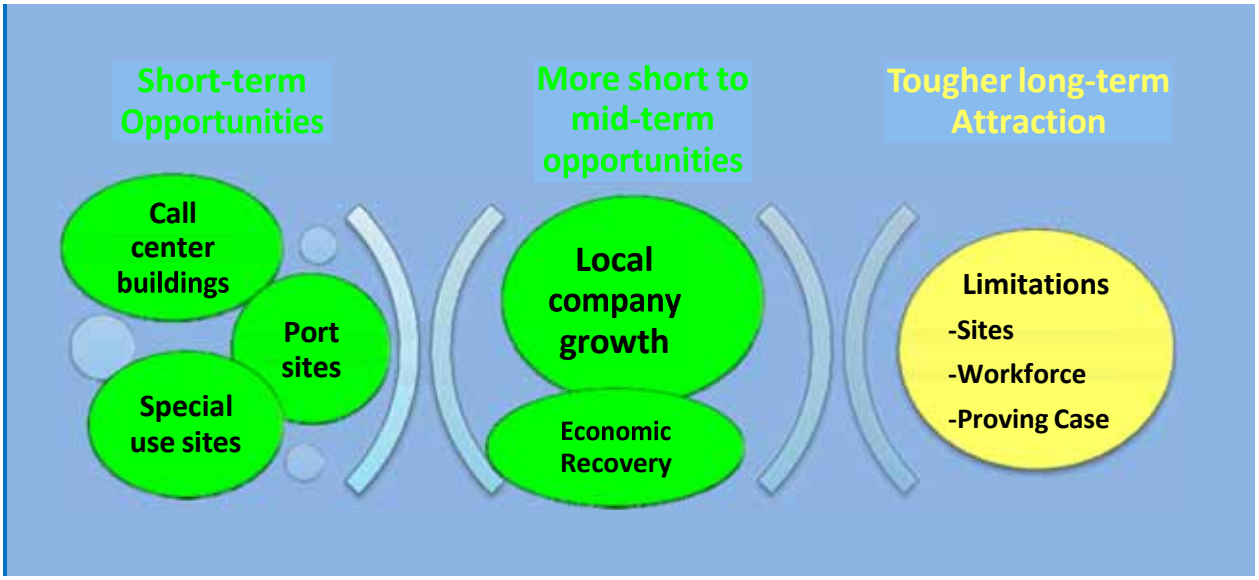
Job Creation

The Chamber through Vision 2015 has set very clear outcome metrics – facilitating the creation of 3,000 new jobs from 2011 to 2015 paying an average of $38,000. The expectation is that approximately 2,400 will come from the expansion of existing companies and approximately 600 from new locations to the regions. To date, the Chamber is on target to reach these job goals, and salaries are running approximately 20% above the targeted average. To date, the Chamber has announced 1,360 new jobs towards the 3,000 new jobs goal. The Chamber utilizes a Benchmarking and Metrics Task Force to verify its project involvement.

The program should be able to continue to meet or surpass these goals through 2015. The Navy Federal Credit Union, which was originally a business attraction project, plans substantial expansion. There are three marketable existing plug-and-play call center buildings. Santa Rosa County has available industrial property. And it may be possible to locate new jobs at the Port of Pensacola or the Pensacola International Airport.

Once these immediate assets are filled over the next several years, job creation potential slows until more sites come on line and more effective marketing readiness is in place. Unfortunately, methodical Navy decision making about OLF8 and the likelihood that the Beulah Road interchange is 8 to 10 years out make it difficult to increase job generation numbers for 2015-2020. If it is possible to accelerate site development to have a first-class commerce park on line by 2015, this would be different.

FIGURE 3 – CHANGING OPPORTUNITIES



Other Complementary Outcome Metrics

Job creation is clearly the critical final product. But there need to be two important additions.

1. **Job Quality:** Evaluation recognizes that not all jobs are the same. Outbound call center jobs are not as attractive as the new Navy Federal Credit Union jobs that are expected to pay $45,000 per annum; Escambia County manufacturing wages currently average $55,000; information jobs average $53,500. By contract, some call center jobs pay less than $25,000. (By comparison, local retail wages average $25,000 and accommodation and food service jobs, $15,600.) The Chamber/Vision 2020 and the Santa Rosa Economic Development Office should regularly report anticipated salaries for jobs created and only target activities that pay above local wages for the skills involved.

