



FISCAL YEAR 2019 – 2020 ESCAMBIA COUNTY AGENCY FUNDING REQUEST APPLICATION

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

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

Please submit:

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

Agency Name:

- Gulf Coast Minority Chamber of Commerce, Inc

Agency Address:

- 321 N. De Villiers Street, Suite 104, Pensacola, Florida 32501

Program Name:

- Diversity and Economic Development

Program Contact:

- Brian Wyer

Contact Email:

- BWYER@GCMCC.INFO

Contact Phone:

- 850-438-3993

25-Word Description of Program:

- The Gulf Coast Minority Chamber of Commerce (GCMCC) 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

Amount Requested:

- \$75,000.00



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Amount Received Last Year, if applicable:

- \$60,000.00

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?)

- The Funds will be used to pay the office staff and for the day-to-day operation of the Gulf Coast Minority Chamber of Commerce. The staff is the key component to ensuring that the mission of the GCMCC 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.

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 .
- Percentage for salaries/administrative costs: 50 %
- Percentage for direct programming costs: 50 %

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

- The Gulf Coast Minority 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.



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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

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

- Statistics: From the Escambia County data (number of businesses listed below) provided by Paul Nobles, I compared it to the 2012 Census Bureau Stats for Escambia County. The following amounts are the percentage of businesses in our county that are registered.
 - Minority Owned Businesses
 - **3.00 %** Escambia County Minority Owned businesses are registered with our county (174 businesses on Paul's list divided by 5,704 Escambia County minority businesses)
 - **Note:** The May 31, 2018 data was **1.13 %** for 65 businesses. An increase of **1.87 %** and **109** businesses.
 - Minority
 - **2.24 %** Escambia County Minority businesses are registered with our county (74 businesses on Paul's list divided by 3,291 Escambia County Minority businesses)
 - **Note:** The May 31, 2018 data was **1.03 %** for 34 businesses. An increase of **1.21 %** and **40** businesses.
 - Hispanic
 - **2.94 %** Escambia County Hispanic businesses are registered with our county (37 businesses on Paul's list divided by 1,255 Escambia County Hispanic businesses)
 - **Note:** The May 31, 2018 data was **0.71 %** for 9 businesses. An increase of **2.23%** and **28** businesses.
 - Asian
 - **2.55 %** Escambia County Asian businesses are registered with our county (38 businesses on Paul's list divided by 1,487 Escambia County Asian businesses)
 - **Note:** The May 31, 2018 data was **1.00 %** for 15 businesses. An increase of **1.55 %** and **13** businesses.



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- Native American
 - **4.12 %** Escambia County businesses are registered (14 businesses on Paul's list divided by 339 Escambia County Native American businesses)
 - **Note:** The May 31, 2018 data was **1.17 %** for 4 businesses. An increase of **2.95 %** and **10** businesses.
- Trends
 - Increase in membership.
 - Increase in sponsorship of events.
 - Increase in contacts
 - Increased awareness of chamber at community events
- Success :
 - Creation of a new chamber from the previous name of "African American" to "Minority".
 - Relocation to Belmont De Villiers Square building.
 - Assistance with County's new Vendor Registration software.
 - Most successful Office of Supplier Diversity event in the state.

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.

- No request from non-profits. We request funding from the City of Pensacola as a governmental agency.

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.
- 3. Increase chamber membership

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. Promote and market the chamber to over 2,500 Business Owners through county funding.
- 2. Increase the amount of businesses registered in the vendor registration software through the use of county funding.
- 3. Increase the amount of Business Owners attending workshops and working with financial institutions. Attendees will receive 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.



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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 from Escambia County for minority business development and growth. I have created my own baseline metrics and presented them Escambia County meetings, sent them to each County Commissioner and provided hard copies of the Metrics.
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 - Native American
 - **4.12 %** Escambia County businesses are registered (14 businesses on Paul’s list divided by 339 Escambia County Native American businesses)



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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. Please round figures to the nearest whole dollar.

Income

	Most Recently Completed Budget Year FY 17/18	Current Budget Year FY 18/19	Proposed Budget Year FY 19/20
Contributions/Donations from Private Sources	0	0	0
Programmatic Income	18,458.22	23,400.00	25,000.00
County Funding	50,000.00	60,000.00	75,000.00
City Funding	25,000.00	25,000.00	30,000.00
Local Non-Profit Funding			
State Funding			
Federal Funding			
Memberships	11,236.32	12,000.00	13,000.00
Investment Income	1.82		
Other Income	1.06		
Total Income	104,697.42	120,400.00	143,000.00

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

The amount was an Earned % income in our Gulf Winds account dated 8/31/2017 of an “Annual Percentage Yield Earned 0.25%.



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Expenses

	Most Recently Completed Budget Year FY 17/18	Current Budget Year FY 18/19	Proposed Budget Year FY 19/20
Total Staffing	2 FTEs	2 FTEs	2 FTEs + 1 part time
Salaries and Wages	68,560.00	71,000.00	78,000.00
Employee Benefits	0	0	0
Payroll Taxes	5,720.32	6,000.00	7,000.00
Professional Services	4,115.00	6,400.00	7,000.00
Contractual Services	0	0	0
Administrative Expenses	1,399.28	1,500.00	2,500.00
Travel Expenses	23.29	500.00	900.00
Rentals and Leases			
• Occupancy	10,063.20	11,000.00	11,000.00
• Utilities	2,474.73	2,500.00	2,500.00
• Rental Equip	1,619.68	1,800.00	1,800.00
Communication	25.00	100.00	200.00
Postage and Freight	70.20	250.00	500.00
Repair and Maintenance	0	100.00	800.00
Printing and Binding	0	7,000.00	10,000.00
Marketing and Promotion		1,450.00	2,000.00
Fuel			
Supplies	1,437.57	1,700.00	2,500.00
Event Expenses	3,838.56	4,500.00	6,500.00
Other Expenses			
*Bank Fees	19.56	40.00	40.00
* Web dev	1,091.29	1,920.00	2,280.00
* Member Services	75.00	400.00	600.00
* Conference Cost	546.25	600.00	600.00
* Dues & Subscriptions	75.00	200.00	400.00
* Misc	4.53	0	0
Capitalizable Assets/ Equipment	0	0	0
Total Expenses	101,158.46	118,960.00	137,120.00
Net Income/Revenue minus Expense	3,538.96	1,440.00	5,880.00

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.

- Details listed above in the Other Expenses section



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ECONOMIC DEVELOPMENT AGENCIES:

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

What is your agency's Strategic Plan?

- The GCMCC is in the process of developing a plan with our newly installed Board of Directors. 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 business involvement in the county's Purchasing Department, vendor registration software and training sessions.

List all projects and outcomes.

- The details are being developed and will be available later in the budget process prior to the county commission meetings.

Show supporting backup on procurement activities.

- The baseline metric reports sent to the county commissioners listed below.
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-

What is the net cost per job created?

- N/A

Provide the appropriate level of detail for activities.

- The details are being developed and will be available later in the budget process prior to the county commission meetings.

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

- Reduced chamber membership dues, free training sessions, creation of metrics to track details and involvement in local government vendor tables.
 - For creation of Metrics: the chamber has worked with the County's purchasing department to create baseline metrics as mentioned in several of the items listed above.
 - The chamber has provided free vendor tables for its members at the Black Friday shopping expo (19), the Pensacola Supplier Diversity Expo (38), the Small Business Veterans Expo (18).

Are the funds being used for salaries or projects?

- They are used for both. Some of these amounts will change as needed to better serve our community. Salaries – 75% and Direct Programming – 25%

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

- No

Was there any increase in membership?

- Yes – 2017/2018 end of year website member headcount = 189 and 2018/2019 member website headcount as of 3/4/2019 = 211. Net new membership = 22

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

- From the Escambia County data (number of businesses listed below) provided by Paul Nobles, I compared it to the 2012 Census Bureau Stats for Escambia County. The following amounts are the percentage of businesses in our county that are registered.



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Can we reduce the taxpayer subsidy?

- **No**

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Additional Information**

Why aren't minority businesses registering with the minority chamber?

Our chamber focuses on the recruitment of all businesses. Minority businesses and non-minority businesses are registering with the chamber. As of 3-4-19 when the application was submitted, we showed an increase of 22 net new members over the 2017-2018 Fiscal Year. As a chamber, we consult with businesses that are not members to provide free assistance. At a later time, many of these consultations result in membership agreements when the businesses are able to afford the needed membership fee.

How many minority business jobs were created and what is the average wage?

This is a challenging question to answer because our chamber exists to increase economic opportunities. As a chamber, we have hired minority businesses to provide services. Most of our events where these services will be used have not happened within this fiscal year yet. Our events containing these services will take place by the end of June 2019 and I will be able to provide the additional details during the budget review meetings.

Explain the "N/A" on the "What is the net cost per job created?" question for the Supplemental Questions for Economic Development Agencies.

I am unable to provide an amount at this current time. The chamber provides services, assists businesses, and helps the community through supports of non-profits. We help businesses to increase their economic potential. This may be in the form of increased marketing and networking opportunities. I will gather additional data in this area and provide an update near the fiscal year budgetary review process.

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. Gulf Coast Minority Chamber of Commerce, INC	
2 Business name/disregarded entity name, if different from above	
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. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> 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. <input type="checkbox"/> Other (see instructions) ► 501(c)(6) organization	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. 321 N. De Villiers Street, Suite 104	Requester's name and address (optional)
6 City, state, and ZIP code Pensacola, Florida 32501	
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									
8	3	-	1	9	7	3	1	2	8

Part II Certification

Under penalties of perjury, I certify that:

- 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
- 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
- I am a U.S. citizen or other U.S. person (defined below); and
- 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 ► Brian Wye	Date ► 2-28-2019
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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-DIV (dividends, including those from stocks or mutual funds)

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- 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.

Electronic Articles of Incorporation For

**N18000010081
FILED
September 19, 2018
Sec. Of State
tjschroeder**

GULF COAST MINORITY CHAMBER OF COMMERCE, INC

The undersigned incorporator, for the purpose of forming a Florida not-for-profit corporation, hereby adopts the following Articles of Incorporation:

Article I

The name of the corporation is:

GULF COAST MINORITY CHAMBER OF COMMERCE, INC

Article II

The principal place of business address:

321 N DE VILLIERS STREET
104
PENSACOLA, FL. US 32501

The mailing address of the corporation is:

321 N DE VILLIERS STREET
104
PENSACOLA, FL. US 32501

Article III

The specific purpose for which this corporation is organized is:

TO ADVANCE THE ECONOMIC, INDUSTRIAL, PROFESSIONAL, CULTURAL
AND CIVIC WELFARE OF THE GULF COAST; THE MINORITY
COMMUNITY; AND THE PROMOTION OF PROSPERITY FOR THE CITY,
COUNTY AND SURROUNDING AREAS.

Article IV

The manner in which directors are elected or appointed is:

AS PROVIDED FOR IN THE BYLAWS.

Article V

The name and Florida street address of the registered agent is:

BRIAN P WYER
321 N DE VILLIERS STREET
104
PENSACOLA, FL. 32501

I certify that I am familiar with and accept the responsibilities of
registered agent.

Registered Agent Signature: BRIAN WYER

Article VI

The name and address of the incorporator is:

BRIAN WYER
321 N DE VILLIERS STREET
104
PENSACOLA, FLORIDA 32501

Electronic Signature of Incorporator: BRIAN WYER

I am the incorporator submitting these Articles of Incorporation and affirm that the facts stated herein are true. I am aware that false information submitted in a document to the Department of State constitutes a third degree felony as provided for in s.817.155, F.S. I understand the requirement to file an annual report between January 1st and May 1st in the calendar year following formation of this corporation and every year thereafter to maintain "active" status.

Article VII

The initial officer(s) and/or director(s) of the corporation is/are:

Title: P
BRIAN P WYER
321 N DE VILLIERS STREET, SUITE 104
PENSACOLA, FL. 32501 US

Title: VP
SHAUN HARTSFIELD
321 N DE VILLIERS STREET, 104
PENSACOLA, FL. 32501 US

Title: BOD
JESSIE GAITHER
321 N DE VILLIERS STREET, 104
PENSACOLA, FL. 32501 US

Article VIII

The effective date for this corporation shall be:

09/19/2018

State of Florida

Department of State

I certify the attached is a true and correct copy of the Articles of Incorporation of GULF COAST MINORITY CHAMBER OF COMMERCE, INC, a Florida corporation, filed electronically on September 19, 2018 effective September 19, 2018, as shown by the records of this office.

I further certify that this is an electronically transmitted certificate authorized by section 15.16, Florida Statutes, and authenticated by the code noted below.

The document number of this corporation is N18000010081.

Authentication Code: 180920162527-600318704176#1

Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this the
Twentieth day of September, 2018



Ken Detzner
Ken Detzner
Secretary of State

Date of this notice: 09-20-2018

Employer Identification Number:
83-1973128

Form: SS-4

Number of this notice: CP 575 A

GULF COAST MINORITY CHAMBER OF
COMMERCE INC
321 N DE VILLIERS ST STE 104
PENSACOLA, FL 32501

For assistance you may call us at:
1-800-829-4933

IF YOU WRITE, ATTACH THE
STUB AT THE END OF THIS NOTICE.

WE ASSIGNED YOU AN EMPLOYER IDENTIFICATION NUMBER

Thank you for applying for an Employer Identification Number (EIN). We assigned you EIN 83-1973128. This EIN will identify you, your business accounts, tax returns, and documents, even if you have no employees. Please keep this notice in your permanent records.

When filing tax documents, payments, and related correspondence, it is very important that you use your EIN and complete name and address exactly as shown above. Any variation may cause a delay in processing, result in incorrect information in your account, or even cause you to be assigned more than one EIN. If the information is not correct as shown above, please make the correction using the attached tear off stub and return it to us.

Based on the information received from you or your representative, you must file the following form(s) by the date(s) shown.

Form 941	01/31/2019
Form 940	01/31/2019

If you have questions about the form(s) or the due date(s) shown, you can call us at the phone number or write to us at the address shown at the top of this notice. If you need help in determining your annual accounting period (tax year), see Publication 538, *Accounting Periods and Methods*.

We assigned you a tax classification based on information obtained from you or your representative. It is not a legal determination of your tax classification, and is not binding on the IRS. If you want a legal determination of your tax classification, you may request a private letter ruling from the IRS under the guidelines in Revenue Procedure 2004-1, 2004-1 I.R.B. 1 (or superseding Revenue Procedure for the year at issue). Note: Certain tax classification elections can be requested by filing Form 8832, *Entity Classification Election*. See Form 8832 and its instructions for additional information.

If you are required to deposit for employment taxes (Forms 941, 943, 940, 944, 945, CT-1, or 1042), excise taxes (Form 720), or income taxes (Form 1120), you will receive a Welcome Package shortly, which includes instructions for making your deposits electronically through the Electronic Federal Tax Payment System (EFTPS). A Personal Identification Number (PIN) for EFTPS will also be sent to you under separate cover. Please activate the PIN once you receive it, even if you have requested the services of a tax professional or representative. For more information about EFTPS, refer to Publication 966, *Electronic Choices to Pay All Your Federal Taxes*. If you need to make a deposit immediately, you will need to make arrangements with your Financial Institution to complete a wire transfer.

The IRS is committed to helping all taxpayers comply with their tax filing obligations. If you need help completing your returns or meeting your tax obligations, Authorized e-file Providers, such as Reporting Agents (payroll service providers) are available to assist you. Visit the IRS Web site at www.irs.gov for a list of companies that offer IRS e-file for business products and services. The list provides addresses, telephone numbers, and links to their Web sites.

To obtain tax forms and publications, including those referenced in this notice, visit our Web site at www.irs.gov. If you do not have access to the Internet, call 1-800-829-3676 (TTY/TDD 1-800-829-4059) or visit your local IRS office.

IMPORTANT REMINDERS:

- * Keep a copy of this notice in your permanent records. **This notice is issued only one time and the IRS will not be able to generate a duplicate copy for you.** You may give a copy of this document to anyone asking for proof of your EIN.
- * Use this EIN and your name exactly as they appear at the top of this notice on all your federal tax forms.
- * Refer to this EIN on your tax-related correspondence and documents.

If you have questions about your EIN, you can call us at the phone number or write to us at the address shown at the top of this notice. If you write, please tear off the stub at the bottom of this notice and send it along with your letter. If you do not need to write us, do not complete and return the stub.

Your name control associated with this EIN is GULF. You will need to provide this information, along with your EIN, if you file your returns electronically.

Thank you for your cooperation.

Keep this part for your records.

CP 575 A (Rev. 7-2007)

Return this part with any correspondence
so we may identify your account. Please
correct any errors in your name or address.

CP 575 A

999999999999

Your Telephone Number Best Time to Call DATE OF THIS NOTICE: 09-20-2018
() - EMPLOYER IDENTIFICATION NUMBER: 83-1973128
 FORM: SS-4 NOBOD

INTERNAL REVENUE SERVICE
CINCINNATI OH 45999-0023

A barcode consisting of vertical bars of varying heights, used for automated mail sorting.

GULF COAST MINORITY CHAMBER OF
COMMERCE INC
321 N DE VILLIERS ST STE 104
PENSACOLA, FL 32501

**Federal
Tax Return**

GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC

2017

**LOCKLIN ACCOUNTING & TAX SERVICES INC
P O BOX 2885
PENSACOLA, FL 32513
Phone: (850) 469-4882
Fax: (866) 610-5919
LOCKLINBUSINESS@GMAIL.COM**

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

OMB No. 1545-1878

Department of the Treasury
Internal Revenue ServiceFor calendar year 2017, or fiscal year beginning 10/1, 2017, and ending 9/30, 20 18▶ **Do not send to the IRS. Keep for your records.**▶ Go to www.irs.gov/Form8879EO for the latest information.**2017**

Name of exempt organization

GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC

Employer identification number

59-3681641

Name and title of officer

BRIAN WYEREXECUTIVE 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 one line in Part I.**

1a Form 990 check here ▶ <input type="checkbox"/>	b Total revenue, if any (Form 990, Part VIII, column (A), line 12)	1b	
2a Form 990-EZ check here ▶ <input checked="" type="checkbox"/>	b Total revenue, if any (Form 990-EZ, line 9)	2b	<u>107,572</u>
3a Form 1120-POL check here ▶ <input type="checkbox"/>	b Total tax (Form 1120-POL, line 22)	3b	
4a Form 990-PF check here ▶ <input type="checkbox"/>	b Tax based on investment income (Form 990-PF, Part VI, line 5)	4b	
5a Form 8868 check here ▶ <input type="checkbox"/>	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 2017 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 2017 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 2017 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.

50150332501

do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2017 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 ▶

1/6/2019

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

For Paperwork Reduction Act Notice, see back of form.

Form **8879-EO** (2017)

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.

▶ Go to www.irs.gov/Form990EZ for instructions and the latest information.

OMB No. 1545-1150

2017**Open to Public
Inspection**

A For the 2017 calendar year, or tax year beginning <u>10/1/2017</u> , and ending <u>9/30/2018</u>													
B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input checked="" type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td colspan="2">C Name of organization <u>GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC</u></td> </tr> <tr> <td colspan="2">Number and street (or P.O. box, if mail is not delivered to street address) Room/suite</td> </tr> <tr> <td><u>321 N DEVILLIERS ST</u></td> <td><u>104</u></td> </tr> <tr> <td>City or town State ZIP code</td> <td></td> </tr> <tr> <td><u>Pensacola FL 32501</u></td> <td></td> </tr> <tr> <td>Foreign country name Foreign province/state/county Foreign postal code</td> <td></td> </tr> </table>	C Name of organization <u>GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC</u>		Number and street (or P.O. box, if mail is not delivered to street address) Room/suite		<u>321 N DEVILLIERS ST</u>	<u>104</u>	City or town State ZIP code		<u>Pensacola FL 32501</u>		Foreign country name Foreign province/state/county Foreign postal code	
C Name of organization <u>GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC</u>													
Number and street (or P.O. box, if mail is not delivered to street address) Room/suite													
<u>321 N DEVILLIERS ST</u>	<u>104</u>												
City or town State ZIP code													
<u>Pensacola FL 32501</u>													
Foreign country name Foreign province/state/county Foreign postal code													
D Employer identification number <u>59-3681641</u>													
E Telephone number <u>(850) 438-3993</u>													
F Group Exemption Number ▶													
G Accounting Method: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual Other (specify) ▶													
I Website: ▶ <u>WWW.GCAACC.INFO</u>													
J Tax-exempt status (check only one) — <input type="checkbox"/> 501(c)(3) <input checked="" type="checkbox"/> 501(c) (6) ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527													
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> 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 ▶ \$ <u>107,572</u>													

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	107,569
	2	Program service revenue including government fees and contracts	2	
	3	Membership dues and assessments	3	
	4	Investment income	4	3
	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	
Expenses	b	Gross income from fundraising events (not including \$ 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	107,572
	10	Grants and similar amounts paid (list in Schedule O)	10	
	Net Assets	11	Benefits paid to or for members	11
12		Salaries, other compensation, and employee benefits	12	68,560
13		Professional fees and other payments to independent contractors	13	4,115
14		Occupancy, rent, utilities, and maintenance	14	12,538
15		Printing, publications, postage, and shipping	15	70
16		Other expenses (describe in Schedule O)	16	15,801
17		Total expenses. Add lines 10 through 16. ▶	17	101,084
18	Excess or (deficit) for the year (Subtract line 17 from line 9)	18	6,488	
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	14,162	
20	Other changes in net assets or fund balances (explain in Schedule O)	20	-20,650	
21	Net assets or fund balances at end of year. Combine lines 18 through 20. ▶	21	0	

For Paperwork Reduction Act Notice, see the separate instructions.

HTA

Form **990-EZ** (2017)

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. ☒

	(A) Beginning of year	(B) End of year
22 Cash, savings, and investments	11,522	22
23 Land and buildings		23
24 Other assets (describe in Schedule O)	4,499	24
25 Total assets	16,021	25 0
26 Total liabilities (describe in Schedule O)	1,859	26
27 Net assets or fund balances (line 27 of column (B) must agree with line 21)	14,162	27 0

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 <u>COMMUNITY AWARD BANQUET</u>		
(Grants \$) If this amount includes foreign grants, check here <input type="checkbox"/>	28a	
29 _____		
(Grants \$) If this amount includes foreign grants, check here <input type="checkbox"/>	29a	
30 _____		
(Grants \$) If this amount includes foreign grants, check here <input type="checkbox"/>	30a	
31 Other program services (describe in Schedule O) _____		
(Grants \$) If this amount includes foreign grants, check here <input type="checkbox"/>	31a	
32 Total program service expenses. (add lines 28a through 31a) _____	32	0

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			
	Hr/WK			
	Hr/WK			
	Hr/WK			
	Hr/WK			
	Hr/WK			
	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.		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).		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)?		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.		
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.		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.	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?		
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?		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.		
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. ▶		
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. ▶		X
See the instructions for exceptions and filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
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: ▶		X
43 Section 4947(a)(1) nonexempt charitable trusts filing Form 990-EZ in lieu of Form 1041—Check here ▶ <input type="checkbox"/> 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.		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.		X
c Did the organization receive any payments for indoor tanning services during the year?		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.		
45 a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
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).		

- 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.

	Yes	No
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 ☐

- 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.

	Yes	No
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		
-----	--	--

- 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		
City	Str	ST ZIP
Name		
City	Str	ST ZIP
Name		
City	Str	ST ZIP
Name		
City	Str	ST ZIP
Name		
City	Str	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

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

1/6/2019

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

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.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2017

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

☒ 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 GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC	Employer identification number 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
	<div>Foreign State or Province: _____</div> <div>Foreign Country: _____</div>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<div>Foreign State or Province: _____</div> <div>Foreign Country: _____</div>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<div>Foreign State or Province: _____</div> <div>Foreign Country: _____</div>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<div>Foreign State or Province: _____</div> <div>Foreign Country: _____</div>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<div>Foreign State or Province: _____</div> <div>Foreign Country: _____</div>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<div>Foreign State or Province: _____</div> <div>Foreign Country: _____</div>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<div>Foreign State or Province: _____</div> <div>Foreign Country: _____</div>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<div>Foreign State or Province: _____</div> <div>Foreign Country: _____</div>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization

GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC

Employer identification number

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
		\$	
		\$	
		\$	
		\$	
		\$	
		\$	
		\$	
		\$	
		\$	
		\$	

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.) ► \$

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	
	(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	
	(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	
	(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	
	(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	

Liquidation, Termination, Dissolution, or Significant Disposition of Assets

OMB No. 1545-0047

2017

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization

Employer Identification number

59-3681641

GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC

Part I

Part I **Liquidation, Termination, or Dissolution.** Complete this part if the organization answered "Yes" on Form 990, Part IV, line 31, or Form 990-EZ, line 36. Part I can be duplicated if additional space is needed.

[illegible]

2 Did or will any officer, director, trustee, or key employee of the organization:

- a** Become a director or trustee of a successor or transferee organization?
- b** Become an employee of, or independent contractor for, a successor or transferee organization?
- c** Become a direct or indirect owner of a successor or transferee organization?
- d** Receive, or become entitled to, compensation or other similar payments as a result of the organization's liquidation, termination, or dissolution?
- if the organization answered "Yes" to any of the questions on lines 2a through 2d, provide the name of the person involved and explain in Part III. **▶**

	Yes	No
2a		
2b		
2c		
2d		

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or Form 990-EZ.

Schedule N (Form 990 or 990-EZ) 2017

ИТА

Part III **Supplemental Information.** Provide the information required by Part I, lines 2e and 6c, and Part II, line 2e. Also complete this part to provide any additional information.

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SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Name of the organization

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.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2017

Open to Public
Inspection

Employer identification number

GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC

59-3681641

Form 990-EZ, Part I, Line 16, Other Expenses: Travel: 23

Form 990-EZ, Part I, Line 16, Other Expenses: Fundraising: 3,839

Form 990-EZ, Part I, Line 16, Other Expenses: Conferences, conventions, and meetings: 546

Form 990-EZ, Part I, Line 16, Other Expenses: Equipment rental and maintenance: 1,620

Form 990-EZ, Part I, Line 16, Other Expenses: Supplies: 473

Form 990-EZ, Part I, Line 16, Other Expenses: Bank Service Charge: 20

Form 990-EZ, Part I, Line 16, Other Expenses: Advertising: 25

Form 990-EZ, Part I, Line 16, Other Expenses: Administrative Expense: 1,404

Form 990-EZ, Part I, Line 16, Other Expenses: Dues & Subscriptions: 75

Form 990-EZ, Part I, Line 16, Other Expenses: Payroll Tax Expense: 5,720

Form 990-EZ, Part I, Line 16, Other Expenses: Office Supplies: 965

Form 990-EZ, Part I, Line 16, Other Expenses: Web Development: 1,091

Form 990-EZ, Part I, Line 20, Net Assets: ASSETS TRANSFERRED TO GULF COAST MINORITY CHAMBER OF

COMMERCE INC A 501c(6) ORGANIZATION: -20,650

Form 990-EZ, Part II, Line 24, Other Assets: Office Furniture and Fixtures: Beginning of year:

4,499, End of year: 0

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

year: 0

Name of the organization

GULF COAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC

Employer identification number

59-3681641

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Part I, Line 1 (990-EZ) - Contributions, Gifts, Grants and Similar Amounts Received

1	Contributions	1	107,569
2	Noncash contributions	2	
3	Membership dues and assessments (contributions from the public)	3	
4	Government contributions (grants)	4	
5	Commercial co-venture	5	
6	Special events contributions (Line 6 - Special Events).	6	0
7	Associated organization contributions	7	
8		8	
9		9	
10		10	
11	Total	11	107,569

Part I, Line 4 (990-EZ) - Investment Income

1	Interest on savings and temporary cash investments	1	3
2	Dividends and interest from securities	2	
3	Gross rents	3	
4	Other investment income	4	
5	Total	5	3

	Gross sales	Cost, other basis and expenses
Total Public Securities:	0	0
Total Non-Public Securities:	0	0
Total Other sales:	0	0

Description	Check if gain/loss is from sale of public securities	Check if gain/loss is from sale of purchaser	Check if purchaser is a business	Purchaser	Date acquired	Date sold	Gross sales price	Cost or other basis (Enter one field only)		Expense of sale and cost of improvements	Depreciation	Description of Basis Method
								Cost	Donated value			
Total Public Securities:												
0												
Total Non-Public Securities:												
0												
Total Other sales:												
0												

Part I, Line 8 (990-EZ) - Other Revenue

		Total:	0
	Description	Amount	
1			

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Part I, Line 10 (990-EZ) - Grants and Similar Amounts Paid

[illegible]

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Part I, Line 16 (990-EZ) - Other Expenses

		Total:	15,801
		Description	Amount
1	Travel		23
2	Meals and entertainment		
3	Fundraising		3,839
4	Conferences, conventions, and meetings		546
5	Depletion		
6	Equipment rental and maintenance		1,620
7	Interest		
8	Supplies		473
9	Telephone		
10	Unrelated business income taxes		0
11	Amortization		0
12	Depreciation		0
13	Bank Service Charge		20
14	Advertising		25
15	Administrative Expense		1,404
16	Dues & Subscriptions		75
17	Training Cost		
18	Payroll Tax Expense		5,720
19	Office Supplies		965
20	Web Development		1,091

Part I, Line 20 (990-EZ) - Other Changes in Net Assets or Fund Balances

		Total:	-20,650
		Description	Amount
1	ASSETS TRANSFERRED TO GULF COAST MINORITY CHAMBER OF COMMERCE INC A 501c(6) ORGA		-20,650

Part II, Line 24 (990-EZ) - Other Assets

		Totals:	4,499	0
		Description	Beginning	End
1	Office Furniture and Fixtures		4,499	0

Part II, Line 26 (990-EZ) - Liabilities

		Totals:	1,859	0
		Description	Beginning	End
1	Accounts Payable		1,859	0

Part VI, Line 50 (990-EZ) - Compensation of Other Employees

Name and title of each employee		Average hours per week devoted to position	Compensation	Contributions to emp. benefit plans & deferred compensation	Expense account and other allowances
1. Name		Hr/WK			
Title		Explanation			
2. Name		Hr/WK			
Title		Explanation			
3. Name		Hr/WK			
Title		Explanation			
4. Name		Hr/WK			
Title		Explanation			
5. Name		Hr/WK			
Title		Explanation			

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Part VI, Line 51 (990-EZ) - Highest Compensated Independent Contractors

Name and address of each independent contractor										Type of service		Compensation	
1.	Name									Explanation			
	Street												
	City		ST		ZIP								
	Check if Business		Foreign Country										
	Name												
2.	Street									Explanation			
	City		ST		ZIP								
	Check if Business		Foreign Country										
	Name												
	Street												
3.	City									Explanation			
	Check if Business		Foreign Country										
	Name												
	Street												
	City		ST		ZIP								
4.	Check if Business									Explanation			
	Name												
	Street												
	City		ST		ZIP								
	Check if Business		Foreign Country										
5.	Name									Explanation			
	Street												
	City		ST		ZIP								
	Check if Business		Foreign Country										
	Name												

Late Filing Penalty and Interest (990-EZ)

End of tax year 9/30/2018
 Tax return due date 2/15/2019
 Taxes due with return 0
 Late payment penalty and late interest do not apply.

Late Payment Penalty

Enter the due date for the late payment penalty 2/15/2019
 Enter the date that total payment will be made
 Number of months late 0
 Monthly penalty rate for late payment 0.00%
 Total late payment penalty 0

Late Filing Penalty

Enter the due date for the late filing penalty 2/15/2019
 Enter the date the tax return will be filed
 Enter the amount of Gross Receipts 107,572
 Number of days filed late 0
 Penalty per day 20
 Total late filing penalty 0

Late Interest

Enter the due date for late interest 2/15/2019
 Number of days return will be late 0
 Quarterly interest rate(s)

			Number of Days	Interest Rate Per Annum	Late Interest Due
1/1/2018	to	3/31/2018	<u>0</u>	<u>0.00%</u>	<u>0.00</u>
4/1/2018	to	6/30/2018	<u>0</u>	<u>0.00%</u>	<u>0.00</u>
7/1/2018	to	9/30/2018	<u>0</u>	<u>0.00%</u>	<u>0.00</u>
10/1/2018	to	12/31/2018	<u>0</u>	<u>0.00%</u>	<u>0.00</u>
1/1/2019	to	3/31/2019	<u>0</u>	<u>0.00%</u>	<u>0.00</u>
4/1/2019	to	6/30/2019	<u>0</u>	<u>0.00%</u>	<u>0.00</u>
7/1/2019	to	9/30/2019	<u>0</u>	<u>0.00%</u>	<u>0.00</u>
10/1/2019	to	12/31/2019	<u>0</u>	<u>0.00%</u>	<u>0.00</u>
1/1/2020	to	3/31/2020	<u>0</u>	<u>0.00%</u>	<u>0.00</u>
4/1/2020	to	6/30/2020	<u>0</u>	<u>0.00%</u>	<u>0.00</u>
7/1/2020	to	9/30/2020	<u>0</u>	<u>0.00%</u>	<u>0.00</u>
10/1/2020	to	12/31/2020	<u>0</u>	<u>0.00%</u>	<u>0.00</u>

Total late interest 0

Total Late Payment/Filing Penalty and Interest 0

Where to File (990-EZ)☐ FL Enter the state's abbreviation.

If the organization's principal business, office, or agency is located in:	Mail to this Address:
Inside the United States	<input type="checkbox"/> Internal Revenue Service Center Ogden, UT 84201-0027
U.S. Possession or Foreign Country	<input type="checkbox"/> Internal Revenue Service Center P.O. Box 409101 Ogden, UT 84409

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GULFCOAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC
Income Statement
For the One Month and the Twelve Months ended September 30, 2018

	One Month Ended September 30, 2018	Twelve Months Ended September 30, 2018
Sales		
Escambia County Appropriations	\$.00	\$ 45,985.01
City of Pensacola Appropriatio	1,597.17	31,889.60
Membership Dues	450.00	11,236.32
Visitor Guide Campaign	1,545.00	9,532.00
Community Award Banquet	.00	8,926.22
Total Sales	<u>3,592.17</u>	<u>107,569.15</u>
Cost of Goods Sold		
	<u>3,592.17</u>	<u>107,569.15</u>
Gross Profit		
	<u>3,592.17</u>	<u>107,569.15</u>
Operating Expenses		
Supplies Expense-Unrestricted	64.08	472.92
Office Supplies-Unrestricted	48.92	964.65
Bank Service Charge-Unrestricted	.00	19.56
Accounting Service-Unrestricted	210.00	4,115.00
Equipment Rental-Unrestricted	129.87	1,619.68
Occupancy Expense-Unrestricted	912.05	10,063.20
Utilities-Unrestricted	129.50	2,474.73
Advertising-Unrestricted	.00	25.00
Travel Expenses-Unrestricted	.00	23.29
Conference Costs-Unrestricted	.00	546.25
Administrative Expns-Unrstctd	5.00	1,399.28
Postage And Shipping-Unrestric	.00	70.20
Dues And Subscriptions-Unrestr	.00	75.00
Miscellaneous Expenses-Unrestr	4.53	4.53
Community Award Project -U	.00	3,838.56
Web Development & Hosting-U	.00	1,091.29
Salaries-Unrestricted	6,400.00	68,560.00
Payroll Tax Expense-Unrestric	489.60	5,720.32
Total Operating Expenses	<u>8,393.55</u>	<u>101,083.46</u>
Net Income from Operations	<u>(4,801.38)</u>	<u>6,485.69</u>
Other Income (Expenses)		
Interest Income-Unrestricted	1.24	1.82
Other Income-Unrestricted	.00	1.06
Total Other Income (Expenses)	<u>1.24</u>	<u>2.88</u>
Net Income (Loss)	<u>\$ (4,800.14)</u>	<u>\$ 6,488.57</u>

See accompanying notes and accountant's report.

GULFCOAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC

**STATEMENT OF ASSETS, LIABILITIES & CAPITAL
INCOME TAX BASIS
September 30, 2018**

	2018
ASSETS	
Current Assets	
Gulf Winds-7059	\$ 1,625.82
Gulf Wind - 0001-Savings Acct	5,639.61
Other Receivables	8,350.73
Total Current Assets	<u>15,616.16</u>
Property and Equipment	
Office Furniture And Fixtures	4,498.69
Total Property and Equipment	<u>4,498.69</u>
Other Assets	
Total Other Assets	<u>.00</u>
Total Assets	<u>\$ 20,114.85</u>

See accompanying notes and accountant's report.

GULFCOAST AFRICAN AMERICAN CHAMBER OF COMMERCE INC

**STATEMENT OF ASSETS, LIABILITIES & CAPITAL
INCOME TAX BASIS
September 30, 2018**

	2018
LIABILITIES AND STOCKHOLDERS' EQUITY	
Current Liabilities	
Accounts Payable	1,858.75
Payroll Taxes Payable	47,850.37
Total Current Liabilities	<u>49,709.12</u>
Long-Term Liabilities	
Total Long Term Liabilities	<u>.00</u>
Total Liabilities	<u>49,709.12</u>
Stockholders' Equity	
Opening Balance Equity	4,473.70
Net Assets-Unrestricted	(40,556.54)
Net Income (Loss)	6,488.57
Total Stockholders' Equity	<u>(29,594.27)</u>
Total Liabilities And Stockholders' Equity	\$ <u>20,114.85</u>

See accompanying notes and accountant's report.



FISCAL YEAR 2019 – 2020 ESCAMBIA COUNTY AGENCY FUNDING REQUEST APPLICATION

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

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

Please submit:

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

Agency Name:

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

Agency Address:

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

Program Name:

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

Program Contact:

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

Contact Email:

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

Contact Phone:

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

25-Word Description of Program:

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



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

Amount Requested:

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

Amount Received Last Year, if applicable:

- **\$550,000**

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

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

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

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

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

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

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



FISCAL YEAR 2019 – 2020 ESCAMBIA COUNTY AGENCY FUNDING REQUEST APPLICATION

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

- **Direct involvement in new projects (business locations, expansions or incubation graduations) that result in an annual average of 400 committed new jobs with average wages higher than the state average, (\$44,790 In 2017) for a total number of 2,000 documented new jobs by 2023.**
- **Maintain an 80 percent average annual occupancy rate and to expand the square footage of the existing Co:Lab by at least 30 percent.**
- **Visit at least 100 existing target industry businesses per year to gather information and assist existing industries in retaining and expanding operations and job creation.**

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

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

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

BUDGET

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

Income

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



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

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

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

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

Expenses

	Most Recently Completed Budget Year FY 17/18	Current Budget Year FY 18/19	Proposed Budget Year FY 19/20
Total Staffing	7.2	7.2	8.2
Salaries and Wages	\$369,769	\$369,769	\$419,769
Employee Benefits	\$90,231	\$90,231	\$100,231
Professional Services	\$3,100,000	\$500,000	\$2,500,000
Contractual Services	\$18,500	\$18,500	\$18,500
Travel Expenses	\$20,000	\$20,000	\$25,000
Rentals and Leases	\$10,000	\$10,000	\$10,000
Communication	\$0	\$0	\$0
Postage and Freight	\$0	\$0	\$0
Repair and Maintenance	\$0	\$0	\$0
Printing and Binding	\$0	\$0	\$0
Marketing and Promotion	\$11,000	\$11,000	\$11,000
Fuel	\$0	\$0	\$0
Supplies	\$400	\$400	\$400
Event Expenses	\$0	\$0	\$0
Other Expenses	\$9,600	\$0	\$0
Capitalizable Assets/ Equipment	\$0	\$0	\$0
Incubator (CoLab)	\$100,000	\$100,000	\$110,000
Asset Development	\$80,500	\$80,500	\$80,500
Total Expenses	\$3,810,00	\$1,200,400	\$3,275,400
Net Income/Revenue minus Expense	\$0	\$0	\$0

Note: The expenses listed are estimates based on expenses from both PEDC and FloridaWest and do not match the PEDC financial statements.

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



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

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

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

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

List all projects and outcomes.

- Please see the attached 2018 year-end and FY 18 -19 Q1 report.
- The Pensacola Tech Park – The property remains to be a good asset for the PEDC held by the board for highest and best use projects. No lots have been sold. UWF continues to have interest in the property for a downtown public/private campus pending funding from the State or Triumph.
- The Bluffs – With continued financial support of the legislature (\$8.9 million) we will complete all required engineering for public road improvements and utilities. We are now requesting funding for construction and will work to have the site certified by Gulf Power. At this time, we are working with several clients considering The Bluffs, but no lots have been sold.

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>



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

What is the net cost per job created?

- Since 2014 Escambia County has funded PEDC a total of \$2.75 million and supported the creation/retention of approximately 7,200 jobs which equals a net cost of approximately \$380.00 per job. (Project Example: Project Titan - \$20 million county support / 1,725 Jobs = \$11,600/job one time cost – Local Payroll Impact: \$77 million per year)

Provide the appropriate level of detail for activities.

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

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

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

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

As part of our 5-year strategic plan, FloridaWest has hire a workforce development specialist in partnership with CareerSource Escarosa and Achieve Escambia to work with employers in the region to understand their human resource needs and connect them with available training/education/employment programs. FloridaWest is also working with all our training/education/employment providers to enhance existing programs and develop new target industry education initiatives directed to individuals with in the “Pockets of Poverty” areas.

Are the funds being used for salaries or projects?

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

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

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

- PEDC/FloridaWest have applied/received the following grants for “The Bluffs” engineering and planning:
 - \$3.0 million in 2014– State Funded and Received
 - \$2.3 million in 2016– State Funded and Received
 - \$3.1 million in 2017– State Funded and Received
 - \$0.5 million in 2018 – State Funded and Received



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

- \$8.0 million in 2018 – Triumph Requested
 - \$2.5 million in 2019 – State Requested
- PEDC/FloridaWest have facilitated workforce grant requests for:
 - \$1.8 million – PSC Governors Florida Job Growth Grant– State Funded
 - \$2.7 million – Escambia County School District – Triumph Requested
- PEDC/FloridaWest have participated in grant request for:
 - \$14 million – Commercial Aircraft MRO Campus – DEO Funded
 - \$45 million – Commercial Aircraft MRO Campus – FDOT Funded
 - \$66 million – Commercial Aircraft MRO Campus – Triumph Funded
 - \$7 million – Commercial Aircraft MRO Campus – EDA Requested
- \$27.5 million – UWF Innovation Network– Triumph Requested
 - \$5.0 million – Pensacola State College - Co:Lab Expansion – Triumph Requested
- PEDC/FloridaWest are supporting grant request for:
 - \$16.0 million – Marine Maintenance Repair Overhaul– Triumph Requested
 - \$29.0 million – OLF8/OLFX Land Swap with DOD – Triumph Requested
 - \$11.0 million – Beulah Interchange Connector– Triumph Requested

Was there any increase in membership?

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

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

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

Can we reduce the taxpayer subsidy?

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



BOARD OF COUNTY COMMISSIONERS ESCAMBIA COUNTY, FLORIDA

OFFICE OF MANAGEMENT & BUDGET SERVICES

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

Escambia County Agency Funding Request Application Checklist

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

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

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

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

Explanation for any missing documents:

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

Request for Taxpayer Identification Number and Certification

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

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

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. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input checked="" type="checkbox"/> 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. <input type="checkbox"/> 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) _____ <small>(Applies to accounts maintained outside the U.S.)</small>	
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:

- 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
- 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
- I am a U.S. citizen or other U.S. person (defined below); and
- 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 ►

Date ► **2/1/2019**

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.

Florida West

economic
development
alliance



Business Development Report

Q1

2019



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



OCCUPANCY
RATE



OTHER SECTOR
VISITS



CYBER IT

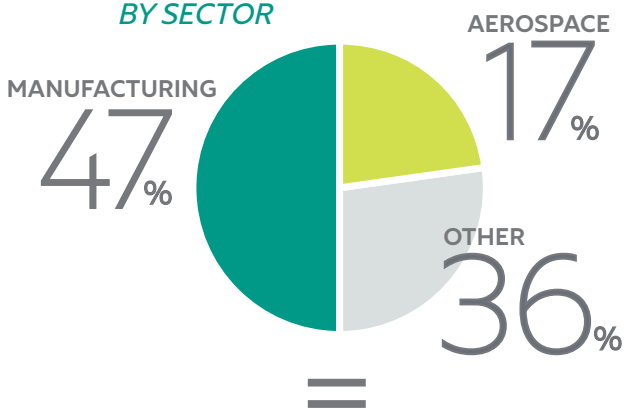


AEROSPACE





NEW PROJECTS BY SECTOR



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

Officers

Donnie McMahon, President, City of Pensacola

Karen Sindel, Vice President, Escambia County

Rebecca Ferguson, Secretary/Treasurer, Pensacola Energy

Members

Lewis Bear, Jr., Lewis Bear Company

Tim Haag, Emerald Coast Utility Authority

Bonita Player, Engineering & Planning Resources

Jim Waite, Baskerville-Donovan

Associate Members

Jonathan Tucker, Cox Business

Social & Digital Outreach

Social Media Followers: 1358

Community Presentations: 3

Metrics for Greater Pensacola MSA

2.9%

Unemployment Rate

\$66.58M

Sales Tax Revenue

\$42,268

Average annual wage
as of 2018 Q2



floridawesteda.com

FloridaWest

economic development alliance



FloridaWest is an alliance of public and private entities working together to maximize Greater Pensacola and Escambia County's economic potential. For more information, visit us at floridawesteda.com



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



I. MISSION STATEMENT

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

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

II. OUR ECONOMY

Escambia County has a growing economy—more than 4,200 net new jobs were added in 2017, and the population has grown from 299,000 in 2011 to more than 315,000 in 2016. While there is steady growth, Escambia County lags behind the state and the nation in per capita income (\$39,582 for Escambia vs. \$46,858 for the state of Florida) and has a higher poverty rate (15.2 percent) than the state (14.8 percent).

Escambia County's employment picture shows a heavy reliance on Government and Military employment (28.7 percent), Trade, Transportation and Utilities (32.8 percent), Education and Health (30.3 percent) and Leisure and Hospitality (24.1 percent). Manufacturing employment—a typical source of higher wage jobs—has fallen sharply from a high of 14 percent in 1970 to today's percentage of total jobs of less than 4 percent. As a comparison, Alabama's state average for manufacturing employment is 13.2 percent, Mississippi is 12.7 percent, while Indiana leads the nation with 17.3 percent. The state of Florida has an average of 4 percent while the U.S. average is 9 percent.



WHY THIS PLAN?

Attracting and growing businesses strengthens the Escambia County economy and results in increased opportunities for citizens, increased taxes that provide vital services, and payroll dollars that ripple through our community.

Economic development attracts and retains diverse and talented people to our community, which adds to the vibrancy, intellectual capital and an entrepreneurial spirit of our community.

Economic development attracts and nurtures private investment in our community which funds stable and long-term growth, making our community a place for individuals and families to be successful.

Why this plan? We must make a concerted effort to recruit high wage jobs. A good job cures a lot of economic and social ills for a family and for a community.

Good jobs are the best way to sustain the economy for all citizens. This plan is an important part of that concerted effort.

III. FLORIDAWEST STRATEGIC INITIATIVES

This strategy will address six areas of work, all designed to improve economic outcomes for our citizens and communities. This will be accomplished by increasing the number of high wage jobs available in the community, increasing the local tax base, and improving educational opportunities in specific target industry sectors.

The organization will play a primary role in business attraction, expansion and incubation. FloridaWest will play a secondary role in developing a workforce and helping to create high quality business parks and sites. In addition, FloridaWest will carry out strategies to ensure organizational effectiveness and sustainability.

FloridaWest does not have the resources nor the inclination to operate in a vacuum, rather it will depend on many partnerships within Escambia County and its cities to carry out strategies.

The six areas of our program of work are:

1. **BUSINESS INCUBATOR**—Operate a business incubator to encourage entrepreneurship and grow new businesses.
2. **BUSINESS EXPANSION**—Encourage business retention and expansion of existing industries.
3. **BUSINESS DEVELOPMENT**—Attract new employers with wages higher than the state average.
4. **WORKFORCE DEVELOPMENT**—Provide support to help create a well-trained target industry workforce that attracts new employers to the community, meets the skills-training needs of area residents and supports existing industry.
5. **SITES AND BUILDINGS**—Work with PEDC, private and public entities to support and advocate for the development of high quality business parks and sites.
6. **ORGANIZATIONAL SUPPORT**—Pursue organizational strategies to increase the needed resources and partnerships to carry out the mission.