2. **Total Economic Impact:** Projects can have substantially different tax base and total employment impact. Capital investment minus incentives drives level of local government revenue. Substantial local purchasing and/or high compensation levels create a high multiplier effect – new jobs in the rest of the regional economy.

Implementation and Intermediate Outcome Metrics

In order to monitor progress in the fundamentals that deliver job creation, it is necessary to adopt implementation and intermediate outcome metrics as well as job numbers.

The most important of these should become part of the LEM goals.

The following Tables show implementation and outcome metrics for each continuous improvement recommendation in the three major strategy areas:

- Building Competitive Advantage.
- Promote Local Job Growth.
- Targeted Marketing.

Metrics: Build Competitive Advantage

Initiative	Implementation Input Metrics	Outcome Metrics
Maximize RESTORE Economic Development ROI	❑ Utilization of ROI analysis by Escambia County ❑ Utilization of ROI analysis by Santa Rosa County ❑ Submit Chamber initiatives ❑ RPI analysis for other important economic development initiatives.	❑ Proportion of $ used for economic development ❑ Funding of Chamber 2015 recommended projects ❑ Aggregate ROI achieved
Shape County Priorities	❑ Updated business park development cost analysis ❑ Influence Escambia County business park land acquisition and infrastructure extension decisions and timing ❑ Influence Santa Rosa County business park land acquisition and infrastructure extension decisions and timing ❑ Chamber support of Escambia LOST renewal ❑ Chamber support of Escambia and Santa Rosa County dedicated ED revenue sources.	❑ # developable commerce park acres ❑ # acres within 10 minutes of I-10 ❑ Extension of Escambia LOST funding. ❑ Size, allowed used of dedicated revenue sources
Leadership	❑ % Chamber President/CEO time devoted to strategy implementation ❑ Timely development of suitable benchmark visit, education events. ❑ Conducting 2014 strategy audit/update.	❑ Positive strategy review assessment in 2014. ❑ Successful Vision 2020 campaign.
Pensacola Revitalization	❑ Completed Marketing Collaborative tasks ❑ Participation in URAC implementation efforts directly related to basic sector development. ❑ Evaluation and input into cultural tourism proposals.	❑ (See marketing section) ❑ $ impact on Pensacola tax base ❑ Basic sector job impact.
Develop Cyber-Security Cluster	❑ Form Cyber-Security Council with key industry leaders/influencers ❑ $ of grant applications ❑ Completion of needs survey/Business case ❑ Leadership attendance at related events.	❑ $ Grants received. ❑ # cyber-security jobs.
Advocate Permit Streamlining	❑ # governments using assessment and benchmarking tools	❑ Quality service scores
Targeted Employment Education Endowment	❑ Form implementation Task Force. ❑ Completion of funding feasibility by 6-2013. ❑ $ Grant submittals. ❑ Funding launch by 10-2014. ❑ Publicity metrics: ❑ # case studies ❑ Website traffic (# visitors, average duration of visit, website inquiries) ❑ # career counselors reached ❑ # participants on local business tours ❑ Value of earned media	❑ $ Grants received ❑ $ RESTORE funding ❑ Private $ raised ❑ # student applicants ❑ # students completing targeted certificate/ degree
Upgrade Chamber Facilities	❑ Establish space costs. ❑ Finish funding capability analysis by 7-2013.	❑ New Chamber/ED facility ❑ Successful funding campaign
Mentoring At-Risk Youth	❑ Program design by 12-2014. ❑ Publicity Metrics: ❑ Website traffic (# visitors, average duration of visit, website inquiries) ❑ Value of earned media	❑ # active mentors ❑ # mentees ❑ % engaged in multiple years.

Metrics: Promote Local Job Growth

Initiative	Implementation Input Metrics	Outcome Metrics
Retain/Attract Key Military Commands	❑ Operationalize the Pensacola Innovation Network fiber loop ❑ Develop BRAC response networks ❑ Form Strategic Health Financial Advisory Task Force by 10-15-2013. ❑ Reach spin-off decision by 2-15-2014.	❑ Defense jobs in region. ❑ Chamber financial return on Strategic Health Initiative.
Accelerate Entrepreneurship	❑ Advocate UWF Center for Entrepreneurship ❑ Restart the local seed/venture capital forum. ❑ Number of venture capitalists looking at local deals.	❑ Center creation. ❑ 20,000-25,000 new incubation space. ❑ Funded forum companies. ❑ Size of local seed/venture pool. ❑ Basic sector job creation from above.
Narrow the Workforce Gap	❑ Conduct skills analysis. ❑ UWF/PSC relevant program growth. ❑ HR practice survey. ❑ HR Recruitment package completed (with regional marketing partners) ❑ # active Ambassadors ❑ Document military outreach	❑ New students served. ❑ Students placed. ❑ Private talent recruitment $ ❑ # relocated workers (survey employers) ❑ Increase in net migration of working age population
Build Local Employer Info System	❑ Conduct top 100 calls. ❑ Purchase, maintain, and data mine suitable local business CRM.	❑ Companies assisted. ❑ Basic sector jobs retained/expanded
Small Business Expansion	❑ Timing of website enhancement. ❑ Timing of quality service network.	❑ Intensity of web use. ❑ Successful direct referrals. ❑ Quality service scores. ❑ Basic sector jobs created.
Minority Business Development	❑ Timing of establishing the program. ❑ Number of MBE business candidates identified. ❑ Hours of consultation/technical assistance.	❑ Sales increase. ❑ $ Loans approved. ❑ Basic sector jobs created.

Metrics: Targeted Marketing

Initiative	Implementation Input Metrics	Outcome Metrics
Readiness	❑ Meeting timelines ❑ Site location data researched, frequency of updates ❑ # labor shed maps prepared ❑ # sites/buildings inventoried on website ❑ # case studies prepared (written, video) ❑ Industry & business intelligence organized, frequency of monitoring ❑ Launch regional economic development website ❑ Update frequency, current data ❑ Launch CRM, frequency of updates, reporting ❑ Purchase operating cost model ❑ Social media – followers, re-Tweets, YouTube views ❑ Maps printed ❑ Business cards printed ❑ Media kit available on website	❑ Website traffic (# visitors, average duration of visit, website inquiries)
Local Employer Marketing	❑ Meeting timelines ❑ Completeness, update frequency in local company tracking (CRM) ❑ Number of BRE company outreach meetings ❑ Conduct business survey (at least annually) ❑ Results of survey ❑ Resource Guide prepared ❑ Website content includes business resources ❑ # e-newsletters prepared; "click-thrus" to website ❑ Annual awards, earned media	❑ Retained Companies (if threat of leaving) ▪ # jobs saved ▪ Economic impact if company lost ❑ Start-up & Expanded Companies ▪ # jobs ▪ Average wage ▪ Capital investment ▪ Square feet leased ▪ Square feet constructed ▪ Economic impact
Community At-Large Communications	❑ Value of earned media ❑ # speaking engagements ❑ Feedback on investor communications; # click-thrus to website content	❑ Investor satisfaction ❑ Continued public $ ❑ Continued private $
Retiree Marketing	❑ Website traffic (# visitors, average duration of visit, website inquiries) ❑ Social media – followers ❑ # blogs ❑ # brochures distributed ❑ Retirement seminar attendance ❑ Document military outreach	❑ Increase population over 65+ ❑ Increase net migration of 65+ population
Target Industry Marketing	❑ Meeting timelines ❑ # business cases completed ❑ Number of outbound meetings with ▪ Companies ▪ Key influencers ❑ # proposals ❑ # prospect site visits	❑ Lead/Prospect Pipeline ▪ # companies ▪ # jobs they represent ▪ Average wage ▪ Capital investment they represent ❑ Company Attractions ▪ # jobs ▪ Average wage ▪ Capital investment ▪ Square feet leased ▪ Square feet constructed ▪ Economic impact

VI. An ROI Framework for RESTORE ACT Economic Development Funds

The Anticipated Opportunity

There are still many uncertainties about RESTORE Act timing, size, and qualifying uses.

Hopefully this is a once-in-a-lifetime opportunity to fund bold economic development initiatives.

Provided that the federal government delivers on the currently proposed system to allocate the BP Horizon oil spill federal penalties to the impacted counties and the state does not intercept the funds, a $10 billion RESTORE Act settlement would deliver approximately $113 million to Escambia County and $43 million to Santa Rosa County for restoration, damage mitigation, improvement to state parks, coastal flood protection, workforce development and infrastructure. This compares to 2013 annual budgets of $370 million for Escambia County and $98 million for Santa Rosa.