FLORIDAWEST/PEDC FIVE YEAR ECONOMIC DEVELOPMENT BUDGET

Income	Oct 18-Sep 19	Oct 19-Sep 20	Oct 20-Sep 21	Oct 21-Sep 22	Oct 22-Sep 23	5 Year Total
Membership/Grants	\$ 370,000	\$ 430,000	\$ 470,000	\$ 510,000	\$ 510,000	\$ 2,290,000
County	\$ 600,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 3,100,000
City	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
Co:Lab	\$ 180,000	\$ 180,000	\$ 193,000	\$ 193,000	\$ 193,000	\$ 939,000
Total Income	\$ 1,450,000	\$ 1,535,000	\$ 1,588,000	\$ 1,628,000	\$ 1,628,000	\$ 7,829,000

Expense	Oct 18-Sep 19	Oct 19-Sep 20	Oct 20-Sep 21	Oct 21-Sep 22	Oct 22-Sep 23	5 Year Total
Co:Lab	\$ 381,794	\$ 404,547	\$ 417,180	\$ 431,818	\$ 426,818	\$ 2,062,157
Retention/Expansion	\$ 213,470	\$ 225,411	\$ 234,938	\$ 241,165	\$ 243,165	\$ 1,158,150
Attraction - Mfg.	\$ 215,939	\$ 234,862	\$ 244,401	\$ 249,170	\$ 250,670	\$ 1,195,043
Attraction - Cyber	\$ 201,052	\$ 219,528	\$ 228,606	\$ 232,902	\$ 234,402	\$ 1,116,491
Workforce Dev	\$ 170,913	\$ 179,803	\$ 188,516	\$ 193,176	\$ 193,176	\$ 925,584
PEDC Asset Dev	\$ 169,686	\$ 171,342	\$ 172,755	\$ 175,047	\$ 175,047	\$ 863,877
Organizational Dev	\$ 97,145	\$ 99,507	\$ 101,605	\$ 104,721	\$ 104,721	\$ 507,699
Total Expense	\$ 1,450,000	\$ 1,535,000	\$ 1,588,000	\$ 1,628,000	\$ 1,628,000	\$ 7,829,000

IV. FLORIDAWEST PROGRAM OF WORK

To diversify employment and increase wages and per capita income, FloridaWest has targeted its business development efforts on several targeted industry sectors:

Manufacturing:

Advanced, Aviation, Chemical Processing, Marine Services, MRO

Cyber & I.T.:

Corporate Locations, Cybersecurity, Financial and Back Office Services, and R&D.



The objective of this strategy will be for FloridaWest/ PEDC to have direct involvement in new projects (business locations, expansions or incubation graduations) that result in an annual average of 400 documented new jobs with average wages higher than the state average, (\$44,790 In 2017) for a total number of 2,000 documented new jobs by 2023.

IMPACT OF 2,000 NEW JOBS			
Metrics	Direct Impact	Additional Impact	Total Impact
Employment	2,000	2,031	4,031
Earnings (Payroll)	\$89,580,000	\$75.150,000	\$164,730,000
New employment is projected to generate:			
Economic Impact			\$390,700,000
Income Increase			\$289,300,000
Escambia County Gross Revenues (2024)			\$3,560,000
Ad Valorem			\$915,000
Local Option Sales Tax			\$83,000
Source: University of West Florida — Haas Center Report 6.29.2018			

THE FOLLOWING SIX AREAS OF WORK AND THEIR TACTICS have been designed by the FloridaWest and PEDC boards to reach the strategy objective of 2,000 announced new jobs by 2023.

1. BUSINESS INCUBATOR

Operate a business incubator to encourage entrepreneurship and create new businesses. (Five Year Budget: \$2,062,000)

Co:Lab will provide entrepreneurs with work space, equipment, training and other support elements to help new businesses get off the ground. The mission is to create high-wage jobs and sustain long-term economic growth for the area. Co:Lab will also support a number of events to promote entrepreneurship in the community. **Co:Lab will work to maintain an 80 percent average annual occupancy rate and to expand the square footage of the existing Co:Lab by at least 30 percent.**



Strategic Tactics

A. Hold monthly meetings in conjunction with the Greater Pensacola Entrepreneurial Support Ecosystem Gathering. Co:Lab will also co-host ITEN WIRED, an annual event that brings together entrepreneurs in the Tech sector; Startup Weekend; 1 Million Cups Pensacola; the Innovation Awards and CodeFest.

Why do this? Bringing entrepreneurs together helps generate ideas and identify opportunities for growth and for solving problems. New ideas, new services, new business connections are all fostered through these events.

This helps the entrepreneurial community, which often lacks start-up resources, grow together exponentially.



2017 ITEN WIRED



B. Promote open communication between Co:Lab tenants and outside resources. Monthly consultation meetings will be conducted with each client to assess their business model and progress, to ensure the business is accountable to Co:Lab leadership and to aid the business in goal setting. Lunch and Learns and special topic series will be conducted. Quarterly Founder's Talks and a Co:Lab Demo Day will be held. Co:Lab will review best practices with clients and help the businesses build formal mentor relationships. Information about grants, workforce training and seed capital will be provided—all essential information for FloridaWest to ensure these start-up businesses have the resources they need to be successful.

Why do this? These activities will provide opportunities for companies to connect with others both inside and outside the program thereby increasing their chance of success and deepening their roots in the Pensacola area.



C. Ensure reliable and effective facilities at Co:Lab. This includes ensuring stable internet connectivity, a secure access control system, and ensuring office space and equipment is up-to date and aesthetically pleasing.

Why do this? Co:Lab clients need a seamless, productive workplace environment to be successful.

2. BUSINESS EXPANSION

Encourage business retention and expansion of existing industries.
(Five Year Budget: \$1,158,000)

Strategic Tactics

A. Aid existing businesses - FloridaWest will build ongoing relationships to understand individual business needs, opportunities and risks. FloridaWest will visit at least 100 existing target industry businesses per year to gather information and assist existing industries in retaining and expanding operations and job creation. In addition, FloridaWest will travel to the outside corporate headquarters of 3 existing businesses per year.

Why do this? To retain and help existing businesses expand, we must understand their business models, their challenges and their opportunities. What are their workforce needs? Supplier challenges? Do existing businesses have transportation problems? How do they compare with other company facilities in other states? Are they considering expansions, new product lines or hiring more workers? Only by visiting our existing businesses can we understand what FloridaWest and its partners need to be doing to help them continue to be successful.



B. Convene 3 target sector specific industry roundtables with existing businesses per year to encourage the sharing of ideas, problem solving and the development of strategies to make the industry sector more competitive in Escambia County.

Why do this? When businesses talk to each other resources can be shared to make everyone more successful and collaborative efforts can take advantage of economies of scale to help the sector thrive.

C. Develop ongoing mechanisms/programs to help companies identify and access new market opportunities regionally, nationally, and globally.

Why do this? By connecting local businesses to regional and state international trade resources, we can help our local companies expand into new markets leading to growth opportunities.



3. BUSINESS DEVELOPMENT

Attract new employers with wages higher than state average.
(Five Year Budget: \$2,311,000)

While it is true that over 80% of the community's new jobs will come from existing companies, a significant number of those jobs are from the direct and indirect impacts of the companies that were located to the community by prior economic development efforts.

Strategic Tactics

A. Participate with regional and state economic development marketing organizations—Florida's Great Northwest and Enterprise Florida host a number of outbound missions to site location consultants annually. **FloridaWest will target at least 4 such missions each year that align with our industry sectors.**

Why do this? Site consultants are used by our target industry sectors to find expansion locations. They are hired by companies to find communities and sites in those communities where the business can expand or relocate.

Consultant-managed projects represent a small percentage of all location projects, but a high percentage of all large location projects use a site location consultant. We must build strong relationships with site location consultants so we will be on their radar screen when projects that match our assets come along.

B. Attend targeted trade shows with regional and state partners to build relationships and market Escambia County for new investment and jobs. **FloridaWest will participate in at least 7 trade shows per year that align with our industry sectors. .**

Why do this? Industry trade shows bring prospective companies together in one place, allowing the FloridaWest staff to pitch Escambia County to many prospects in a short period of time. Obviously, this is much more cost effective and timely than visiting prospective companies one-at-a-time.

C. Initiate a Marketing Program to reach out to target sector companies and site consultants, including trade show materials, social media and paid advertising where and when appropriate. As community sites and buildings become available, FloridaWest will market those assets to specific targets. FloridaWest will also develop marketing campaigns around our cybersecurity strategy.

Why do this? This represents another venue to communicate Escambia County's attributes to target industry sectors. Business recruitment is very competitive and communicating through advertising and social media is essential in today's market.

D. Develop lists of outside companies in each target sector that match the community assets for success. FloridaWest will then visit at least 3 of those companies—both domestic and international—per year to develop business relationships and to promote Escambia County as a location for success. FloridaWest will use several different companies to assist in identifying specific business leads in “high-cost business” markets such as Southern California, Illinois, Washington D.C., New York, etc.

Why do this? It's important to have one-on-one meetings with prospective companies to fully promote Escambia County as a great place for them to do business. These company visits will often serve as “follow-up” meetings with contacts made at trade shows.

Home/corporate office visits give FloridaWest an extended opportunity to bring community partners to the table with prospects to answer questions and give first-hand data on doing business in Escambia County.

E. Pensacola has a unique opportunity to become a regional and national leader in cybersecurity. Working with its partners, FloridaWest will hire a Cyber/IT business development specialist to put together a team of community associates to pursue the implementation of the cybersecurity strategy.

That strategy includes:

- Building a thriving cybersecurity workforce
- Strengthening partnerships to enhance cybersecurity innovation and economic development
- Enhancing technology infrastructure and optimize cybersecurity business climate
- Marketing the Pensacola region's “Live Coastal. Work Cyber” brand

Why do this? The University of West Florida has been named a Center of Excellence for Cybersecurity and has instituted degree programs and curriculum aimed at turning out students trained in this discipline. Also, the military in Pensacola has a large cybersecurity presence. With major university and military training programs under way in the county, this strategy to grow cybersecurity jobs is a natural fit.

4. WORKFORCE DEVELOPMENT

Provide support to help recruit and create a well-trained, diverse, target industry workforce that attracts new employers to the community, meets the skills-training needs of area residents and supports existing industry. (Five Year Budget: \$926,000)

FloridaWest will hire a workforce development specialist in partnership with CareerSource Escarosa and Achieve Escambia to work with employers in the region to understand their human resource needs and connect them with available training/education/employment programs. FloridaWest will work with all our training/education/employment providers to enhance existing programs and develop new target industry education initiatives.

Strategic Tactics

A. Connect businesses to state and local programs that help pay for or provide worker training—IWT, QRT, EWT, OJT, Regional Workforce Boards and others. This includes tracking and supporting companies in obtaining grants and other available funds.

Why do this? Businesses—particularly out-of-state prospects—are usually not aware of incentives or programs designed to help them establish or grow their workforce in Escambia County. By making sure they know the full menu of workforce programs, Escambia County will be more competitive with other states.

B. Collect data on area workforce needs to report to the board and to assist training providers in developing programs that match up with available or desirable jobs.

Why do this? Unless workforce programs match up with workplace needs, resources are misdirected and neither the business nor the worker are helped. Data is needed to validate these connections.

C. Work with training providers to develop industry-driven curriculum and new programming for target industry workforce development. FloridaWest will also identify possible grants and other funding sources for training development. (Information Technology/Cyber Security, Aviation/Aerospace, Manufacturing).

Why do this? Workforce development is often the number one factor when businesses choose to locate in a community or expand an existing operation. Unless we have training programs tied to those needs and future opportunities, we will be less competitive with other communities.

5. SITES AND BUILDINGS

FloridaWest will work with PEDC to support and advocate for the development of high quality business parks and industrial sites.

(Five Year Budget: \$864,000)

Available sites and buildings are crucial to attracting new jobs to the area and providing room for existing businesses to expand. High quality, “shovel ready” certified sites are needed to compete with other regions for companies wishing to relocate quickly with few surprises and with speed to market. This initiative requires strong partnerships with local, state and federal governments, the business community and infrastructure providers.



FloridaWest will work with PEDC to have at least 2 certified sites in the next five years.

Strategic Tactics

A. Work with PEDC to successfully establish business parks, industrial sites and available buildings.

Why do this? One of the first considerations for relocating, starting or expanding a business is where to do this. Without viable, well maintained sites, businesses will look elsewhere.

B. Work with partners to establish a two-county GIS Property Data base of available sites and buildings with Santa Rosa County.

Why do this? Having this data base makes it easy for prospects to find the right site with the right amenities that fit their needs —i.e. rail, gas lines, water capacity, interstate access. This also increases Escambia County’s chances of landing a new business and ensuring that the right business is placed in the right place.

C. Work with PEDC to develop a proposal for a spec building program, with engagement from city, county and private resources.

Why do this? Many prospects are looking for speed to market—they want to relocate or expand as quickly as possible to make their business more competitive and productive. Having available buildings is critical to a successful recruitment program. We have very few available buildings in Escambia County that meet industry needs. Having a spec building program will make us more competitive with other communities and ensure speedy start-ups for new jobs.

6. ORGANIZATIONAL SUPPORT

FloridaWest will pursue organizational strategies to increase the needed resources and partnerships to carry out the mission. (*Five Year Budget: \$508,000*)

Strategic Tactics

A. Develop an annual budget for board approval and have an annual audit conducted of financial activities.

Why do this? To ensure fiscal responsibility and transparency FloridaWest needs a detailed budget to make sure public and private dollars are being spent and monitored as efficiently as possible.

B. Identify personnel needs—including a workforce development coordinator and a cybersecurity business development specialist—for accomplishing strategies and pursuing funding sources.

Why do this? To be an effective economic development organization FloridaWest needs full time staff dedicated to each area of work. A workforce development coordinator aligned with community partners is a key to community success. Workforce training needs are often the number one issue for job creation for citizens and businesses. In addition, Pensacola has a unique opportunity to become a regional and national leader in cybersecurity. A cyber/IT business development specialist focused on the implementation of the cybersecurity strategy can leverage our competitive position as one of the premier cyber hubs.

C. Increase private sector membership in FloridaWest, adding an average of 4 new members per year for a five-year total of 20 new members.

Why do this? Private sector dollars aid in supporting the efforts of FloridaWest, and can help ease the pressure of acquiring public funds. Also, by increasing private sector membership, FloridaWest brings more business expertise and more private sector engagement and support to job growth efforts.

D. Increase public awareness and input for FloridaWest programs and impacts. FloridaWest will develop a communication plan to provide ongoing communications to stakeholders—PEDC, city, county, board, private sector organizations—on prospect activity, program goal attainment and other information. FloridaWest will make a concerted effort to engage stakeholders in activities and to take advantage of private sector resources to accomplish goals.

Why do this? Economic development is a team sport. All of the players need to be on the same page, marshaling all the available resources and working as one unit to attract new jobs. This requires constant, focused and relentless input and feedback from all players. The best communities do the best job of building community understanding and focus.

V. PEDC PROGRAM OF WORK



The role of the Pensacola/Escambia Development Commission is to establish the economic development vision and priorities for the cities and county. PEDC is responsible for securing the funding for economic development programs and resources, reporting the successes and challenges of FloridaWest to the county and cities and for advocating for sound economic development programs and policies.

Over the next five years, PEDC should:

A. Work with the county to secure a dedicated source of recurring funding for economic development. This will allow PEDC/FloridaWest to:

- Engage in long range planning for recruitment and marketing programs.
- Provide stability for staff and allow for long range staff development planning.
- Develop future budgets and plan for project grant and private sector fund raising.

B. PEDC will lead efforts to secure suitable industrial sites and commerce parks for business attraction and expansion, including these ongoing projects:

Downtown Technology Park

Airport Aviation Park

Port of Pensacola

The Bluffs

Central Commerce Park

Mid-Town Commerce Park

OLF 8 (I-10 Commerce Park)

Saufley Field

C. Develop a regular communication program with stakeholders—particularly the city and county administration and county commissioners. This should include:

- A quarterly, written report to the County Administrator, City of Pensacola and City of Century on Economic Development activities.
- A quarterly appearance at a county commission and city council meetings to report on economic activities and issues.

VI. PARTNERS

1. Local Government:

Escambia County
The City of Pensacola
The City of Century

Ongoing financial support from local governments is critical to the day-to-day operation and long-term programs of PEDC/FloridaWest. Per state statute, government plays an important economic development role in encouraging private investments and creating high quality business sites and parks. Governments are crucial partners to install the infrastructure necessary to make sites optimum for business operations.

2. Florida's Great Northwest

Florida's Great Northwest is the regional economic development marketing organization for our region. A confederacy of local EDO's and private investors, FGNW works with the state of Florida to arrange trade show marketing visits, including setting up meetings with company CEO's, developing marketing materials, visiting company booths at trade shows. FGNW also helps with leads and RFP's from companies interested in locating in Northwest Florida.

3. First Place Partners

An organization of private businesses in Escambia and Santa Rosa counties, First Place Partners works to promote economic development in the area through a variety of committees including Sites and Buildings, Governmental Affairs, and Workforce Development. They also convene Economic Development Roundtable meetings with other organizations in the community

4. Enterprise Florida/DEO

The state economic development organizations, Enterprise Florida and the Florida Department of Economic Opportunity provide leads to FloridaWest, help with incentives for business attraction, retention and expansion and provide opportunities for local EDO's to participate in state-sponsored economic development marketing events.

5. Workforce Partners

To create effective workforce training programs for target industries, FloridaWest works with Gulf Power Company, CareerSource Escarosa, Achieve Escambia, local school districts, George Stone Technical Center, Pensacola State College and the University of West Florida.

6. Others

Local and state chambers of commerce, Visit Pensacola, The Florida SBDC at UWF, business and trade associations, civic clubs and many others are all important associates in ensuring that Pensacola and Escambia County are the premier place for visitors, citizens and businesses. FloridaWest partners with each of these organizations to create a community-wide economic development effort.





VII. GOAL ALIGNMENT

The goals outlined in this plan align with the goals of Northwest Florida Forward—the regional economic development strategy developed by Florida’s Great Northwest—with ongoing participation by FloridaWest. These goals also align with those of Enterprise Florida.

Specific areas of alignment include:

Business Development

The plans of FloridaWest and Northwest Florida Forward both target Aerospace, Financial Services, Advanced Manufacturing and Cybersecurity for business recruitment and expansion. Both plans call for similar marketing plans—out of market trips to specific companies and participation in trade shows, along with other regional partners and the state of Florida.

Workforce Development

The regional strategy calls for a focus on STEM areas of training as well as developing skills needed by area employers. The FloridaWest strategy includes tactics to connect businesses to state and local programs to provide desired training. Plus, FloridaWest will work with training providers to develop industry-driven curriculum and new programming for target industries.

Business Incubator

The Northwest Florida Forward plan calls for programs that develop entrepreneurship and connect start-up businesses with assets, services, networks, facilities and expertise. The FloridaWest strategy does these things through Co:Lab, the business incubator that provides all of these services.

Sites and Buildings

The FloridaWest and the Northwest Florida Forward strategies both call for the development of sites and buildings for business expansion and recruitment, along with the desire for certified sites.

VIII. SUMMARY OF MEASURES IN PLAN

STRATEGY OBJECTIVE

FloridaWest will have direct involvement in new projects (business locations, expansions, or incubation graduations) that result in an average of 400 documented new jobs per year, for a total number of 2,000 documented new jobs by 2023, all with wages above the state average wage (\$44,790 in 2017).

Documented Jobs: Jobs that are either contracted for by a company as part of a PEDC/FloridaWest assisted incentive or training agreement approved by the city, county, or state, or a job that is created with the assistance of a PEDC/FloridaWest, company verified, initiative or program.

Programmatic Goal 1

Co:Lab provides entrepreneurs with work space, equipment, training and other support elements to help new businesses get off the ground. The goal is to maintain an average annual occupancy rate of 80 percent.

Programmatic Goal 2

The mission of the Co:Lab is to create high-wage jobs and sustain long-term economic growth for the area. This is accomplished by keeping the facility occupied by as many qualified companies as possible. The goal is to expand the square footage of the Co:Lab by at least 30 percent.

Programmatic Goal 3

To aid existing businesses, FloridaWest will build ongoing relationships to understand individual business needs, opportunities and risks. The goal is to visit at least 100 existing target industry businesses per year to gather information and assist existing industries in retaining and expanding operations and job creation.

Programmatic Goal 4

Meeting with our local companies' headquarters or corporate office helps to ensure positive engagement with local existing employers and can lead to new or expanded investment in the community. The goal is to visit outside corporate headquarters of 3 local target sector businesses per year.



Programmatic Goal 5

When representatives from a similar industry sector meet, it creates an environment where they are encouraged to share ideas, problem solve and develop strategies to make the industry sector more competitive in Escambia County. The goal is to convene 3 target sector specific industry roundtables with existing businesses per year.

Programmatic Goal 6

FloridaWest will participate with the regional economic development marketing organization—Florida’s Great Northwest—and Enterprise Florida in outbound missions to site consultants. The goal is at least 4 such missions each year.

Programmatic Goal 7

FloridaWest will participate in targeted trade shows with regional and state partners to build relationships and market Escambia County for new jobs (Industry trade shows allow staff to meet with a high number of prospective companies in one location). The goal is to participate in at least 7 trade shows per year.



Programmatic Goal 8

FloridaWest will develop a list of outside companies in each target sector that match the community assets for success. Meetings will be scheduled to develop business relationships and to promote Escambia County as a location for investment (FloridaWest will use several different companies to assist in identifying specific business leads in “high-cost business” markets such as Southern California, Illinois, Washington D.C., New York, etc.). The goal is to visit at least 3 outside, target sector companies—both domestic and international—per year.

Programmatic Goal 9

Available sites and buildings are crucial to attracting new jobs to the area and for providing room for existing businesses to expand. High quality, “shovel ready” certified sites are needed to compete with other regions for companies wishing to relocate quickly with few surprises and with speed to market. The goal is to have at least 2 certified sites in the next five years.

Programmatic Goal 10

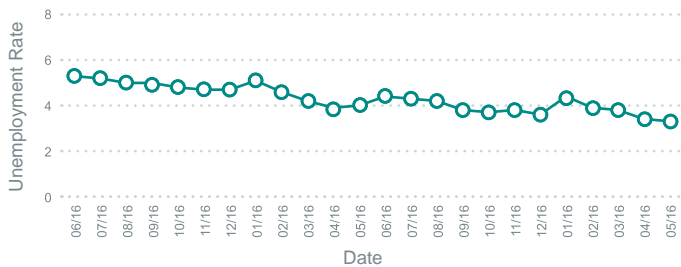
Successful economic development organizations are best structured as a public/ private partnership. FloridaWest will make a concerted effort to engage stakeholders in activities and to take advantage of private sector resources to accomplish the goals of the community. The goal is to add an average of 4 new private sector members per year for a five-year total of 20 new members.

IX. COMMUNITY ECONOMIC INDICATORS

In addition to specific program-of-work measurements, FloridaWest and PEDC will report quarterly on a number of community economic indicators such as:

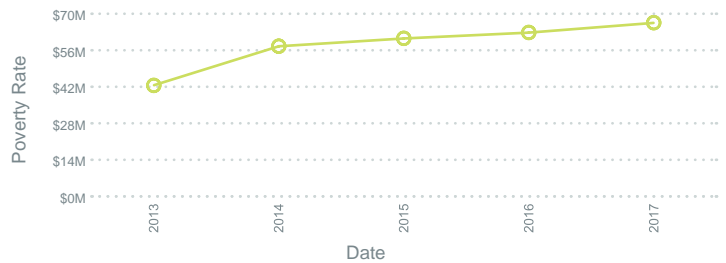
UNEMPLOYMENT RATE

Escambia County



SALES TAX COLLECTION

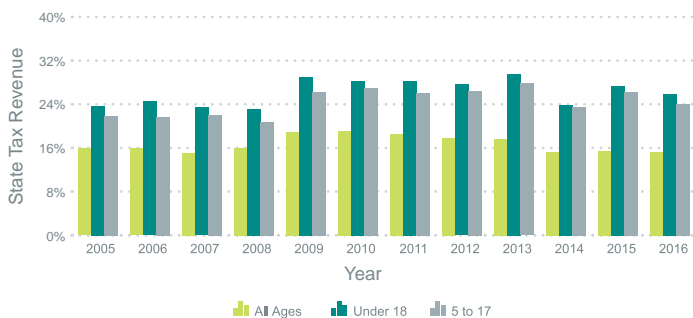
Escambia County



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

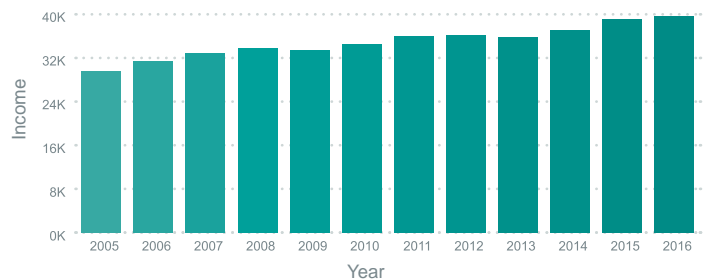
POVERTY RATES

Escambia County



PER-CAPITA INCOME

Escambia County



Income per person for this area.



The Pensacola-Escambia Promotion & Development Commission

Lewis Bear, Jr., *Chairman*
Clorissti Johnson, *Vice-Chair*
Dave Hoxeng, *Secretary-Treasurer*
Pensacola City Councilman Andy Terhaar
Pensacola City Councilman P.C. Wu
County Commissioner Jeff Bergosh (District 1)
County Commissioner Steven Barry (District 5)
City of Century Mayor Henry Hawkins
Adam Principe, *Escambia County Representative*



The FloridaWest EDA Board of Directors

Wendell Smith, *Gulf Power Company, President*
Donnie McMahon, *McMahon & Hadder, Vice President*
Karen Sindel, *Escambia County Representative, Secretary/Treasurer*
Lewis Bear, Jr., *Lewis Bear Company*
Rebecca Ferguson, *City of Pensacola*
Tim Haag, *ECUA*
Bonita Player, *Engineering & Planning Resources*
Jim Waite, *Baskerville-Donovan*
Jonathan Tucker, *Associate Member, Cox Business*

FloridaWest EDA

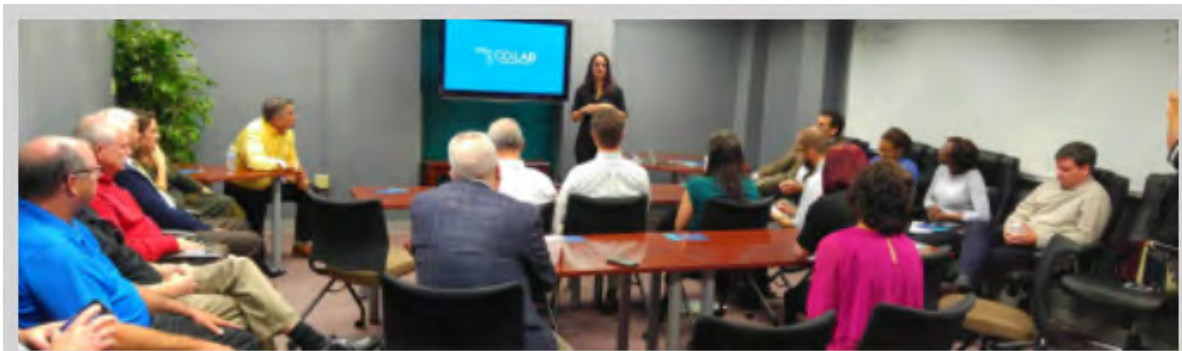
#618 3 West Garden Street
Pensacola, FL 32502
850.898.2201

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

Co:Lab

418 West Garden Street
Pensacola, FL 32502
850.696.1314

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





2017–2018 Economic Development Report

October 1, 2017 – September 30, 2018

Scott Luth
CEO, FloridaWest EDA

Encouraging companies to invest, locate and grow in the local community is a foundation of economic development that brings many positive benefits. As new and existing companies introduce innovative technologies, the mix of business becomes more diverse and the export of goods and services generates more prosperity for the area. Employment opportunities increase for all residents resulting in a vibrant talent base and a broader, more resilient tax base that in turn, allows government to improve infrastructure that helps to keep the community growing and thriving. Although the process of economic development is much more complex than illustrated above, it requires a dedicated approach to work ever evolving internal and external projects to help achieve these desired results. It is companies that decide if, where and when to invest. A wide range of factors are weighed to determine a community's suitability to meet the company's short-term and long-term needs. These factors may include the availability and quality of the local workforce, highway accessibility and proximity to major markets, existing sites and buildings, energy availability and costs, construction costs, the entrepreneurial culture, access to innovation and commercially viable R&D, the responsiveness of the public sector, and even some quality of life factors like the number of nonstop destinations accessible from the local airport. These factors really vary by what is important to the company and places our community in a very competitive environment with other cities and regions across the nation and globally.

About FloridaWest:

Established in October 2014, FloridaWest is a re-brand of the Community Economic Development Alliance (CEDA), a 501c6 organization. We are an alliance of public and private community and business leaders, collectively strengthening our social, human and business capital, and developing our communities.

FloridaWest specializes in the practice of economic development. Our sole mission is to maximize the potential of Northwest Florida through focused economic development initiatives, programs and services aimed at nurturing the global contributions of local entrepreneurs, retaining and expanding existing businesses, attracting and recruiting new businesses, developing a well-trained workforce, and advancing our community and assets to position our area as a rich and ready location for growth.

We are establishing our communities as the gateway to Florida's enterprise. The promise of the West -- synonymous with the spirit of adventure and opportunity--has become a beacon of how we conduct business, how we serve our community and clients; and how we forge relationships. This is how we are maximizing the economic potential of Pensacola, Escambia County and Northwest Florida.



Wealth Development. We are driven to create a thriving and vibrant community rich in diversity, resources and experiences—a combination of quality of business and quality of life that we can all benefit from.

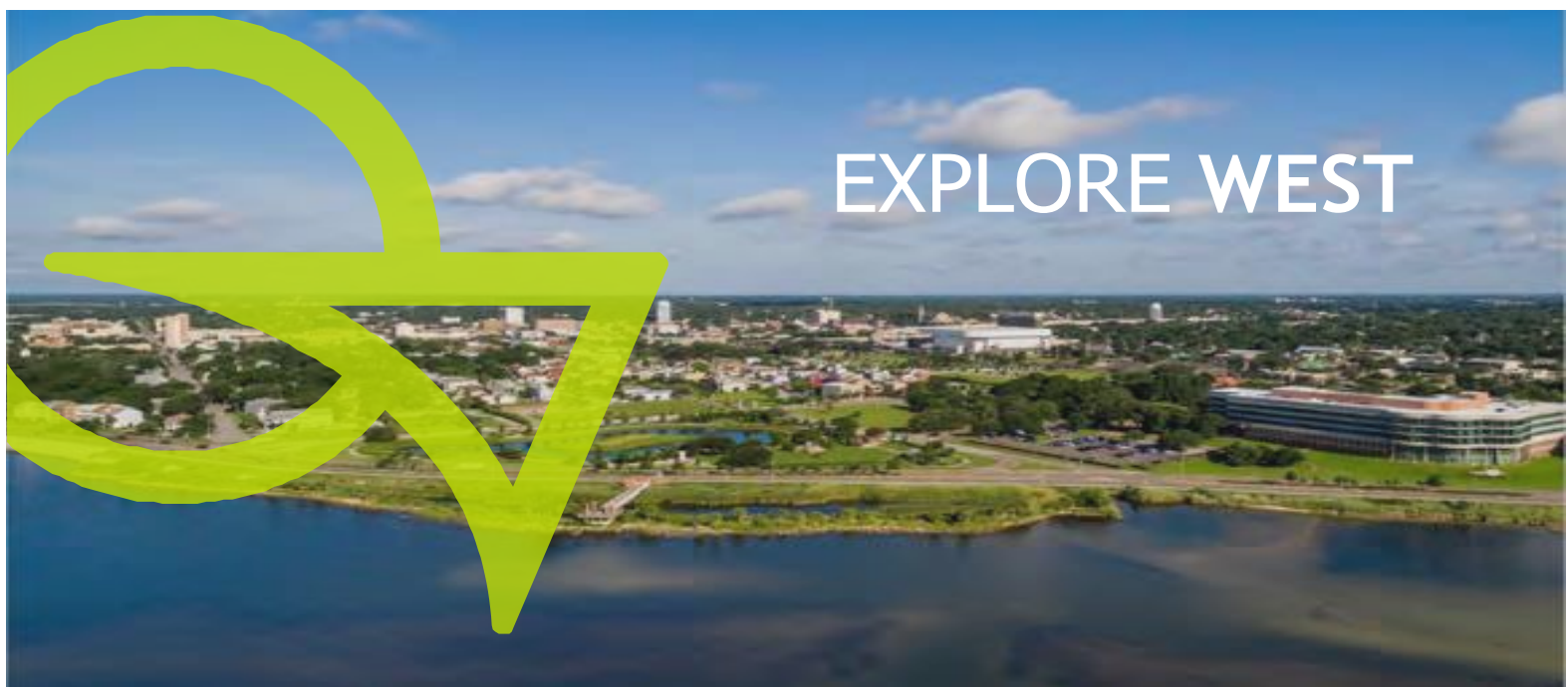
Economic Partnership. We are an alliance of public and private agencies, businesses and organizations, united-as-one, to further the growth of Northwest Florida's economic prosperity.

Sustainable Business. We support and sustain businesses locally, propelling them toward growth goals that build our community as a viable center of global commerce and innovation.

Transformed Workforce. We are bridging the gap between the needs of today's businesses and the promise of local citizens to play on the national stage, transforming human potential and human success.

FloridaWest Economic Development Alliance is continuing to build upon the foundations of our economic development programs to maximize the potential of our businesses, citizens and communities. We recognize the initiatives we undertake are made possible only through the collaboration and support of our partners in the public and private sectors. We thank you for the positive impact you are making to further economic development opportunities now and for generations to come.

The **FloridaWest** Team



An Economy of Success

The following economic development program of work has been designed to ensure that our community can meet business needs - logistics, infrastructure, utility requirements, education and training resources for a strong and vibrant economy, both in the present and in the future.

Business Expansion: A pivotal part of our economic development strategy is safeguarding the longevity and prosperity of our existing businesses and the community. We work with our local companies to encourage and advance their retention-expansion and continued growth in our communities.

Business Attraction: FloridaWest understands the critical aspects of economic development and the proactive approach it takes to develop opportunities and advocate for our communities. Pensacola and Escambia County are great places to live and work. Competing with other communities and regions around the world requires us to go above and beyond to promote our local assets by inviting prospects and site selectors to see the community first-hand, to market the region and attend target sector trade shows and conferences, as well as national and global economic development events.

Business Incubation: 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. 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.

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 because of our ability to align present and future business needs with human resource strategies.

Sites and Buildings: We seek out and receive leads for potential relocation and expansion of businesses from here at home and all over the world. In order to convert these important activities into wins for the community, we must have properties (sites and buildings) available to meet the needs of existing and prospective companies. A few of our regional locational assets include; The Bluffs, OLF 8, the Technology Campus, the Port of Pensacola and the Pensacola International Airport.

FY 2017 - 2018 FloridaWest EDA Board of Directors

Wendell Smith, Board President, Gulf Power Company

Donnie McMahon, Board Vice President, City of Pensacola Representative

Karen Sindel, Board Secretary/Treasurer, Escambia County Representative

Lewis Bear, Jr., Board Member, Lewis Bear Company

Rebecca Ferguson, Board Member, Pensacola Energy Representative

Tim Haag, Board member, Emerald Coast Utility Authority

Bonita Player, At-large Board Member, Engineering & Planning Resources

Jim Waite, Board Member, Baskerville-Donovan

Jonathan Tucker, Associate Member, Cox Business

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 - Business Expansion and Relocation Announcements

Company	Sector	New Jobs	Retained Jobs	Average Wage	Annual Payroll	Capital Investment
October 29, 2014						
October 29, 2014						
Offshore Inland-Corporate	Headquarters	30		\$75,000	\$2,250	\$90,000
December 20, 2014						
AeroSekur	Aviation MRO	5		\$43,600	\$200,000	\$50,000
March 4, 2015						
Financial Management & Investment Corp.	Headquarters	15		\$74,720	\$1,120,000	\$1,355,000
March 8, 2015						
Dept. of Homeland Security	IT/Cyber	35		\$85,000	\$2,975,000	\$20,000,000
June 22, 2015						
Oren International	Manufacturing	18	8	\$39,225	\$1,200,000	\$2,100,000
March 30, 2016						
Re Vera Services	Headquarters	4		--	--	--
September 9, 2016						
Jupiter Composites	Manufacturing	150	100	\$27,040	\$4,056,000	\$1,000,000
May 26, 2016						
Armoured Frog	Manufacturing / Showroom	5	5	\$45,000	\$450,000	\$200,000
November 26, 2016						
PaintUniversity	Headquarters	7		--	--	\$340,200
February 1, 2017						
Accounting Fly	Headquarters	8		--	--	--
February 5, 2017						
VetFed	IT	20	2	\$46,000	\$920,000	\$95,000
December 8, 2017						
Pall Corporation	R&D	14	36	\$73,500	\$3,525,000	--
January 25, 2018						
Intelligent Retinal Imaging Systems, Inc.	Headquarters/ IT	30	30	--	--	--
April 1, 2018						
Totals	15 Projects	5353	605	\$55,362	\$51,336,250	\$467,230,200

Business Development

Report Overview

Summary of Business Development

Economic Development Pipeline

RFP's and Site Visits

Active Projects

Business Retention and Expansion Visits

Business Development Activity

Business Parks – Product Development

The Bluffs Update

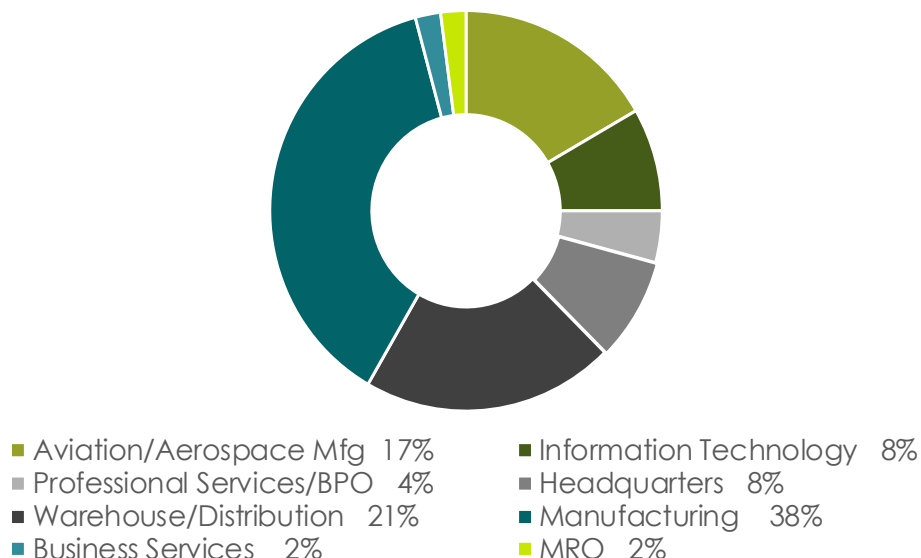
The Bluffs Marketing Awards

Year to Date, October 1, 2017 – September 30, 2018

BUSINESS DEVELOPMENT SUMMARY

Total Pipeline	48
Active Projects	26
Existing	7
New	19
Site Visits	21
Business Retention Visits	43

Pipeline by Sector



Economic Development Pipeline - Project Rating

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

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

Economic Development Pipeline

Project Code	# Jobs	Industry Sector	Status	Space Required	Lead	Project Rating
P10252012_MFG	35	R&D, Manufacturing	Active	14,000	Direct	4
P02172015_BPO	1000	BPO	Active	100,000	Direct	1
H07172015_MFG	100	Manufacturing	On-Hold	50,000	EFI	2
G08152015_AAM	44	Aviation Manufacturing	Active	128,000	Direct	2
Q02252016_MFG	45	Manufacturing	Dead	60,000	Direct	
J02262016_MFG	10	Manufacturing	Active	1,500	Direct	4
S08162016_WD	400	Warehouse/Distribution	Active	350,000	Direct	2
A08312016_WD	5	Warehouse/Distribution	Active	150,000	Direct	3
G10142016_HQ	6	Headquarters-BusServices	Active	7,000	Direct	4
F12282016_MFG	35	Manufacturing	Active	60,000	Direct	4
V01102017_IT	22	IT	Announced	5,000	Direct	5
A06132017_AAM	65	Aviation MRO	Active	60,000	Direct	1
A06172017_WD	55	Warehouse/Distribution	On-Hold	35,000	Direct	2
P07062017_MFG	15	Manufacturing	Active	0	Direct	3
P07072017_BPO	250	BPO	On-Hold	25,000	Direct	
C07122017_IT	25	IT	Active	15,000	Consultant	1
T07172017_AAM	800	Aviation	Active	200,000	Direct	3
F10012017_B SVC	5	Business Services	Active	20,000	Direct	3
T10012017_WD	20	Warehouse/Distribution	Active	600,000	Direct	2
A10182017_HQ		Headquarters	Dead	500,000	Public	
E10202017_WD	5	Distribution	Active	3 AC	Direct	1
V10302017_MFG	75	Manufacturing	Active	60,000	Direct	2
D11012017_WD	40	Warehouse/Distribution	Active	350,000	Direct	2
P11092017_WD	20	Warehouse/Distribution	Active	300,000	Direct	2
R11172017_AAM	TBD	Aviation	On-Hold	TBD	FGNW	1
G01/02/2018_WD	TBD	Warehouse/Distribution	Active	100,000	Direct	4
I02052018_MFG	75	Manufacturing	Active	155,000	Direct	4
E02082018_IT	TBD	IT	Active	TBD	EFI	1
N02152018_AAM	200	Aviation	Active	100,000	EFI	1
P02122-018_MFG	20	Manufacturing	Active	30,000	Direct	1
D02202018_AAM	TBD	Aviation	Active	173,000	Direct	3
J02282018_MFG	TBD	Manufacturing	Active	30,000	Direct	1
H004012018_MFG	140	Manufacturing	Active	200,000	Direct	2
S04072018_MFG	140	Manufacturing	Active	100,000	EFI	1
S04152018_MFG	20	Manufacturing	Active	2 AC	Direct	2
X04132018_WD	200	Warehouse/Distribution	Active	400,000	EFI	1
A04162018_MFG	50	Manufacturing	Active	30 AC	Consultant	3
M05152018_MFG	5	Manufacturing	Active	10,000	FGNW	2
B05162018_MFG	150	Manufacturing	Active	50 AC	FGNW	1
C05172018_IT	2	IT	Active	4,000	EFI	1
V05312018_AAM	40	Aviation	Active	50,000	EFI	1
H06112018_MFG	10	Manufacturing	Active	12,000	EFI	1
S06112018_HQ	30	Headquarters/Mfg	Active	30,000	FGNW	1
E07112018_MFG	20	Warehouse/Distribution	Active	TBD	Direct	2
V07132018_HQ	24	Headquarters	Active	10,000	Direct	2
R08012018_MFG	5	Manufacturing	Active	10,000	EFI	1
B08102018_MRO	25	MRO	Active	TBD	Direct	2
M09182018_AAM	50	Aviation	Active	TBD	FGNW	2
F09242018_MFG	15	Manufacturing	Active	20 Acres	FGNW	1
# Jobs	3,337		Total Space	7,723,833		
			Average SF	188,386		

LEAD SOURCE:

Enterprise Florida, Inc. (9)
 Florida's Great Northwest (4)
 Site Consultant (2)
 Direct (30)
 Public/Open RFP (1)

TYPE:

Existing 
 New 

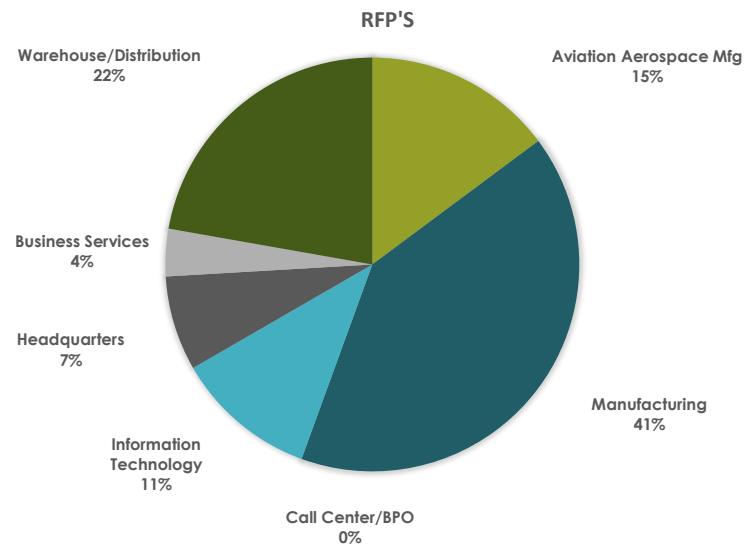
STATUS:

Active (39)
 Inactive
 Hold (4)
 Dead (2)
 Announced (1)

RATING:

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

Total Request For Proposal (RFP) by Sector 27



Site Visits 19

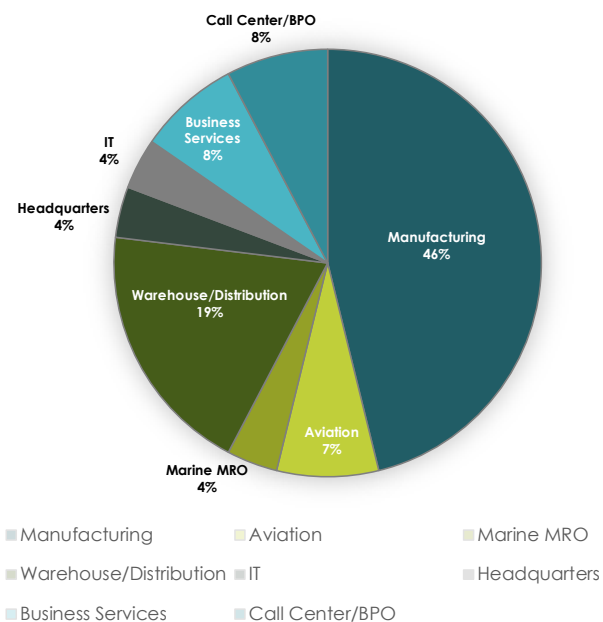
F12282016_MFG	ACTIVE	Nov 13, 2017/ Jun 6, 2018	A04162018_MFG	ACTIVE	April 17, 2018
T10012017_WD	ACTIVE	Nov 16 2017	M05152018_MFG	ACTIVE	Jun 9, 2018
D11012017_WD	ACTIVE	Nov 14, 2017	E07112018_MFG	ACTIVE	July 11, 2018
P11132017WD	ACTIVE	Nov 13/Dec 18, 2017	V07132018_HQ	ACTIVE	July 13, 2018
R11152017AAM	ACTIVE	Nov 19, 2017	R08012018_MFG	ACTIVE	August 1, 2018
I02052015_MFG	ACTIVE	Jan 29/Feb 15/Apr 17/Jun 5/July 16, 2018	B08102018_MRO	ACTIVE	Aug 15./Sept 18, 2018
S04132018_MFG	ACTIVE	Apr 13, 2018	M09182018_AAM	ACTIVE	Sept. 18, 2018