The exact amount will depend upon the final settlement with BP.

The federal government has not yet issued the final rules for how these funds can be expended. Clarifications are overdue.

Fund allocation decisions rest solely with each County government.

- There will be many, many different ideas on how to spend the money.
- Both private individuals and elected officials participating in the strategy recommend that not all of the funding be distributed in one year, recognizing that attractive new opportunities will also arrive down the road.

The Chamber/Vision 2015 Role

The Chamber/Vision 2015 in no way control these funds.

They are in a position, as is the Santa Rosa Economic Development Office, to initiate priority recommendations.

The Chamber/Vision 2015 also feel an obligation to screen potential opportunities regarding their economic development Return on Investment (ROI).

The following criteria will guide this evaluation and Chamber recommendations:

Criterion	Key ROI Issues for Economic Development Proposals
Eligible Activity	❑ Does use fit program eligibility criteria?
Feasibility/Timing	❑ Is there a business plan? ❑ Is the project economically feasible over a reasonable time period? ❑ Can it move forward with the next 1-3 years? ❑ What is the projected schedule for job generation/cash flow?
Projected Costs	❑ Capital costs. ❑ Operating cost, if any.
Job Potential Job Quality Basic Sector Jobs	❑ Job creation potential. ❑ Average wages/benefits, potential for skill development. ❑ Activities that generate new wealth from outside the region.
Multiplier	❑ Total direct and indirect job creation, after economic multiplier.
Local Tax Base Impact	❑ Local tax generation.
Investment Leverage Private State/ Federal	❑ Total leverage, other funds/RESTORE ❑ Leverage, Private/RESTORE and Private/Total Public ❑ Is RESTORE required to trigger state and/or federal funds?
Recapture	❑ To what extent will revenues recapitalize the RESTORE economic development fund?
Risk	❑ What is the risk that the project will create jobs, provide cash flow?
Transformative Potential	❑ Will the project be a foundation for permanent positive change?
Countywide Benefit	❑ Will the project benefit all county residents?
Key Info Needed	❑ What else do we need to know to evaluate the project?
Potential Rating	❑ Risk/Return ❑ Estimated ROI ❑ Final Rating

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The following individuals served on the Strategy Development Steering Committee:

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Chamber Executive Committee:

The Chamber Executive Committee reviewed strategy progress and participated in the interim recommendations presentation:

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Joe	*Story*	*Andrews Institute*
Quint	*Studer*	*The Studer Group*
Bentina	*Terry*	*Gulf Power Company*
Malcolm	*Thomas*	*Escambia County School District*
Bill	*Torrence*	*Reichhold Chemical*
Gene	*Valentino*	*Escambia County Commission*
Gene	*Valentino*	*Escambia County Commission*
Jay	*Vines*	*Andrews Institute*
Bruce	*Vredenburg*	*Hancock Bank*
Hunter	*Walker*	*Santa Rosa County*
Brian	*Watkins*	*City of Milton*
Bill	*Weeks*	*City of Pensacola*
Jim	*Williamson*	*Santa Rosa County Commission*
Phillip	*Wright*	*Santa Rosa Medical Center*
Tim	*Wyrosdick*	*Santa Rosa School District*

About the Consulting Team

Chabin Concepts' core competency is in realistic, achievable, and measurable actions.

Our goal is to assist in positioning cities, counties, regions, and states to win new jobs and investment by engaging the community and leadership in strategic planning **and** tactical implementation – *delivering a "**Roadmap" to accomplish the mission.***

The consulting team included:

Tom Ticknor, Principal, Ticknor & Associates

Tom is a leading economic development management consultant to public/private ED organizations, local government, states, and utilities. Major practices areas include strategy, organizational development, marketing, and program metrics/evaluation. His track record spans more than 200 economic development and location assignments. He has insights from work in 37 states, 7 provinces, and 7 countries.

Allison Larsen, CEcD, Principal, Chabin Concepts, Inc.

Allison has spent the last 16 years of her professional career in the economic development field – consulting as well as working frontline business recruitment and marketing at two regional EDCs. She has worked with a wide variety of communities (both rural and urban), regional organizations and even states helping with comprehensive strategic plans, marketing roadmaps, key message development, target industry studies, asset inventories and community assessments.

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