Total Active Projects 26

19 RECRUITMENT

7 EXPANSIONS

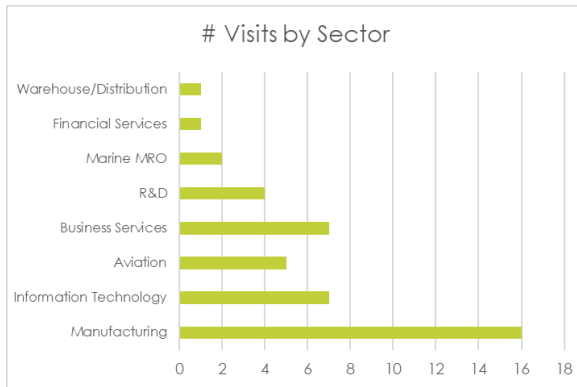
3109 Jobs



Business Retention-Expansion 43 Visits

Existing Industry Visits 2017-2018

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
03/13/18	Hitachi Cable	360
03/13/18	Jupiter Composites	150
04/02/18	Heliworks	19
04/05/18	Reliance Aerotech	7
04/05/18	DDCU Resources	2
04/11/18	Martelli Enterprises	18
04/14/18	National Energy	2
04/17/18	EFI Germany Visit - Ascend	888
06/08/18	ST Aerospace - Opening Celebration	130
06/19/18	Turner Industries	55
06/29/18	VetFed	19
07/17/18	IHMC	100
07/20/18	GE Wind	510
07/27/18	IMS Expert Services	80
08/15/18	Offshore Inland	30
09/18/18	International Paper	453
09/26/18	Lighthouse Health	6



Business Development Activities

- **Secured \$1.8 M funding for the Bluffs project through the 2018 Florida Legislature** -PEDC and Florida West were instrumental in championing for the Bluffs project funding and results leading to active contracts with FDOT and DEO. This phase is to develop Design/Build Package for Industrial Blvd., and Bridge Development, Design/Build for repairing Becks Lake Road, Alternative Analysis, Industrial Utility System Crossings, Real Property Impacts and Stakeholder Communications. The Bluffs 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 and Commercial Aircraft Maintenance, Repair and Overhaul Campus (MRO Campus) Expansion** participating in the Airport's commercial and aviation business park property development for a 775,000 SF commercial aircraft MRO campus to accommodate future MRO activity, maximize business development and economic development opportunities to attract and grow aviation/aerospace jobs.
- **Airlines recruitment for expanding flight services to Pensacola** -presented with a team from PNS with United Airlines in positioning the greater Pensacola regional economy and supporting advancement of present and future airline service with major carriers. For example, these efforts generated American Airlines launch of a new daily non-stop service to the Washington Reagan, DC Airport in 2016 and Frontier Airlines began nonstop to Denver in 2017.
- **IT/Cybersecurity Strategic Plan** – launched in October 2017 to maximize Pensacola-Escambia County's unique opportunity to become a regional and national leader in cybersecurity. Stakeholders from private, public, and military sectors participated in development of the strategic plan. FloridaWest as lead organization is continuing to engage key cybersecurity stakeholders and is moving forward with implementation to build a strong workforce, identify education and career pathways, and enhance the economic and community impact of cybersecurity in northwest Florida.
- **Industry and Manufacturing Awareness** - promoting and increasing awareness of why local manufacturing matters and the resulting annual economic impacts of manufacturing. With an annual manufacturing awareness event and industry tour. Manufacturing is a key driver in the Northwest Florida regional economy. According to the September 2017 JobsEQ economic report of the Pensacola MSA, there were 324 manufacturing establishments accounting for 6,462 jobs with an average annual wage of \$62,193. Local manufacturers produced \$1.2 Billion in Gross Domestic Product (GDP) within the region.
- **Target Industry Trade Shows**

SEUS Japan Conference	Aviation Forum, Hamburg
Singapore Airshow	MRO Americas
Farnborough International Airshow	Association of Defense Communities
Cyber Security Summit	IMTS Manufacturing Technology Show
- **National Site Location Consultant Events**

Economix
Site Selectors Guild
- **Site Consultant Missions – Chicago, Atlanta, Dallas**
- **International Trade**

Consul General of Japan in Miami, Ken Okaniwa and 'Walk in America-Talk on Japan'
delegates visit, November 2017
Consul General of Canada in Miami, Susan Harper visit, January 2018
Japan-US Grass Roots Partnership Forum, March 2018
Sister Cities, Gero, Japan, May 2018

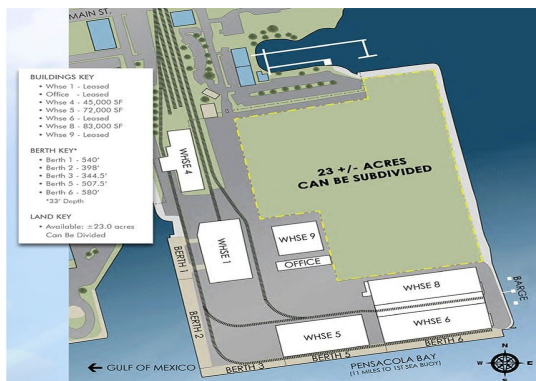
Business Park-Product Development

New companies considering relocation or existing companies needing room for expansion look for readily available sites and buildings,

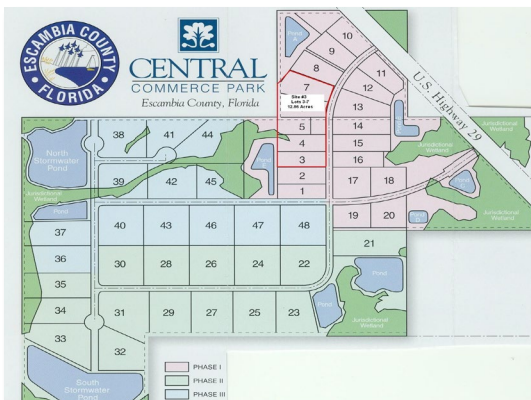
Pensacola Aviation Business Park



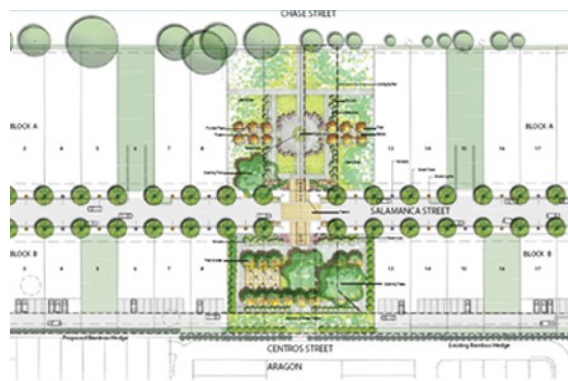
Port of Pensacola



Central Commerce Park



Pensacola Technology Park



Heritage Oaks



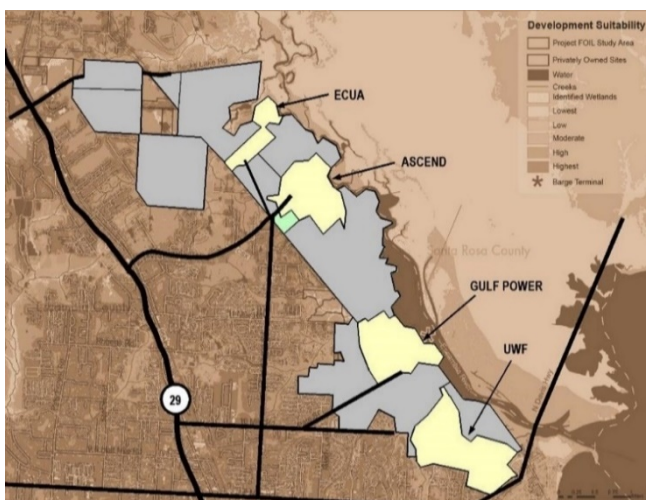
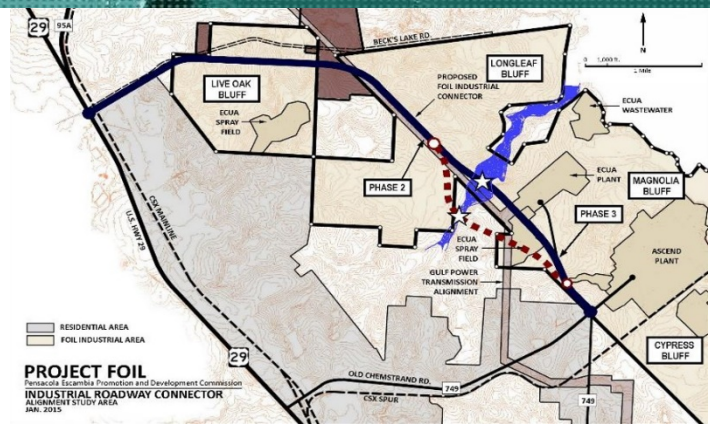
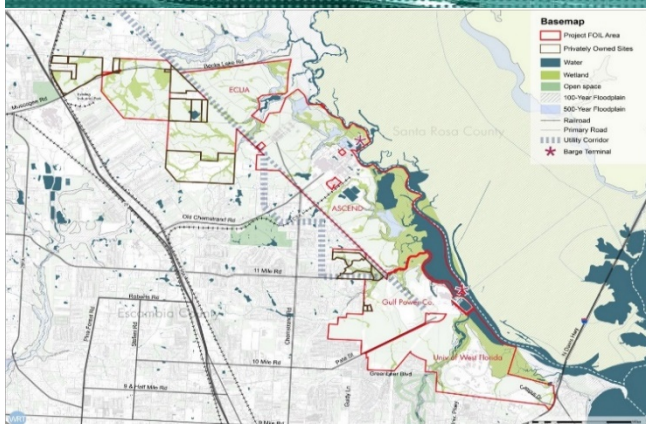
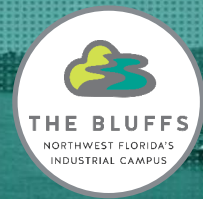
Bluffs Multi Phase Project

Project 1: Industrial Development Study

Project 2: Industrial Blvd. from Becks Lake Road to Spanish Mill Creek
Bluffs Marketing materials and outreach

Project 3: Industrial Blvd. from Spanish Mill Creek to Old Chemstrand Road

Project 4: Design/Build Package for Industrial Blvd. and Bridge Development
Design/Build for repairing Becks Lake Road
Alternative Analysis
Industrial Utility Service System Crossing
Real Property Impacts
Stakeholder Communication



The Bluffs Marketing Awards

The Bluffs of Northwest Florida video, promotional materials and website were made possible through a PEDC grant with the Dept. of Economic Opportunity (DEO). This marketing was a collaborative effort with Vision First Advisors and local companies Vivid Bridge, Pelican Drones and Calliope Films.



- **IEDC (International Economic Development Council) – Gold Award, Excellence in Economic Development Award, Video/Multimedia Promotion**
- **SEDC (Southern Economic Development Council) Special Judges Award, Creative Delivery of Content**
- **FEDC (Florida Economic Development Council) Innovation Marketing Award, Digital Advertising**
- **FEDC (Florida Economic Development Council) Innovation Marketing Award, Direct Mail Campaign**
- **2018 American Advertising Federation Pensacola ADDY Gold Awards:**
 - Integrated Advertising Campaign, B-to-B, Regional/National
 - Direct Mail, 3-D/Mixed Campaign
 - Internet Commercial
- **Additional Awards:**
 - 2018 Silver Addy Awards:
 - Video Editing, Vivid Bridge
 - Creative for Animation, Vivid Bridge
 - 2018 Aurora Filmmaking Awards – Platinum Best of Show
 - External Communications/PR: Economic Development
 - Individual Achievement, Use of Graphics, Vivid Bridge
 - Gold Award, Individual Achievement: Editing, Vivid Bridge

INNOVATION and Entrepreneurship

Report Overview

Key Metrics

Occupancy

Current Tenants

Tenant Overview

FY 17-18 Successes

Entrepreneurial Ecosystem

Noteworthy Events

KEY METRIC: Companies Served



21  member
companies
employing
80 professionals

35+  entrepreneurial
events

Over
\$9.5  million
gross sales

38  jobs in
Pensacola
metro area*
* Includes Escambia and
Santa Rosa Counties

ECONOMIC IMPACT*

THOSE NUMBERS EQUAL:

Over
176
direct, indirect
& induced jobs
in Pensacola
metro area

Over
\$8.7
MILLION
in gross
earnings

* According to UWF Haas Center

KEY METRIC: Occupancy



Occupancy (Goal: 80%)	Total Leasable SQFT	SQFT Occupied	Available	% Occupancy
2nd Floor (SQFT)	3,696	3,127	569	84.60%
3rd Floor (SQFT)	3,974	3,049	925	76.72%
TOTAL SQUARE FEET:	7,670	6,176	Occupancy	80.52%** **Snapshot as of 09/30/2018

Current Clients	Date of Entry	Status
Lost Key Media	Jan-08	5th year
Samantha Weaver, LLC.	Feb-08	3rd year
International Debt Recovery, Inc.	Mar-08	2nd year
EBI Management Group, Inc.	Apr-08	2nd year
Coast Software, dba. Building on Knowledge	May-08	2nd year
Data Revolution, LLC	Jun-08	2nd year
Pensacola Media Group, LLC.	Jul-08	2nd year
Altius Marketing	Aug-08	2nd year
Guided Particle Systems, Inc.	Sep-08	2nd year
Vivid Bridge Studios	Oct-18	2nd year
Snap Soccer	Nov-18	1st year
Warfighter Fitness	May-18	1st year
Greater Things Fitness	Jul-18	1st year
Girl Catch Fire	Aug-18	1st year
N Star Investments	Sep-18	1st year



Exited Clients	Date of Entry	Status	Notes
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
Intelligent Retinal Imaging Systems	Feb-14	Graduated 04/01/18	Office space in downtown Pensacola
YourTechnoGeeks	Apr-16	Moved out 05/01/18	Company in idle state, took job out of town
Business RadioX	Jun-17	Moved out 06/30/18	Moved into other office space in Pensacola
Hatchmark Studio	Oct-15	Graduated 08/01/18	Office space in downtown Pensacola

	YE 2013	YE 2014	YE 2015	YE 2016	YE 2017	JUNE 2018
Full Time Employment						
FT On-site:	5	10	12	17	29	18
FT Off-site (in Pensacola MSA):		4	4	4	5	3
FT Off-site (outside of Pensacola MSA):		5	10	9	1	1
Part Time Employment						
PT On-site:		1	0	0	2	2
PT Off-site (in Pensacola MSA):		2	2	1	2	2
PT Off-site (outside of Pensacola MSA):		1	1	0	2	2
TOTAL FTE	5	19	26	30	41	22
Total salaries and wages	185,000	220,809	408,864	343,634	407,174	-
in the Pensacola MSA:	185,000	1,076,205	724,583	2,079,789	2,580,289	1,720,000
Total Contractors (subs, 1099s, etc):	-	14	6	14	17	8
in Pensacola MSA:		3	-	3	7	5
outside of Pensacola MSA:		11	6	11	10	3
Gross revenues- Total	100,000	987,608	1,209,852	5,764,471	5,625,338	3,014,500
% Sales in the Pensacola MSA:		0%	2%	1%	5%	6%
Total equity capital raised in most recent full year	250,000	250,000	250,000	250,000	9,035,000	9,035,000
Total debt capital raised in most recent full year		300,000	-	225,000	116,100	116,100
Total grant funds raised in most recent full year		-	450,000	\$ -		
Undergoing merger, acquisition or closure in the next six months?***						
Awards Company Received					Several	

RECOGNITION

INTELLIGENT RETINAL IMAGING SYSTEMS, INC.

- Inc. 500 - #459 fastest growing company in America
- Microsoft Health Innovation Award
- Secured Series B Funding

LOST KEY MEDIA

- Published 30th Anniversary edition of Guy Harvey Magazine
- Named Studer Community Institute MicroBusiness of the year

ALTUS CONTENT MARKETING

- Awarded 1st US trademark
- Secured Private label manufacturing agreement with a Canadian Company



Co:Lab has been a source of community and caffeine as I've grown my business. I gained access to mentorship and business partnerships I would not have otherwise had.

VERONIQUE ZAYAS
OWNER, HATCHMARK STUDIO



Entrepreneurial Ecosystem

THE CULTURE OF ENTREPRENEURSHIP IN PENSACOLA

Co:Lab 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 Co:Lab are hitting the ground running to ensure entrepreneurs of the Pensacola Area are exposed to resources that will maximize their economic impact footprint.

In April, Co:Lab helped bring the Kauffman Foundation's 1Million Cups program to the Pensacola community. Meeting bimonthly, 1MC serves as an easy entry point to the entrepreneurial ecosystem. Each event features two early stage ventures and averages 45 attendees.



NOTEWORTHY EVENTS:

- **Co:Lab Policy Board Meetings- Quarterly**
 - ❶ Board meeting to discuss tenant leases and facility concerns
 - ❷ FloridaWest role- staff support
- **Nitty Gritty Series - Monthly**
 - ❶ Local service providers share their expertise with Co:Lab clients and provide lessons learned, nuggets of wisdom and mentorship
 - ❷ FloridaWest role - host
- **ITEN WIRED Summit- October, Hilton Pensacola Beach Gulf Front**
 - ❶ Gulf Coast's premier tech conference featuring tracks in Cybersecurity, Tech Maker/ Incubators, and Professional Development for IT
 - ❷ FloridaWest role- co-hosting with ITGULFCOAST
- **Startup Weekend Pensacola- November, Cowork@nnex**
 - ❶ For startups to build a business model and prototype in a weekend
 - ❷ FloridaWest role- organizing, Co:Lab provides office space to winners
- **Northwest Florida Forward- Entrepreneurship & Innovation Council- Monthly**
 - ❶ Collaboration with leaders across NWFL to create a strategy for growth of entrepreneurial activity
 - ❷ FloridaWest role- collaboration

WORKFORCE DEVELOPMENT

Report Overview

Workforce Activity

Workforce Communication and Promotional Support

Workforce Activity

- FloridaWest partnered with Pensacola State College in the planning and promotion of the 2018 Skills USA Conference, which hosts educational programs and competitions for high school, middle school and college students that support career and technical education (CTE). The statewide conference returned to Pensacola this year and will take place here for two more consecutive years.
- FloridaWest collaborated with partners in the Greater Pensacola Career Pathways initiative, including Pensacola State College, the Escambia County School District workforce education, George Stone Technical Center, CareerSource Escarosa, AFFCEA and Gulf Power Company to apply for the Governor's Job Growth Grant funding. This workforce development partnership was awarded \$1,860, 510 to support Pensacola State College's workforce training program. The initiative also secured a Carl D. Perkins grant to recruit young women into the Aviation Maintenance Career Academy at Washington High School and is presently working on a Triumph grant request to address additional workforce training needs.
- St Engineering Aerospace held a Career Information Session in preparation for their grand opening in June 2018, which set the stage for two successful November hiring events. FloridaWest assisted in the planning, advertising and coordination of the events, as well as staging a media tour of the Pensacola Airport Site that generated significant coverage.
- FloridaWest hosted manufacturing and cybersecurity Career Advisory Council meetings bringing together local industry leaders to connect with career academy teachers and students.



Workforce – Communication and Promotional Support

FloridaWest provided communication and promotional support for workforce training, and educational events with a variety of industry and organization partners throughout the year:

- Careersource Escarosa
- SBDC
- Gulf Coast African American Chamber
- Enterprise Florida
- The Studer Institute
- The University of West Florida
- U.S. Japan Alliance
- The office of Representative Matt Gaetz
- ITEN WIRED
- Department of Homeland Security
- Cyberthon
- Entrecon
- IT Gulf Coast
- VetFED
- Cox Communications
- Ferguson Airport
- St. Engineering Aerospace

Noteworthy examples include:



Feb. 2018, Governor Rick Scott announced \$35 million in awards for nine Florida Job Growth Grant Fund projects, including \$1,860,510 for Pensacola State College's workforce training programs, under the umbrella of the Greater Pensacola Career Pathways initiative



Feb. 2018, Ferguson Airport/Brown Helicopter hosted an Aviation Career Expo attended by nearly 100 area students and job seekers. Industry and workforce partners Brown Helicopter, Pensacola International Airport, ST Engineering, CareerSource Escarosa and Escambia County School District provided insights into the types of jobs available in aviation today and the opportunities to launch an exciting career in aviation.




Oct. 2017, Department of Homeland Security (DHS), the University of West Florida Center for Cybersecurity and FloridaWest collaborated to bring together a Cyber Career Expo and Roundtable event featuring Jeanette Manfra, Assistant Secretary for Cybersecurity and Communications, DHS.



Nov. 2017, The Japan-America Society of Northwest Florida hosted delegates of "Walk in the U.S, Talk on Japan", a Japan government sponsored mission for teams of volunteers visiting U.S. cities to promote Japan based on their own experiences and interests. Topics included dialogue about history, culture, business, the economy and military service. While in Pensacola, the delegates attended several events and engaged with representatives from the University of West Florida, the City of Pensacola, Pensacola Sister Cities International organization,, Visit Pensacola, FloridaWest EDA, and the Japan US Military program (JUMP).



Aug. 2018, FloridaWest hosted a luncheon and round table with Adrienne Slack, Vice President & Regional Executive, New Orleans Branch of, the Federal Reserve Bank of Atlanta. Ms. Slack Vice provided local business representatives an update on the economy and Federal Reserve policy actions as well as an outlook on the regional and national economy.



Live Coastal. Work Cyber.


With outstanding opportunities right now in Escambia County, cyber security is a great career for the future. You can start training right now in high school for a high-demand career with great earning potential!

greaterpensacolacareerpathways.com

There is a Good Life in Manufacturing!

With an average annual salary of \$53,000, the income in manufacturing is higher than any industry in Florida. You can start training right now in high school and start your career with a job rather than debt.

greaterpensacolacareerpathways.com



Florida West

NATIONAL ECONOMIC DEVELOPMENT WEEK
May 7-12 2018

Florida West

Find out more about how Economic Development Improves Quality of life at FloridaWestEDA.com



Economic Development Funding and 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

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

**PENSACOLA-ESCAMBIA COUNTY PROMOTION
AND DEVELOPMENT COMMISSION**

PENSACOLA, FLORIDA

FINANCIAL STATEMENTS

SEPTEMBER 30, 2018

**PENSACOLA-ESCAMBIA COUNTY PROMOTION
AND DEVELOPMENT COMMISSION**

PENSACOLA, FLORIDA

FINANCIAL STATEMENTS

SEPTEMBER 30, 2018

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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 Pensacola-Escambia County Promotion and Development Commission (the "Commission") as of and for the year ended September 30, 2018, and the related notes to the financial statements, which collectively comprise the Commission's basic 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 an opinion 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.

Board of Directors
Pensacola-Escambia County Promotion
and Development Commission

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Commission as of September 30, 2018, and the changes in its 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 an opinion 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 5, 2018 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.

A handwritten signature in cursive script, reading "Saltmarsh Cleaveland & Lund".

Pensacola, Florida
December 5, 2018

**Pensacola-Escambia County Promotion and Development Commission
Management's Discussion and Analysis
For the Year Ended September 30, 2018**

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, 2018. 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 \$54,781 from 2017 due to an increase of \$80,858 in bank account balances and a decrease of \$26,077 in grant receivables. Liabilities increased by \$42,709 due to an increase in Tech Park payable – County of \$39,925, an increase in FOIL payable – County of \$32,910 and a decrease in accounts payable of \$30,126.

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.

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.

**Pensacola-Escambia County Promotion and Development Commission
Management's Discussion and Analysis
For the Year Ended September 30, 2018**

Reporting the Commission's Funds

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 financial statements. The notes to the financial statements can be found on pages 12-17 of this report.

THE COMMISSION AS A WHOLE

The Commission's total net position changed from a year ago, increasing from \$4,455,785 to \$4,507,782. 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)**

	<u>2017</u>	<u>2018</u>
Cash	\$ 1,274	\$ 1,355
Grant receivable	351	325
Technology Park property	<u>5,850</u>	<u>5,850</u>
Total Assets	<u>\$ 7,475</u>	<u>\$ 7,530</u>
Accounts payable	\$ 181	\$ 151
FOIL payable – County	647	680
Technology Park payable – County	<u>2,191</u>	<u>2,231</u>
Total liabilities	<u>3,019</u>	<u>3,062</u>
Net Position:		
Restricted	61	61
Unrestricted	<u>4,395</u>	<u>4,407</u>
Total net position	<u>4,456</u>	<u>4,468</u>
Total Liabilities and Net Position	<u>\$ 7,475</u>	<u>\$ 7,530</u>

Statement of Activities

Prior year revenue totaled \$2,477,425 versus current year revenue of \$2,199,046. This decrease is due to a decrease in grant funds.

Prior year expenses totaled \$2,450,553 versus current year expenses of \$2,186,974. This decrease is primarily due to a decrease in grant expenditures.

**Pensacola-Escambia County Promotion and Development Commission
Management's Discussion and Analysis
For the Year Ended September 30, 2018**

**Table 2
Final Budget versus Actual Results (GAAP Basis)
General Fund**

	<u>Final Budget</u>	<u>Actual</u>	<u>Variance</u>
Revenues:			
Governmental -			
Intergovernmental	\$ 700,000	\$ 700,000	\$ 0
Program -			
Grant revenue	3,000,000	1,496,046	(1,503,954)
Miscellaneous revenue	0	3,000	3,000
Investment income	400	0	(400)
Expenditures:			
Current -			
General government	\$ 3,700,400	\$ 2,186,974	\$ 1,513,426
Excess of Revenues Over Expenditures	\$ 0	\$ 12,072	\$ 12,072

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. This includes performing management duties on behalf of the Commission and marketing. The Commission requested level 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.

**Pensacola-Escambia County Promotion and Development Commission
Management's Discussion and Analysis
For the Year Ended September 30, 2018**

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 for 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 negotiations with the University of West Florida ("UWF") to acquire the entire Technology Park property and a contribution agreement was signed in September 2017. According to the terms of the agreement, the Commission agreed to contribute the property to UWF as participation in a grant application to be submitted to Triumph Gulf Coast, Inc. ("Triumph") for funding for what is designated by the Commission as Project Expense. The project would be for the development of the Downtown Technology Center for an educational site with high-tech education, research, and collaborative components, including without limitation, cyber security, advanced manufacturing to potentially include marine, and other high-tech programming (the "Purposes"). The Commission continues to work with UWF and the Triumph board as it relates to the grant application and project funding.

The development of the "Bluffs" continues to be a high priority project for the Commission. Beginning in FY 2014 - 2015 to the end of FY 2016 - 2017, the Commission has received and spent approximately \$5.3 million from the Department of Economic Opportunity ("DEO") and 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. The Commission was appropriated \$3,100,000 of legislative funding from the State of Florida last year and spent approximately \$1,500,000 of the funds in the current year with the remaining to be spent in FY 2018 - 2019. This round of funding was for a transportation and utility alignment assessment from FDOT. All grant contracting and work with this phase is associated with the Industrial Blvd. from the northwesterly abutment of Spanish Mill Creek to Old Chemstrand Road. This effort involves crossing Spanish Mill Creek at one of the three alternative locations. For this crossing, a bridge structure will be required. In addition, the Commission was appropriated \$500,000 of additional legislative funding from the State of Florida this year. These funds will be for Becks Lake Road Improvements. This effort involves the establishment of horizontal and vertical realignments of Becks Lake Road to provide an industrial route designed as an Industrial Access/Freight Corridor to support The Bluffs. All work associated with this project will begin in FY 2018 - 2019.

**Pensacola-Escambia County Promotion and Development Commission
Management's Discussion and Analysis
For the Year Ended September 30, 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.

A handwritten signature in black ink, appearing to read "Scott Luth", with a long horizontal flourish extending to the right.

Scott Luth
CEO, FloridaWest Economic Development Alliance

FINANCIAL STATEMENTS

**PENSACOLA-ESCAMBIA COUNTY PROMOTION
AND DEVELOPMENT COMMISSION
STATEMENT OF NET POSITION
SEPTEMBER 30, 2018**

ASSETS

Cash	\$ 1,354,681
Grant receivable	325,423
Technology Park property, net	<u>5,850,000</u>
Total Assets	<u><u>\$ 7,530,104</u></u>

LIABILITIES AND NET POSITION

Liabilities:

Accounts payable	\$ 150,918
FOIL payable - County	680,285
Technology Park payable - County	<u>2,231,044</u>
Total liabilities	<u>3,062,247</u>

Commitments and Contingencies

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Net Position:

Restricted	61,198
Unrestricted:	
Committed	52,309
Unassigned	<u>4,354,350</u>
Total net position	<u>4,467,857</u>

Total Liabilities and Net Position	<u><u>\$ 7,530,104</u></u>
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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, 2018**

Revenues:

Governmental -	
Intergovernmental - City	\$ 150,000
Intergovernmental - County	550,000
Program -	
Grant revenue	1,496,046
Miscellaneous revenue	3,000
Total revenues	<u>2,199,046</u>

Expenses:

Current -	
General government -	
Economic development	2,166,592
Audit and accounting	10,000
Legal	8,903
Miscellaneous	1,479
Total expenses	<u>2,186,974</u>

Change in Net Position 12,072

Net Position, October 1, 2017 4,455,785

Net Position, September 30, 2018 \$ 4,467,857

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, 2018**

	General Fund		
	Budget	Actual	Variance - Favorable (Unfavorable)
Revenues:			
Governmental -			
Intergovernmental - City	\$ 150,000	\$ 150,000	\$ -
Intergovernmental - County	550,000	550,000	-
Program -			
Grant revenue	3,000,000	1,496,046	(1,503,954)
Miscellaneous revenue	-	3,000	3,000
Investment income	400	-	(400)
Total revenues	<u>3,700,400</u>	<u>2,199,046</u>	<u>(1,501,354)</u>
Expenditures:			
Current -			
General government -			
Economic development	3,676,200	2,166,592	1,509,608
Audit and accounting	10,000	10,000	-
Contractual services - Foreign Trade Zone	2,000	-	2,000
Legal	7,200	8,903	(1,703)
Miscellaneous	5,000	1,479	3,521
Total expenditures	<u>3,700,400</u>	<u>2,186,974</u>	<u>1,513,426</u>
Excess of Revenues Over Expenditures	<u>\$ -</u>	<u>\$ 12,072</u>	<u>\$ 12,072</u>

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

NOTES TO FINANCIAL STATEMENTS

**PENSACOLA-ESCAMBIA COUNTY PROMOTION
AND DEVELOPMENT COMMISSION
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2018**

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 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. 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.

**PENSACOLA-ESCAMBIA COUNTY PROMOTION
AND DEVELOPMENT COMMISSION
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2018**

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 fund:

Governmental Fund

The General Fund is used to account for all financial resources except those required to be accounted for in another fund.

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.

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.

**PENSACOLA-ESCAMBIA COUNTY PROMOTION
AND DEVELOPMENT COMMISSION
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2018**

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, 2018, the carrying amount of the Commission's deposits was \$1,354,681 and the bank balance was \$1,358,738.

NOTE 3 - FOIL PROJECT

The Commission has signed grant agreements with the Florida Department of Transportation 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 \$1,496,238 under these grants during the year ended September 30, 2018. At September 30, 2018, the Commission had amounts receivable under these grants totaling \$325,423.

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. The line of credit expires on December 31, 2019. At September 30, 2018, amounts due under the agreement totaled \$680,285. The amounts will be repaid once grant reimbursements are received.

**PENSACOLA-ESCAMBIA COUNTY PROMOTION
AND DEVELOPMENT COMMISSION
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2018**

NOTE 4 - 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.

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 7 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.

**PENSACOLA-ESCAMBIA COUNTY PROMOTION
AND DEVELOPMENT COMMISSION
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2018**

NOTE 4 - TECHNOLOGY PARK (Continued)

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, 2018:

	<u>County</u>	<u>City</u>	<u>Total</u>
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	<u>1,316,168</u>		<u>1,316,168</u>
Technology Park property at cost	<u>\$ 10,143,106</u>	<u>\$ 1,425,000</u>	11,568,106
Fair value adjustment			<u>(5,718,106)</u>
Technology Park property at fair value			5,850,000
Accrued interest and other			450,556
Forgiveness of debt			<u>(4,069,512)</u>
Technology Park payable			<u>\$ 2,231,044</u>

The Technology Park payable accrues interest at the monthly yield rate required by the State Board of Administration for inter-fund loans and the County Investment Policy (2.97% at September, 30, 2018)

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. The transfer has not been completed as of September 30, 2018 and the agreement remains in effect.

NOTE 5 - 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.

**PENSACOLA-ESCAMBIA COUNTY PROMOTION
AND DEVELOPMENT COMMISSION
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2018**

NOTE 6 - 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, 2018.

NOTE 7 - 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, 2019 for a fee of \$600,000.

As discussed in Note 4, 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, 2018, 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.

SUPPLEMENTARY INFORMATION

**PENSACOLA-ESCAMBIA COUNTY PROMOTION AND DEVELOPMENT COMMISSION
SCHEDULE OF EXPENDITURES OF STATE FINANCIAL ASSISTANCE
YEAR ENDED SEPTEMBER 30, 2018**

State Grantor/Pass-through Grantor/Project Title	CSFA Number	Contract / Grant Number	Expenditures
<u>Department of Transportation</u>			
Economic Development Transportation Fund	55.032	GOH61	\$ 490,338
The Bluffs, Pensacola Bridge Project			
Corridor Phase II	55.042	GOS67	<u>1,005,708</u>
			<u><u>\$ 1,496,046</u></u>

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 Pensacola-Escambia County Promotion and Development Commission (the "Commission") as of and for the year ended September 30, 2018, 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 5, 2018.

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 5, 2018

**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, 2018. The Commission's major state project is 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.

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, 2018.

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.



Pensacola, Florida
December 5, 2018

**PENSACOLA-ESCAMBIA COUNTY PROMOTION
AND DEVELOPMENT COMMISSION
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
YEAR ENDED SEPTEMBER 30, 2018**

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 project 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 project for the Pensacola-Escambia County Promotion and Development Commission expresses an unmodified opinion.
6. There are no audit findings relative to the major state project 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 project tested as major was:

The Bluffs, Pensacola Bridge Project Corridor Phase II (CSFA No. 55.042)
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 PROJECT

None

**PENSACOLA-ESCAMBIA COUNTY PROMOTION
AND DEVELOPMENT COMMISSION
SCHEDULE OF PRIOR AUDIT FINDINGS
YEAR ENDED SEPTEMBER 30, 2018**

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, 2018. 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, 2018.

This report is 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.



Pensacola, Florida
December 5, 2018

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, 2018, and have issued our report thereon dated December 5, 2018.

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 5, 2018, 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.

Board of Directors
Pensacola-Escambia County Promotion
and Development Commission

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.

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.

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, the Board of Directors, and applicable management, and is not intended to be and should not be used by anyone other than these specified parties.



Pensacola, Florida
December 5, 2018

Pensacola Escambia County Promotion Development Comm

Profit Loss Budget Performance
October 2018 through January 2019

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

Pensacola Escambia County Promotion & Development Comm
Balance Sheet

As of January 31, 2019
Jan 31, 19

ASSETS

Current Assets

Checking/Savings

1010 · Checking - Compass 999,685.06

Total Checking/Savings 999,685.06

Accounts Receivable

1200 · Accounts Receivable 233,333.00

Total Accounts Receivable 233,333.00

Total Current Assets 1,233,018.06

Fixed Assets

1500 · Land 8,325,000.00

1600 · Land Improvements 3,243,106.03

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

Total Fixed Assets 5,850,000.00

TOTAL ASSETS 7,083,018.06

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Other Current Liabilities

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

2140 · Grant Funding payable - County 680,285.00

Total Other Current Liabilities 2,848,350.98

Total Current Liabilities 2,848,350.98

Total Liabilities 2,848,350.98

Equity

32000 · Unrestricted Net Assets 4,094,017.81

3202 · Economic Development Projects 61,198.00

3203 · Commerce Park Impr/Mktg 52,309.20

Net Income 27,142.07

Total Equity 4,234,667.08

TOTAL LIABILITIES & EQUITY 7,083,018.06



FISCAL YEAR 2019 – 2020 ESCAMBIA COUNTY AGENCY FUNDING REQUEST APPLICATION

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

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

Please submit:

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

Agency Name:

- Junior Achievement of Northwest Florida

Agency Address:

- 6677 N. Davis Hwy., Suite B, Pensacola, FL 32504

Program Name:

- Financial Literacy Programming K-12th Grade

Program Contact:

- Ildi Hosman

Contact Email:

- ldi.hosman@ja.org

Contact Phone:

- 850-477-1420

25-Word Description of Program:

- Educational materials and volunteer training. Local business community volunteers will be trained to enter kindergarten through 12th grade classrooms to teach students about jobs and career preparedness, budgeting, money, and free enterprise/entrepreneurship. These subjects are otherwise not covered as part of the standard curriculum in Escambia County Schools but are essential to industry workforce needs and is tied to workforce development in the area.

Amount Requested:

- \$20,000



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

Amount Received Last Year, if applicable:

- \$20,000

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.

- The purchase of teaching materials, volunteer teaching guides, and teaching supplies.
- Mentorship and training materials for training program volunteers.
- Hands-on learning materials.

Junior Achievement was able to serve 40 classrooms in Escambia County with financial literacy education. Among those 40 classrooms, 840 students were impacted.

In high school classrooms in Escambia County that were served by JA, the curriculum focused on the importance of life skills, decision making (within the context of career and life decisions), and positive attitudes.

High School Programming

100 students were surveyed and an overall 21% increase was seen in pre and post-test evaluations among these students.

57% of students learned what high demand jobs are.

90% of students learned what soft skills are and the value of them.

66% of students learned how to show an interviewer that they have the skills needed for the job they are interviewing for.

95% of students reported that they have set a goal for their future. This metric saw a 16% change from the pre-test to the post-test.

80% of students stated that JA connected what they learned in the classroom with real life.

82% of students reported that the things they learned in JA will help them be successful in life.

87% of students said that the things they learned in JA will help them get a good job.

Middle School Programming

25 students were surveyed with an overall 6% increase from pre-test to post-test.

67% of students reported that the things they learned in JA will help them get a good job.

53% of students reported that their volunteer made them feel important.

67% of students reported that JA helped them better understand how to manage their money.

60% of students reported that JA helped them stay out of trouble at school.



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

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?)

- Funding will be used to purchase financial literacy curriculum focused on the basics of establishing employment, managing a budget, and workforce entry, with specific emphasis on soft skills training (for high school level) for Title One schools.
- Elementary school level materials focus on family income, budgeting, saving money and the reasons for maintaining a savings, and how the family economy affects each member of the family.
- Upper level programs build on the basic concepts covered in lower division programs. As programming advances grade by grade, programming shifts focus to include concepts such as job seeking preparation, resume writing and filling out job applications, and interviewing.

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.

- Percentage for salaries/administrative costs: 49%
- Percentage for direct programming costs: 51%

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

- Junior Achievement’s financial literacy programming is the most robust available. The program is given over a five-week period (minimum- beginning in middle school, programs become longer and more sophisticated) for one-hour per week and is taught by a business person.
- The program is enhanced by hands on learning activities that are facilitated by the volunteer and are combined with real-world first-person examples provided by the volunteer.
- These hands-on activities are accompanied by lesson-applicable games and classroom exercises that reinforce the lesson the day brining the concepts to life.
- Every lesson begins with a review from the previous session and build on those concepts.

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

- Junior Achievement conducts three major fundraisers per year and partners with civic organizations in the area to help fund programming. At this point in the organization’s history, funding from the County is critical to the advancement of the program.

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:

- At this time, no match funding is available.



FISCAL YEAR 2019 – 2020 ESCAMBIA COUNTY AGENCY FUNDING REQUEST APPLICATION

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

87% of JA students surveyed stated that the things they learned in JA will be important later in life.

67% of JA students surveyed reported that the things they learned in JA will help them get a good job.

67% of JA students surveyed reported that the things they learned in JA will help them be successful in life.

53% of JA students reported their volunteer made them feel important.

60% of JA students reported that JA helped them stay out of trouble in school.

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.

Junior Achievement has requested small amounts of funding from the Pensacola Rotary Club when they invite proposals from JA and has received this request a few times over the past 20 years.

These funds are used for the same purpose as what we are asking the County for.

Every \$500 contribution to JA represents another classroom of 21 students who will receive Junior Achievement programming.

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"%"

- Increase awareness of career choices by 51%
- Increase understanding of the importance of personal financial management (budgeting) by 43%
- Increase understanding of planning for the future in terms of education and spending by 18%

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."

- Increased understanding of personal finance concepts
- Increased understanding of workforce preparedness
- Increased understanding of planning for the future related to education and careers

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."

- 2017-2018 student reach of 4,300
- Baseline will be established with the collection of pre-test data prior to the start of each program (new set of students each year), but previous year data show that favorable results are found the majority of the time.
- Post-test results will show the percentage increase or decrease (new set of students each year)



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

BUDGET

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

Income

	Most Recently Completed Budget Year FY 17/18	Current Budget Year FY 18/19	Proposed Budget Year FY 19/20
Contributions/Donations from Private Sources	97,765	94,970	97,000
Programmatic Income	63,305	112,900	115,000
County Funding	20,000	20,000	20,000
City Funding	0	0	0
Local Non-Profit Funding	0	0	0
State Funding	7,500	7,500	7,500
Federal Funding	0	0	0
Memberships	0	0	0
Investment Income	860	0	0
Other Income		3,343	5,000
Total Income	189,430	238,713	244,500

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

- N/A



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

Expenses

	Most Recently Completed Budget Year FY 17/18	Current Budget Year FY 18/19	Proposed Budget Year FY 19/20
Total Staffing	164,821	132,209	113,875
Employment Taxes	10,533	10,915	9,401
Employee Benefits	59	0	0
Professional Services	0	4,800	0
Marketing	0	3,007	3,500
Travel Expenses	4,185	4,186	4,200
Leases / Technology	4,748	4,230	4,300
Communication	5,889	6,623	6,500
Postage and Freight	0	1,364	1,500
Dues	2,418	1,888	1,900
Printing and Binding	24,089	21,327	22,500
Marketing and Promotion/Licensing	18,253	23,871	24,000
Insurance	1,753	2,044	2,100
Supplies	2,997	2,158	2,000
Event Expenses	6,423	25,980	25,000
Contractual Services	0	0	0
Repairs and Maintenance	0	0	0
Fuel	0	0	0
Salaries and Wages	0	0	0
Other Expenses	8,409	8,095	8,000
Total Expenses	254,577	252,697	228,776
Net Income - (Revenue minus Expense)	(65,147)	(13,984)	15,724

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

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

- Off set in-kind contributions
- Subscriptions
- Contributions
- Recruitment of volunteers
- Staff training
- Annual audit (required by JAUSA- parent company)
- Misc event expenses

NOTE: Junior Achievement’s fiscal year runs July 1 – June 30.
The financial statements provided reflect those figures.



FISCAL YEAR 2019 – 2020 ESCAMBIA COUNTY AGENCY FUNDING REQUEST APPLICATION

ECONOMIC DEVELOPMENT AGENCIES:

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

What is your agency's Strategic Plan?

JANWFL STRATEGIC PLANNING FRAMEWORK		Junior Achievement
JA USA ↓	Core mission <i>Why we are in business</i>	<ul style="list-style-type: none">To inspire and prepare young people to succeed in a global economy
	Core values <i>Basic beliefs that drive our decision making and culture</i>	<ul style="list-style-type: none">Belief in the boundless potential of young peopleCommitment to the principles of market based economics and entrepreneurshipPassion for what we do and honesty, integrity and excellence in how we do itRespect for the talents, creativity, perspectives, and backgrounds of all individualsBelief in the power of partnership and collaborationConviction in the educational and motivational impact of relevant, hands-on learning
	Vision <i>Defining our horizon</i>	<ul style="list-style-type: none">To be recognized by businesses, educators and policy makers as the premier organization for inspiring and preparing young people to become successful, contributing members of the global society, and for uniting people around the common goals of financial literacy, workforce readiness and a basic understanding of entrepreneurship.
	<hr/>	
JANWFL ↓	Objectives	<ul style="list-style-type: none">Surplus by June 30, 2019
	Strategies	<ul style="list-style-type: none">Donor Development & Board Engagement
	Tactical Action Plans	<ul style="list-style-type: none">Staff & Board Members Visit/Call Donors Together
	Staff Accountabilities	<ul style="list-style-type: none">Listed in employee development plans

1

Four KEY OBJECTIVES By June 30, 2019		Junior Achievement	
<i>How we will meet our targets</i>			
By June 30, 2019 we will...			
1	INCREASE REVENUE ...close donations as projected & surpass previous years' sponsorship on all events.		
2	SUSTAIN STUDENT IMPACT ...increase volunteer support to reach student impact goals		
3	INCREASE AWARENESS ...and build constituent engagement level		
4	INCREASE Board Engagement ...offer specific, convenient, & fast opportunities for support		
Success will look like... <i>Met JAUSA Operating Standards for Performance by scoring "Meets or Exceeds Standards" in 1) Student Impact, 2) Budget Surplus, 3) Current Ratio, 4) Debt Ratio, 5) Cash on Hand.</i>			

2



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

Sustain Student Impact Objective (detail):

Reach 5,404 students by June 30, 2019

Focus on reaching students primarily in Title I schools

Utilize Job Shadow, Reversed Job Shadow, Community Speaker Lessons, and Mock Interviews as needed in increase student reach

Achieve High School Outcomes with a minimum of 18% increase from pre-test to post-test

Achieve Middle School Outcomes with a minimum of 5% increase from pre-test to post-test

Recruit and train sufficient number of volunteers to sustain student impact goals



FISCAL YEAR 2019 – 2020 ESCAMBIA COUNTY AGENCY FUNDING REQUEST APPLICATION

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



6677 N. Davis Hwy., Ste. B, Pensacola, FL 32504

March 26, 2019

Program Implementation Outcomes
Junior Achievement Financial Literacy Education Initiative

Junior Achievement served 40 classrooms in Escambia County with financial literacy education in the 2017-2018 school year. Among those 40 classrooms, 840 students were impacted.

In high school classrooms in Escambia County that were served by JA, the curriculum focused on the importance of better understanding life skills, decision making (within the context of career and life decisions), and positive attitudes.

Funding from Escambia County was used for the following:

- The purchase of teaching materials, volunteer teaching guides, and teaching supplies.
- Mentorship and training materials for training program volunteers.
- Salary for Education Manager for training volunteers and program implantation.
- Hands-on learning materials.

High School Programming

100 students were surveyed and an overall 21% increase was seen in pre and post-test evaluations among these students.

57% of students learned what high demand jobs are.

90% of students learned what soft skills are and the value of them.

66% of students learned how to show an interviewer that they have the skills needed for the job they are interviewing for.

95% of students reported that they have set a goal for their future. This metric saw a 16% change from the pre-test to the post-test.

80% of students stated that JA connected what they learned in the classroom with real life.

82% of students reported that the things they learned in JA will help them be successful in life.

87% of students said that the things they learned in JA will help them get a good job.

Middle School Programming

25 students were surveyed with an overall 6% increase from pre-test to post-test.

67% of students reported that the things they learned in JA will help them get a good job.

53% of students reported that their volunteer made them feel important.

67% of students reported that JA helped them better understand how to manage their money.

60% of students reported that JA helped them stay out of trouble at school.



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

List all projects and outcomes.

- See above for Program Implementation Outcomes

Show supporting backup on procurement activities.

- N/A

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”?

- Junior Achievement (JA) programming focuses on jobs, money management, and entrepreneurship. All JA programs show the young people who receive programming that a better way of life is possible for them. The programming shows students how to apply for and obtain employment and how to maintain a job. It also teaches them the factors of career advancement and how they can apply themselves while trying to obtain job growth.
- Programming also focuses on the proper way to fill out job applications, how to interview and prepare a resume, and how to apply for college or career and technical education. Students are introduced to local as well as national career clusters available to them and the skills and education needed to obtain and maintain jobs in those fields.
- JA programs also shows students the steps to starting a small business and how to keep it viable. Students learn how to manage their income in a way that will help their financing process in the event they need start-up capital to open a business.
- Junior Achievement uses an educational model based in mentoring. JA classes are taught in traditional classrooms by volunteers from the business community to share their personal journey in the professional world. A mentoring relationship is developed between the volunteer and students over many weeks of classroom instruction time that compliments the teacher’s curriculum. This helps students to be comfortable asking career-related questions and gives them an opportunity to get answers and hear those answers from a primary source- an industry business person.

Are the funds being used for salaries or projects?

- A portion of the funds are used to support the salary of the Junior Achievement Education Manager.
 - Funding is specifically used to train volunteers and to coordinate and schedule programs with school teachers and those volunteers.
- Another portion of the funding is used to purchase supplies and educational materials that volunteers use in the classroom for instruction.



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

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

- Gannett Foundation- \$2,500 (financial literacy programming and operational expenses)
- Baptist Healthcare Foundation- \$1,000 (financial literacy programming and operational expenses)
- SunTrust Foundation- \$10,000 (financial literacy programming and operational expenses)
- Republic Services- \$2,500 (financial literacy programming and operational expenses)
- State Farm Foundation of Florida- \$5,000 (financial literacy programming and operational expenses)
- ExxonMobil Foundation- \$500 (financial literacy programming and operational expenses)
- Escambia County Sheriff's Office- \$5,000 (financial literacy programming and operational expenses)
- Escambia County Commission- \$17,501.38
- Florida Department of Education- \$17,259

Was there any increase in membership?

- N/A

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

- N/A

Can we reduce the taxpayer subsidy?

- N/A

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.

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

Junior Achievement of Northwest Florida, Inc.

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

3 Check appropriate box for federal tax classification; 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. For a single-member LLC that is disregarded, do not check LLC; check the appropriate box in the line above for the tax classification of the single-member 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.)

6677 North Davis Hwy, Suite B

6 City, state, and ZIP code

Pensacola, FL 32504

Requester's name and address (optional)

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 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 instructions for line 1 and the chart on page 4 for guidelines on whose number to enter.

Social security number

____ - ____ - ____

or

Employer identification number

59 - 0839555

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 ▶

[Signature]

Date ▶

12-11-17

General Instructions

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

Future developments. Information about developments affecting Form W-9 (such as legislation enacted after we release it) is at www.irs.gov/fw9.

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?* on page 2.

By signing the filled-out form, you:

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. See *What is FATCA reporting?* on page 2 for further information.

CINCINNATI OH 45999-0038

In reply refer to: 0248367584
July 24, 2017 LTR 4167C 0
84-1267604 000000 00
00018902
BODC: TE

JUNIOR ACHIEVEMENT USA
% TIMOTHY ARMIJO
1 EDUCATION WAY
COLORADO SPGS CO 80906

036342

Employer identification number: 84-1267604
Group exemption number: 1116

Dear Taxpayer:

This is in response to your request dated July 13, 2017, for information about your tax-exempt status.

Our records indicate we issued a determination letter to you in January 1994, and you're currently exempt under Internal Revenue Code (IRC) Section 501(c)(3).

We also recognized the subordinates on the list you submitted as exempt from federal income tax under IRC Section 501(c)(3).

For federal income tax purposes, donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106 and 2522.

Because IRC Section 170(c) describes your subordinate organizations, donors can deduct contributions they make to them.

Please refer to www.irs.gov/charities for information about filing requirements. Specifically, IRC Section 6033(j) provides that, if you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked on the filing due date of the third required return or notice.

In addition, each subordinate organization is subject to automatic revocation if it doesn't file a required return or notice for three consecutive years. Subordinate organizations can file required returns or notices individually or as part of a group return.

For tax forms, instructions, and publications, visit www.irs.gov or call 1-800-TAX-FORM (1-800-829-3676).

If you have questions, call 1-877-829-5500 between 8 a.m. and 5 p.m., local time, Monday through Friday (Alaska and Hawaii follow Pacific Time).

0248367584
July 24, 2017 LTR 4167C 0
84-1267604 000000 00
00018903

JUNIOR ACHIEVEMENT USA
% TIMOTHY ARMIJO
1 EDUCATION WAY
COLORADO SPGS CO 80906

Sincerely yours,

A handwritten signature in black ink, appearing to read "K. A. Billups". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Kim A. Billups, Operations Manager
Accounts Management Operations 1



IRS Department of the Treasury
Internal Revenue Service

P.O. Box 2508
Cincinnati OH 45201

In reply refer to: 0248205661
July 25, 2017 LTR 4168C 0
84-1267604 000000 00

00018269
BODC: TE

JUNIOR ACHIEVEMENT USA
% TIMOTHY ARMIJO
1 EDUCATION WAY
COLORADO SPGS CO 80906



024655

Employer ID Number: 84-1267604
Form 990 required: Yes

Dear Taxpayer:

This is in response to your request dated July 14, 2017, regarding your tax-exempt status.

We issued you a determination letter in January 1994, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

Our records also indicate you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Sections 509(a)(1) and 170(b)(1)(A)(vi).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading of this letter, we indicated whether you must file an annual information return. If a return is required, you must file Form 990, 990-EZ, 990-N, or 990-PF by the 15th day of the fifth month after the end of your annual accounting period. IRC Section 6033(j) provides that, if you don't file a required annual information return or notice for three consecutive years, your exempt status will be automatically revoked on the filing due date of the third required return or notice.

For tax forms, instructions, and publications, visit www.irs.gov or call 1-800-TAX-FORM (1-800-829-3676).

If you have questions, call 1-877-829-5500 between 8 a.m. and 5 p.m., local time, Monday through Friday (Alaska and Hawaii follow Pacific Time).

0248205661

July 25, 2017 LTR 4168C 0

84-1267604 000000 00

00018270

JUNIOR ACHIEVEMENT USA
% TIMOTHY ARMIJO
1 EDUCATION WAY
COLORADO SPGS CO 80906

Sincerely yours,

A handwritten signature in black ink, appearing to read "K. A. Billups". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Kim A. Billups, Operations Manager
Accounts Management Operations 1

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.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047
2017
Open to Public Inspection

A For the 2017 calendar year, or tax year beginning **07/01/17**, and ending **06/30/18**

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

C Name of organization

Junior Achievement of NW Florida, Inc

Doing business as

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

6677 North Davis Highway

Room/suite

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

Pensacola

FL 32504

F Name and address of principal officer:

Ildi Hosman

6677 North Davis Highway

Pensacola

FL 32514

D Employer identification number

59-0839555

E Telephone number

850-477-1420

G Gross receipts \$

290,241

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)

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

J Website: **http://janwf.org**

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

H(c) Group exemption number

L Year of formation: **1981**

M State of legal domicile: **FL**

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: See Schedule O		
	2 Check this box <input type="checkbox"/> 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	30
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	30
	5 Total number of individuals employed in calendar year 2017 (Part V, line 2a)	5	4
	6 Total number of volunteers (estimate if necessary)	6	77
	Revenue	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a
b Net unrelated business taxable income from Form 990-T, line 34		7b	0
Expenses	8 Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9 Program service revenue (Part VIII, line 2g)	125,265	138,021
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	860	24
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	63,305	112,967
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	189,430	251,012
	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)		0
	14 Benefits paid to or for members (Part IX, column (A), line 4)		0
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	175,413	190,066
	16a Professional fundraising fees (Part IX, column (A), line 11e)		1,632
	b Total fundraising expenses (Part IX, column (D), line 25) ▶	24,434	
Net Assets or Fund Balances	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	79,164	80,403
	18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	254,577	272,101
	19 Revenue less expenses. Subtract line 18 from line 12	-65,147	-21,089
	20 Total assets (Part X, line 16)	Beginning of Current Year	End of Year
21 Total liabilities (Part X, line 26)	46,369	32,553	
22 Net assets or fund balances. Subtract line 21 from line 20	26,020	33,293	
	20,349	-740	

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: 2/19/2019	
	Type or print name and title: Ildi Hosman President			
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed PTIN
	Firm's name ▶ This tax return prepared by a non-paid preparer.	Firm's EIN ▶		
	Firm's address ▶	Phone no.		

May the IRS discuss this return with the preparer shown above? (see instructions)

☐ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

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:**See Schedule O****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 \$ **212,858** including grants of \$) (Revenue \$)**According to local research data, Junior Achievement in Northwest Florida specifically has been shown to increase the understanding of how jobs work, the mechanics of personal and family budgeting, general free enterprise economics, and introductory business concepts.****4b** (Code:) (Expenses \$ including grants of \$) (Revenue \$)**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 **212,858**

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	X	
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?	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		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		X
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		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		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		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III		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		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		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	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		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		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		X
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	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		X
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	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		X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E		X
14a Did the organization maintain an office, employees, or agents outside of the United States?		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		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		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		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 (see instructions)		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	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		X

Part IV Checklist of Required Schedules (continued)

	Yes	No
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
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? <i>If "Yes," complete Schedule I, Parts I and II</i>		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? <i>If "Yes," complete Schedule I, Parts I and III</i>		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? <i>If "Yes," complete Schedule J</i>		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? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
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?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
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? <i>If "Yes," complete Schedule L, Part I</i>		X
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? <i>If "Yes," complete Schedule L, Part I</i>		X
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? <i>If "Yes," complete Schedule L, Part II</i>		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? <i>If "Yes," complete Schedule L, Part III</i>		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? <i>If "Yes," complete Schedule L, Part IV</i>		X
b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		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? <i>If "Yes," complete Schedule L, Part IV</i>		X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		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? <i>If "Yes," complete Schedule R, Part I</i>		X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		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)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		X
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? <i>If "Yes," complete Schedule R, Part VI</i>		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.	X	

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck 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	0
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	
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	4
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)	2b	X
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	X
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	X
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	X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f	X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g	X
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h	X
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? Note. See the instructions for additional information the organization must report on Schedule O.	13a	
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 ☒**Section A. Governing Body and Management**

	1a	30	Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year 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.		30		
b Enter the number of voting members included in line 1a, above, who are independent	1b	30		
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	X
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	X
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	X
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 If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).	15b	X
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: ►

Ildi Hosman
Pensacola

6677 North Davis Highway

FL 32514

850-477-1420

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck 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 dotted 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) Ildi Hosman	40.00									
President	0.00			X				60,000	0	0
(2) Joe Passeretti	1.00									
Chair	0.00	X		X				0	0	0
(3) Irene Field	1.00									
Eastern Region Chair	0.00	X		X				0	0	0
(4) John Kranak, Jr.	1.00									
Immediate Past Chair	0.00	X						0	0	0
(5) Jodi Bell	1.00									
Past Chair	0.00	X						0	0	0
(6) Rick Anderson	1.00									
Secretary	0.00	X		X				0	0	0
(7) Jamie Mears, CPA	1.00									
Treasurer	0.00	X		X				0	0	0
(8) Todd Milleson	1.00									
Past Chair Emeritus	0.00	X						0	0	0
(9) Stephanie Alvarez	1.00									
Director	0.00	X						0	0	0
(10) Bob Anderson	1.00									
Director	0.00	X						0	0	0
(11) Steve Clark	1.00									
Leadership Council	0.00	X						0	0	0

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 dotted 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			
(12) Adam Cobb	1.00									
Director	0.00	X						0	0	0
(13) Chris Cobb	1.00									
Director	0.00	X						0	0	0
(14) Jared De Jesus	1.00									
Director	0.00	X						0	0	0
(15) Andy De Martin	1.00									
Director	0.00	X						0	0	0
(16) Letha Figueroa	1.00									
Director	0.00	X						0	0	0
(17) John Gormley	1.00									
Director	0.00	X						0	0	0
(18) John Hodgdon	1.00									
Director	0.00	X						0	0	0
(19) Roxanne Howell	1.00									
Director	0.00	X						0	0	0
1b Sub-total								60,000		
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)								60,000		

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 **0**

- 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
- 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
- 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

	Yes	No
3		X
4		X
5		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

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 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 dotted 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			
(20) Melissa Kercher	1.00									
Director	0.00	X						0	0	0
(21) Britt Landrum III	1.00									
Director	0.00	X						0	0	0
(22) Rafael Lopez	1.00									
Director	0.00	X						0	0	0
(23) David McDuff	1.00									
Director	0.00	X						0	0	0
(24) Becky Meredith	1.00									
Director	0.00	X						0	0	0
(25) Susan Meyer	1.00									
Director	0.00	X						0	0	0
(26) Suzi Murphy	1.00									
Director	0.00	X						0	0	0
(27) Dr. W. Timothy O'Keefe	1.00									
Director	0.00	X						0	0	0
1b Sub-total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)										

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

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

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

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

	Yes	No
3		
4		
5		

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

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

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 dotted 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			
(28) Jessica O'Neal	1.00									
Director	0.00	X						0	0	0
(29) Mike Owens	1.00									
Director	0.00	X						0	0	0
(30) Steve Owens	1.00									
Director	0.00	X						0	0	0
(31) DC Reeves	1.00									
Director	0.00	X						0	0	0
(32) Debbie Rhodes	1.00									
Director	0.00	X						0	0	0
(33) Dr. Michelle Taylor	1.00									
Director	0.00	X						0	0	0
(34) Belinda Todd	1.00									
Director	0.00	X						0	0	0
(35) Shannon Winfield-Nix	1.00									
Director	0.00	X						0	0	0
1b Sub-total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)										

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

- 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
- 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
- 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

	Yes	No
3		
4		
5		

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

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

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 dotted 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			
(36) Brian Wyer	1.00									
Director	0.00	X						0	0	0
(37) Dave Hoxeng	1.00									
Leadership Council	0.00	X						0	0	0
(38) Jerry Maygarden	1.00									
Leadership Council	0.00	X						0	0	0
(39) Dr. Ed Meadows	1.00									
Leadership Council	0.00	X						0	0	0
(40) Mort O'Sullivan	1.00									
Leadership Council	0.00	X						0	0	0
(41) James J. Reeves, Esq.	1.00									
Leadership Council	0.00	X						0	0	0
(42) Alan Ritchie	1.00									
Leadership Council	0.00	X						0	0	0
(43) Grover Robinson IV	1.00									
Leadership Council	0.00	X						0	0	0
1b Sub-total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)										

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

- 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
- 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
- 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

	Yes	No
3		
4		
5		

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

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

[illegible]

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*

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*

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*

	Yes	No
3		
4		
5		

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

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 ▶

Part VIII Statement of RevenueCheck 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				
	c Fundraising events	1c				
	d Related organizations	1d				
	e Government grants (contributions)	1e	20,000			
	f All other contributions, gifts, grants, and similar amounts not included above	1f	118,021			
	g Noncash contributions included in lines 1a-1f: \$					
	h Total. Add lines 1a-1f		138,021			
Program Service Revenue	2a	Busn. Code				
	b					
	c					
	d					
	e					
	f All other program service revenue					
	g Total. Add lines 2a-2f					
	Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)		24		
4 Income from investment of tax-exempt bond proceeds						
5 Royalties						
6a Gross rents		(i) Real (ii) Personal				
b Less: rental exps.						
c Rental inc. or (loss)						
d Net rental income or (loss)						
7a Gross amount from sales of assets other than inventory		(i) Securities (ii) Other				
b Less: cost or other basis & sales exps.						
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	150,996			
b Less: direct expenses		b	39,229			
c Net income or (loss) from fundraising events			111,767			
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		Busn. Code				
11a Miscellaneous		900099	1,200	1,200		
b						
c						
d All other revenue						
e Total. Add lines 11a-11d		1,200				
12 Total revenue. See instructions.		251,012	1,200	0	24	

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	165,178	128,839	19,821	16,518
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits	11,407	9,125	1,141	1,141
10 Payroll taxes	13,481	10,515	1,618	1,348
11 Fees for services (non-employees):				
a Management				
b Legal				
c Accounting				
d Lobbying				
e Professional fundraising services. See Part IV, line 17	1,632			1,632
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	5,875	1,880	3,701	294
12 Advertising and promotion				
13 Office expenses	2,914	1,369	583	962
14 Information technology	901	631	180	90
15 Royalties				
16 Occupancy	1,241	1,055	186	
17 Travel	5,454	3,818	1,091	545
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest	1,656	1,408	248	
21 Payments to affiliates	16,531	16,531		
22 Depreciation, depletion, and amortization	590	413	118	59
23 Insurance	1,875	1,594	281	
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 Program supplies	22,747	22,747		
b Telephone	4,871	3,410	974	487
c Staff Training	4,391	3,074	878	439
d Recognition	3,067	2,607	460	
e All other expenses	8,290	3,842	3,529	919
25 Total functional expenses. Add lines 1 through 24e	272,101	212,858	34,809	24,434
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 <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance SheetCheck 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	13,740	1	7,995
	2 Savings and temporary cash investments	20,736	2	
	3 Pledges and grants receivable, net	8,164	3	18,349
	4 Accounts receivable, net		4	
	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 instructions). Complete Part II of Schedule L		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use	2,703	8	3,780
	9 Prepaid expenses and deferred charges		9	
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 3,869		
	b Less: accumulated depreciation	10b 1,440	1,026	10c 2,429
	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		15	
16 Total assets. Add lines 1 through 15 (must equal line 34)	46,369	16	32,553	
Liabilities	17 Accounts payable and accrued expenses	9,875	17	17,558
	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	16,145	25	15,735
	26 Total liabilities. Add lines 17 through 25	26,020	26	33,293
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets	15,349	27	-5,740
	28 Temporarily restricted net assets	5,000	28	5,000
	29 Permanently restricted net assets		29	
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> 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	20,349	33	-740
34 Total liabilities and net assets/fund balances	46,369	34	32,553	

Part XI Reconciliation of Net AssetsCheck 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	251,012
2	Total expenses (must equal Part IX, column (A), line 25)	2	272,101
3	Revenue less expenses. Subtract line 2 from line 1	3	-21,089
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	20,349
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	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	-740

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII ☐

- 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? _____
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? _____
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? _____
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? _____
- 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. _____

	Yes	No
2a		X
2b	X	
2c	X	
3a		
3b		

SCHEDULE A
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

► Attach to Form 990 or Form 990-EZ.

► Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2017

Open to Public
Inspection

Name of the organization

Junior Achievement of NW Florida, Inc

Employer identification number

59-0839555

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2 ☐ A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990 or 990-EZ).)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state:
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7 ☐ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vii)**. (Complete Part II.)
- 9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:
- 10 ☒ An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations
- g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1–10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule A (Form 990 or 990-EZ) 2017

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4.						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10						
12 Gross receipts from related activities, etc. (see instructions)						12
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ▶ <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

14 Public support percentage for 2017 (line 6, column (f) divided by line 11, column (f))	14	%
15 Public support percentage from 2016 Schedule A, Part II, line 14	15	%
16a 33 1/3% support test—2017. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
b 33 1/3% support test—2016. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
17a 10%-facts-and-circumstances test—2017. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
b 10%-facts-and-circumstances test—2016. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ▶ <input type="checkbox"/>		

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II.
If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	142,156	121,161	121,161	125,265	138,021	647,764
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose	75,091	86,383	86,338	104,443	152,196	504,451
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5	217,247	207,544	207,499	229,708	290,217	1,152,215
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						1,152,215

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
9 Amounts from line 6	217,247	207,544	207,499	229,708	290,217	1,152,215
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	7,380	6,678	5,250	860	24	20,192
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b	7,380	6,678	5,250	860	24	20,192
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)	224,627	214,222	212,749	230,568	290,241	1,172,407
14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

15 Public support percentage for 2017 (line 10c, column (f) divided by line 13, column (f))	15	98.28 %
16 Public support percentage from 2016 Schedule A, Part III, line 15	16	97.55 %

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2017 (line 10c, column (f) divided by line 13, column (f))	17	2 %
18 Investment income percentage from 2016 Schedule A, Part III, line 17	18	2 %
19a 33 1/3% support tests—2017. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization <input checked="" type="checkbox"/>		
b 33 1/3% support tests—2016. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization <input type="checkbox"/>		
20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions <input type="checkbox"/>		

Part IV Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

- 1 Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in **Part VI** how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.
- 2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in **Part VI** how the organization determined that the supported organization was described in section 509(a)(1) or (2).
- 3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below.
- b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in **Part VI** when and how the organization made the determination.
- c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in **Part VI** what controls the organization put in place to ensure such use.
- 4a Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.
- b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in **Part VI** how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.
- c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in **Part VI** what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.
- 5a Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in **Part VI**, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).
- b **Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?
- c **Substitutions only.** Was the substitution the result of an event beyond the organization's control?
- 6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in **Part VI**.
- 7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).
- 8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).
- 9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in **Part VI**.
- b Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in **Part VI**.
- c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in **Part VI**.
- 10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer 10b below.
- b Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)

	Yes	No
1		
2		
3a		
3b		
3c		
4a		
4b		
4c		
5a		
5b		
5c		
6		
7		
8		
9a		
9b		
9c		
10a		
10b		

Part IV Supporting Organizations (continued)

- 11 Has the organization accepted a gift or contribution from any of the following persons?
- a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?
- b A family member of a person described in (a) above?
- c A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in **Part VI**.

	Yes	No
11a		
11b		
11c		

Section B. Type I Supporting Organizations

- 1 Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If "No," describe in **Part VI** how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.
- 2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in **Part VI** how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.

	Yes	No
1		
2		

Section C. Type II Supporting Organizations

- 1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in **Part VI** how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).

	Yes	No
1		

Section D. All Type III Supporting Organizations

- 1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?
- 2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in **Part VI** how the organization maintained a close and continuous working relationship with the supported organization(s).
- 3 By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in **Part VI** the role the organization's supported organizations played in this regard.

	Yes	No
1		
2		
3		

Section E. Type III Functionally-Integrated Supporting Organizations

- 1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).
- a ☐ The organization satisfied the Activities Test. Complete **line 2** below.
- b ☐ The organization is the parent of each of its supported organizations. Complete **line 3** below.
- c ☐ The organization supported a governmental entity. Describe in **Part VI** how you supported a government entity (see instructions).

2 Activities Test. Answer (a) and (b) below.

- a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in **Part VI** identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.
- b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in **Part VI** the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.
- 3 Parent of Supported Organizations. Answer (a) and (b) below.
- a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in **Part VI**.
- b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in **Part VI** the role played by the organization in this regard.

	Yes	No
2a		
2b		
3a		
3b		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1 Net short-term capital gain	1		
2 Recoveries of prior-year distributions	2		
3 Other gross income (see instructions)	3		
4 Add lines 1 through 3.	4		
5 Depreciation and depletion	5		
6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7 Other expenses (see instructions)	7		
8 Adjusted Net Income (subtract lines 5, 6 and 7 from line 4).	8		

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a Average monthly value of securities	1a		
b Average monthly cash balances	1b		
c Fair market value of other non-exempt-use assets	1c		
d Total (add lines 1a, 1b, and 1c)	1d		
e Discount claimed for blockage or other factors (explain in detail in Part VI):			
2 Acquisition indebtedness applicable to non-exempt-use assets	2		
3 Subtract line 2 from line 1d.	3		
4 Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4		
5 Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6 Multiply line 5 by .035.	6		
7 Recoveries of prior-year distributions	7		
8 Minimum Asset Amount (add line 7 to line 6)	8		

Section C - Distributable Amount			Current Year
1 Adjusted net income for prior year (from Section A, line 8, Column A)	1		
2 Enter 85% of line 1.	2		
3 Minimum asset amount for prior year (from Section B, line 8, Column A)	3		
4 Enter greater of line 2 or line 3.	4		
5 Income tax imposed in prior year	5		
6 Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6		

7 ☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	
4	Amounts paid to acquire exempt-use assets	
5	Qualified set-aside amounts (prior IRS approval required)	
6	Other distributions (describe in Part VI). See instructions.	
7	Total annual distributions. Add lines 1 through 6.	
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	
9	Distributable amount for 2017 from Section C, line 6	
10	Line 8 amount divided by line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2017	(iii) Distributable Amount for 2017
1 Distributable amount for 2017 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2017 (reasonable cause required-explain in Part VI). See instructions.			
3 Excess distributions carryover, if any, to 2017:			
a			
b From 2013			
c From 2014			
d From 2015			
e From 2016			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2017 distributable amount			
i Carryover from 2012 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2017 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2017 distributable amount			
c Remainder. Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2017, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI . See instructions.			
6 Remaining underdistributions for 2017. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI . See instructions.			
7 Excess distributions carryover to 2018. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2013			
b Excess from 2014			
c Excess from 2015			
d Excess from 2016			
e Excess from 2017			

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

Area for supplemental information with horizontal dotted lines.

Schedule B(Form 990, 990-EZ,
or 990-PF)Department of the Treasury
Internal Revenue Service**Schedule of Contributors**

OMB No. 1545-0047

2017▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.
▶ Go to www.irs.gov/Form990 for the latest information.

Name of the organization

Employer identification number

Junior Achievement of NW Florida, Inc59-0839555

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

☒ 501(c)(3) (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 foundationCheck 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).

For Paperwork Reduction Act Notice, see the instructions for Form 990, 990-EZ, or 990-PF.

Schedule B (Form 990, 990-EZ, or 990-PF) (2017)

Name of organization

Junior Achievement of NW Florida, Inc

Employer identification number

59-0839555

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	Alfred I. duPont Foundation 109 Westcott Circle Port St. Joe FL 32456	\$ 6,500	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	Bank of America Foundation 150 N. College St Nc1-028-17-06 Charlotte NC 28202-2271	\$ 7,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	Centennial Bank c/o James Hosman, 201 E Garden St. Pensacola FL 32502	\$ 5,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4	Escambia County 221 Palafox Place, Suite 440 Pensacola FL 32502	\$ 18,333	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	Gulf Power Foundation One Energy Place Pensacola FL 32520-0825	\$ 8,400	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
6	Junior Achievement of Florida Fdn 13707 North 22nd Street Tampa FL 33613	\$ 7,489	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization

Junior Achievement of NW Florida, Inc

Employer identification number

59-0839555

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	Levin Rinke Resort Realty Attn: Robert Rinke, 10 Portofino Dr Pensacola Beach FL 32561	\$ 5,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
8	Regions Panama City P.O. Box 11007 Birmingham AL 35288	\$ 6,500	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
9	Regions Bank 70 South Baylen Street Pensacola FL 32502	\$ 20,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
10	State Farm One State Farm Plaza Bloomington IL 61710	\$ 5,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
11	Studer Family Foundation P.O. Box 2096 Pensacola FL 32513	\$ 10,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
12	Suntrust Foundation 919 East Main Street Richmond VA 23219	\$ 15,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization

Junior Achievement of NW Florida, Inc

Employer identification number

59-0839555

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
13	Tyndall Federal Credit Union 3109 Minnesota Avenue Panama City FL 32405	\$ 5,000	Person <input checked="checked" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

**SCHEDULE D
(Form 990)**

Department of the Treasury
Internal Revenue Service

Name of the organization

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.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2017

Open to Public Inspection

Employer identification number

Junior Achievement of NW Florida, Inc

59-0839555

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?		<input type="checkbox"/> Yes <input type="checkbox"/> 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?		<input type="checkbox"/> Yes <input type="checkbox"/> 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).	
<input type="checkbox"/> Preservation of land for public use (e.g., recreation or education)	<input type="checkbox"/> Preservation of a historically important land area
<input type="checkbox"/> Protection of natural habitat	<input type="checkbox"/> Preservation of a certified historic structure
<input type="checkbox"/> 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.	
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 7/25/06, 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?	<input type="checkbox"/> Yes <input type="checkbox"/> 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)?	<input type="checkbox"/> Yes <input type="checkbox"/> 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:

- (i) unrelated organizations
 (ii) related organizations

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? ☐

	Yes	No
3a(i)		
3a(ii)		
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				
d Equipment				
e Other		3,869	1,440	2,429
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				2,429

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. (Column (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. (Column (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) Line of credit	15,735	
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	15,735	

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	336,030
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	45,789
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	39,229
e	Add lines 2a through 2d	2e	85,018
3	Subtract line 2e from line 1	3	251,012
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	
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	251,012

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	357,119
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	45,789
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	39,229
e	Add lines 2a through 2d	2e	85,018
3	Subtract line 2e from line 1	3	272,101
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	
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	272,101

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.

Part XI, Line 2d - Revenue Amounts Included in Financials - Other

Event expenses on 990, pg 9, line 8b \$ 39,229

Part XII, Line 2d - Expense Amounts Included in Financials - Other

Event expenses on 990, pg 9, line 8b \$ 39,229

Part XIII Supplemental Information (continued)

Schedule D (Form 990) 2017

**SCHEDULE G
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

Supplemental Information Regarding Fundraising or Gaming Activities

Complete if the organization answered "Yes" on Form 990, Part IV, line 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest instructions.

OMB No. 1545-0047

2017

Open to Public
Inspection

Junior Achievement of NW Florida, Inc

Employer identification number

59-0839555

Part I Fundraising Activities. Complete if the organization answered "Yes" on Form 990, Part IV, line 17.
Form 990-EZ filers are not required to complete this part.

1 Indicate whether the organization raised funds through any of the following activities. Check all that apply.

- | | |
|--|---|
| a <input type="checkbox"/> Mail solicitations | e <input type="checkbox"/> Solicitation of non-government grants |
| b <input type="checkbox"/> Internet and email solicitations | f <input type="checkbox"/> Solicitation of government grants |
| c <input type="checkbox"/> Phone solicitations | g <input type="checkbox"/> Special fundraising events |
| d <input type="checkbox"/> In-person solicitations | |

2a Did the organization have a written or oral agreement with any individual (including officers, directors, trustees, or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? ☐ Yes ☐ No

b If "Yes," list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization.

(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col. (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

Total ▶

3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.

Part II Fundraising Events. Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

		(a) Event #1 <u>Special Events</u> (event type)	(b) Event #2 _____ (event type)	(c) Other events <u>None</u> (total number)	(d) Total events (add col. (a) through col. (c))
Revenue	1 Gross receipts	150,996			150,996
	2 Less: Contributions				
	3 Gross income (line 1 minus line 2)	150,996			150,996
Direct Expenses	4 Cash prizes				
	5 Noncash prizes				
	6 Rent/facility costs				
	7 Food and beverages				
	8 Entertainment				
	9 Other direct expenses	39,229			39,229
	10 Direct expense summary. Add lines 4 through 9 in column (d)				39,229
11 Net income summary. Subtract line 10 from line 3, column (d)				111,767	

Part III Gaming. Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col. (a) through col. (c))
Revenue	1 Gross revenue				
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	
	7 Direct expense summary. Add lines 2 through 5 in column (d)				
	8 Net gaming income summary. Subtract line 7 from line 1, column (d)				

9 Enter the state(s) in which the organization conducts gaming activities:

a Is the organization licensed to conduct gaming activities in each of these states?

☐ Yes ☐ No

b If "No," explain:

10a Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year?

☐ Yes ☐ No

b If "Yes," explain:

- 11 Does the organization conduct gaming activities with nonmembers? ☐ Yes ☐ No
- 12 Is the organization a grantor, beneficiary or trustee of a trust, or a member of a partnership or other entity formed to administer charitable gaming? ☐ Yes ☐ No
- 13 Indicate the percentage of gaming activity conducted in:
- | | | |
|-------------------------------|-----|---|
| a The organization's facility | 13a | % |
| b An outside facility | 13b | % |
- 14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:
- Name ▶
- Address ▶
- 15a Does the organization have a contract with a third party from whom the organization receives gaming revenue? ☐ Yes ☐ No
- b If "Yes," enter the amount of gaming revenue received by the organization ▶ \$ and the amount of gaming revenue retained by the third party ▶ \$
- c If "Yes," enter name and address of the third party:
- Name ▶
- Address ▶
- 16 Gaming manager information:
- Name ▶
- Gaming manager compensation ▶ \$
- Description of services provided ▶
- ☐ Director/officer ☐ Employee ☐ Independent contractor
- 17 Mandatory distributions:
- a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? ☐ Yes ☐ No
- b Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$

Part IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Name of the organization

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.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2017

Open to Public
Inspection

Junior Achievement of NW Florida, Inc

Employer identification number

59-0839555

Form 990 - Organization's Mission

To inspire and prepare young people to succeed in a global economy. With the help of trained volunteers, Junior Achievement teaches financial literacy and the economics of life by showing young people how jobs, money, and business ownership work.

Form 990, Part VI, Line 11b - Organization's Process to Review Form 990

The completed Form 990 is provided to the Board for review before filing.

Form 990, Part VI, Line 15a - Compensation Process for Top Official

The Board of Directors reviews and approves the salaries for top management personnel.

Form 990, Part VI, Line 15b - Compensation Process for Officers

The Board of Directors reviews compensation levels for all other employees.

Form 990, Part VI, Line 19 - Governing Documents Disclosure Explanation

The organization provides copies of the Form 990 and governing documents to the public upon request.

Form 990, Part XI, Line 9 - Other Changes in Net Assets Explanation

Event expenses on 990, pg 9, line 8b	\$	39,229
--------------------------------------	----	--------

Event expenses on 990, pg 9, line 8b	\$	-39,229
--------------------------------------	----	---------

**Application for Automatic Extension of Time To File an
Exempt Organization Return**

OMB No. 1545-1709

▶ **File a separate application for each return.**▶ **Information about Form 8868 and its instructions is at www.irs.gov/form8868.**

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.

Type or print	Name of exempt organization or other filer, see instructions.	Enter filer's identifying number, see instructions
	Junior Achievement of NW Florida, Inc	Employer identification number (EIN) or 59-0839555
	Number, street, and room or suite no. If a P.O. box, see instructions. 6677 North Davis Highway	Social security number (SSN)
	City, town or post office, state, and ZIP code. For a foreign address, see instructions. Pensacola FL 32504	

Enter the Return Code for the return that this application is for (file a separate application for each return)

01

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

Ildi Hosman
6677 North Davis Highway

• The books are in the care of ▶ **Pensacola****FL 32514**Telephone No. ▶ **850-477-1420**Fax No. ▶ **850-477-2820**• 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 **05/15/19**, 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 **07/01/17**, and ending **06/30/18**.

2 If the tax year entered in line 1 is for less than 12 months, check reason: ☐ Initial return ☐ Final return

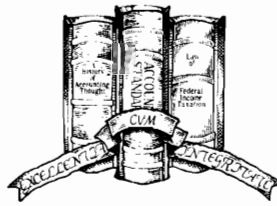
☐ Change in accounting period

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.

ELF Status Report

Client ID	Client Name	TIN	Status	Entity	Return	
590839555	Junior Achievement of NW Flori...	59-0839555	Return accepted: 11/05/18	990	US EXT 6	9325



Carlson & Company, Chartered
Certified Public Accountants

Junior Achievement of Northwest Florida, Inc.

Audited Financial Statements

with

Supplementary Information

June 30, 2017 and 2016

Junior Achievement of Northwest Florida, Inc.

Audited Financial Statements

with

Supplementary Information

June 30, 2017 and 2016

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Carlson & Company, Chartered

Certified Public Accountants

Independent Auditors' Report on Financial Statements

Board of Directors
Junior Achievement of Northwest Florida, Inc.
Pensacola, Florida

We have audited the accompanying financial statements of Junior Achievement of Northwest Florida, Inc., (a nonprofit organization), which comprise the statements of financial position as of June 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.

Auditors' 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 audit to obtain reasonable assurance about whether the financial statements are free of 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 auditors' 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 organization'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 Junior Achievement of Northwest Florida, Inc., as of June 30, 2017 and 2016, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

December 15, 2017

Carlson & Company

Junior Achievement of Northwest Florida, Inc.

Statements of Financial Position

June 30, 2017 and 2016

	<u>6/30/17</u>	<u>6/30/16</u>
Assets		
Current assets:		
Cash and cash equivalents	\$ 13,740	\$ 37,335
Investments	20,736	69,091
Inventory - teaching kits	2,703	3,215
Pledges receivable	<u>8,164</u>	<u>7,519</u>
Total current assets	<u>45,343</u>	<u>117,160</u>
Long term assets:		
Furniture and equipment	5,912	5,339
Less accumulated depreciation	<u>(4,886)</u>	<u>(4,696)</u>
Total long term assets	<u>1,026</u>	<u>643</u>
 Total assets	 <u><u>\$ 46,369</u></u>	 <u><u>\$ 117,803</u></u>
 Liabilities and net assets		
Current liabilities:		
Accounts payable	\$ 3,042	\$ 7,259
Payroll taxes payable	3,356	3,805
Line of credit payable	16,145	19,321
Accrued expenses	<u>3,477</u>	<u>3,061</u>
Total current liabilities	<u>26,020</u>	<u>33,446</u>
 Net assets:		
Unrestricted net assets	15,349	79,357
Temporarily restricted net assets	<u>5,000</u>	<u>5,000</u>
Total net assets	<u>20,349</u>	<u>84,357</u>
 Total liabilities and net assets	 <u><u>\$ 46,369</u></u>	 <u><u>\$ 117,803</u></u>

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

Junior Achievement of Northwest Florida, Inc.

Statements of Activities

June 30, 2017 and 2016

Unrestricted activities	<u>6/30/17</u>	<u>6/30/16</u>
Public support and revenues		
Contributions		
Corporate	\$ 36,798	\$ 21,881
Individual	8,246	3,207
Foundations	<u>75,221</u>	<u>72,178</u>
Total contributions	<u>120,265</u>	<u>97,266</u>
Special event revenue gross	103,543	86,338
Less special event expenses	<u>(41,138)</u>	<u>(26,891)</u>
Special events net	<u>62,405</u>	<u>59,447</u>
Realized investment gains	-	1,440
Unrealized investment gains (losses)	1,139	(5,601)
Investment revenue	860	5,250
In-kind contributions	69,037	47,881
Other income	900	-
Net assets released from restriction	<u>5,000</u>	<u>5,000</u>
Total public support and revenues	<u>259,606</u>	<u>210,683</u>
Expenses:		
Program expenses	255,471	226,865
Management and general expenses	40,250	34,705
Fundraising	<u>27,893</u>	<u>23,617</u>
Total expenses	<u>323,614</u>	<u>285,187</u>
Change in unrestricted net assets	<u>(64,008)</u>	<u>(74,504)</u>
Unrestricted net assets beginning of year	79,357	153,861
Unrestricted net assets end of year	<u>\$ 15,349</u>	<u>\$ 79,357</u>
Temporarily restricted activities		
Temporarily restricted contributions:		
Tyndall Federal CU contribution received in advance	\$ 5,000	\$ 5,000
Net assets released from restriction:		
Tyndall Federal CU contribution from prior year	<u>(5,000)</u>	<u>(5,000)</u>
Change in temporarily restricted net assets	<u>-</u>	<u>-</u>
Temporarily restricted net assets beginning of year	5,000	5,000
Temporarily restricted net assets end of year	<u>\$ 5,000</u>	<u>\$ 5,000</u>

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

Junior Achievement of Northwest Florida, Inc.

Statements of Cash Flows

June 30, 2017 and 2016

	<u>6/30/17</u>	<u>6/30/16</u>
Cash flows from operating activities		
Change in net assets	\$ (64,008)	\$ (74,504)
Adjustment to reconcile change in net assets to net cash (used) by operating activities:		
Depreciation	190	328
Change in inventory - teaching kits	512	(1,695)
Change in pledges receivable	(646)	(299)
Change in accounts payable	(4,217)	(3,579)
Change in payroll taxes payable	(449)	1,417
Change in accrued expenses	416	2,101
(Gain) loss from investments	(1,139)	4,161
Interest & dividends from investments	(860)	(5,250)
Fees paid from investment funds	355	730
Net cash (used) by operating activities	<u>(69,846)</u>	<u>(76,590)</u>
Cash flows from investing activities		
Net withdrawal from investment funds	50,000	49,783
Purchase of fixed assets	<u>(573)</u>	<u>(804)</u>
Net cash provided by investing activities	<u>49,427</u>	<u>48,979</u>
Cash flows from financing activities		
Change in line of credit payable	<u>(3,176)</u>	<u>4,121</u>
Net cash (used) provided by financing activities	<u>(3,176)</u>	<u>4,121</u>
(Decrease) in cash and cash equivalents	(23,595)	(23,490)
Cash and cash equivalents at beginning of year	37,335	60,825
Cash and cash equivalents at end of year	<u>\$ 13,739</u>	<u>\$ 37,335</u>
Income taxes paid	\$ -	\$ -
Cash interest paid	\$ 1,588	\$ 1,751

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

Junior Achievement of Northwest Florida, Inc.

Notes to Financial Statements

June 30, 2017 and 2016

NOTE 1 - SCOPE AND PURPOSE

Junior Achievement of Northwest Florida, Inc. (the Organization), was founded in 1958 to serve elementary, middle, and high school students in Escambia, Santa Rosa, and Bay Counties of Florida. The purpose of the Organization is to inspire and prepare young people to succeed in a global economy and to ensure that every child has a fundamental understanding of the free enterprise system. The Organization attempts to bridge the gap between the school curriculum and the business community by educating children with the fundamentals of business, entrepreneurship, and our economic system by bringing business leaders into the classroom to teach programs using the Organization's materials. Funding for programs is provided through contributions solicited from area businesses, fundraising projects, and special events.

NOTE 2 - SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the Organization conform to generally accepted accounting principles applicable to non-profit organizations. The significant policies are:

Basis of Accounting

The financial statements have been prepared on the accrual basis and accordingly reflect all significant receivables, payables, and other liabilities.

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. Actual results may vary from these estimates and the variances may be material.

Cash and Cash Equivalents

The Organization considers all liquid investment instruments with original maturities of three months or less to be cash equivalents. Excluded from this definition of cash and cash equivalents are such amounts that represent funds that have been designated by the Board for investment.

Income Tax Status

The Organization is exempt from income taxes under Internal Revenue Service Code Section 501(c)(3) for an organization other than a private foundation. It is also exempt from state income taxes. However, any unrelated business income may be subject to taxation. The Organization has no obligation for unrelated business income tax and is not aware of any uncertain tax positions that would require disclosure or accrual. The Organization files an annual information report with Internal Revenue Service on Form 990 (Return of Organization Exempt from Income Tax). These required filings are current and are subject to examination by the Internal Revenue Service, generally for three years after they are filed.

Pledges Receivable

Pledges Receivable are stated at the amount management expects to collect from outstanding balances.

Junior Achievement of Northwest Florida, Inc.

Notes to Financial Statements

June 30, 2017 and 2016

(Continued)

NOTE 2 - SIGNIFICANT ACCOUNTING POLICIES (Continued)

Contributions

Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted, depending on the existence and nature of donor restrictions. All contributions are considered unrestricted unless specifically restricted by the donor. Amounts received that are designated for future periods or restricted by the donor for specific purposes are reported as temporarily restricted net assets. If any restriction is fulfilled in the same time period in which the contribution is received, the Organization reports that support as unrestricted. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions.

Contributions with restrictions that will not be satisfied by the passage of time or the completion of an activity would be classified as permanently restricted net assets. The Organization had no permanently restricted net assets as of June 30, 2017 or June 30, 2016.

In-Kind Contributions

In-kind contributions are recorded at actual cost to the contributor or appraised value at the time of the contribution as in-kind revenue with an offsetting entry to in-kind expense. Contributed services are recognized if the services received (a) create or enhance non-financial assets or (b) require specialized skills that are provided by individuals possessing those skills and would typically need to be purchased if not contributed. No amounts have been reflected in the financial statements for donated volunteer services because no objective basis is available to measure the value of such services.

Date of Management's Review

The Organization has evaluated subsequent events for potential recognition and/or disclosure in the June 30, 2017 financial statements through December 15, 2017, the date the financial statements were available to be issued.

NOTE 3 - FURNITURE AND EQUIPMENT

The Organization capitalizes all expenditures for furniture and equipment in excess of \$500 at acquisition cost, or, if donated, at fair market value at the date of donation. Equipment is depreciated using the straight-line method over the estimated useful lives of the assets. Depreciation expense was \$190 and \$328 for the years ended June 30, 2017 and 2016, respectively.

NOTE 4 - FRANCHISE AGREEMENT

The Organization operates under an agreement with Junior Achievement USA, which provides support in training and materials. Under this agreement the Organization is required to pay license fees on all cash contributions. License fees for the years ended June 30, 2017 and 2016, were \$18,253 and \$19,437 respectively.

Junior Achievement of Northwest Florida, Inc.

Notes to Financial Statements

June 30, 2017 and 2016

(Continued)

NOTE 5 - TEMPORARILY RESTRICTED NET ASSETS

The Organization had temporarily restricted net assets of \$5,000 and \$5,000 as of June 30, 2017 and 2016, respectively. These amounts consist of \$5,000 contributions from Tyndall Federal Credit Union each fiscal year to be used for classes or events during the following fiscal year.

NOTE 6 - LEASE OBLIGATIONS

The Organization acquired a copy machine through an operating lease arrangement. Monthly payments on the lease are \$110 for 60 months, beginning in October 2012. In addition, a maintenance contract for the copier is payable quarterly in the amount of \$138.

NOTE 7 – ACCRUED EXPENSES

Accrued expenses consist of accrued employee vacation, sick, and personal days. Vacation leave is given to employees based on longevity with the Organization. Employees can carry over no more than 5 days to the following calendar year. The balance of accrued employee leave was \$3,477 and \$3,061 for the years ended June 30, 2017 and 2016, respectively.

NOTE 8 – FUNCTIONAL ALLOCATION OF EXPENSES

The costs of providing various programs have been summarized on a functional basis. Accordingly, certain costs have been allocated among the programs. These allocations are based upon estimates of facilities usage and activities of personnel.

NOTE 9 – LINE OF CREDIT PAYABLE

The Organization has a \$20,000 line of credit with a local bank. As of June 30, 2017, the outstanding balance on the line of credit was \$16,145 with a current interest rate of 6.1%.

NOTE 10 – CONCENTRATIONS

The Organization receives the majority of its revenue from contributors and special events in the northwest Florida area. Continued funding from these sources at current levels is dependent upon economic conditions, donor satisfaction, and public perception of mission effectiveness and relative importance.

The Organization maintains cash balances with a bank and a brokerage house. Bank deposits are insured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000. As of June 30, 2017, cash deposits at the bank did not exceed this amount. Brokerage accounts are insured by the Securities Investors Protection Corporation (SIPC) up to \$500,000. SIPC coverage only protects the Association against broker error or fraud, not a loss of the underlying investment.

Junior Achievement of Northwest Florida, Inc.

Notes to Financial Statements

June 30, 2017 and 2016

(Continued)

NOTE 11 - INVESTMENTS

The Organization maintains an investment account consisting of mutual funds, certificates of deposit, and a money fund. According to generally accepted accounting principles, investments are reported at fair value. Fair value is defined as the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the item in an orderly transaction between market participants on the measurement date. A fair value hierarchy has been established which requires an organization to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value. The three levels of the fair value hierarchy are as follows:

Level 1 – Observable inputs such as quoted prices (unadjusted) for identical assets or liabilities in active markets that the entity has the ability to access as of the measurement date.

Level 2 – Significant other observable inputs other than Level 1 prices, such as quoted prices for similar assets or liabilities, quoted prices in markets that are not active, and other inputs that are observable or can be corroborated by observable market data.

Level 3 – Unobservable inputs which are supported by little or no market activity.

The fair value of the assets of the Organization has been determined based on quoted market price of identical assets (Level 1). At June 30, 2017 and 2016, the aggregate cost, fair value, and amount of unrealized gain or (loss) were:

	<u>6/30/17</u>	<u>6/30/16</u>
Mutual funds	\$ -	\$ 70,229
Cash & sweep account	20,736	-
Unrealized gain (loss)	-	(1,138)
Fair market value	<u>\$ 20,736</u>	<u>\$ 69,091</u>

NOTE 12 – HEALTH AND WELFARE BENEFITS TRUST

The Organization has a self-funded medical, dental and other benefits plan covering full-time employees of the Organization and their beneficiaries and covered dependents. The plan is accounted for like a multi-employer plan. Premiums are paid into the plan for each participant by the Organization. All the assets and liabilities of the plan are held in the Junior Achievement USA Health and Welfare Benefits Trust (Benefits Trust). Accordingly, no balances or transactions of the Benefits Trust are recorded in the financial statements of the Organization.

The Organization's premium expense for the years ended June 30, 2017 and 2016 was \$59 and \$5,288, respectively.

Junior Achievement of Northwest Florida, Inc.

Notes to Financial Statements

June 30, 2017 and 2016

(Continued)

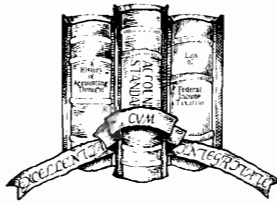
NOTE 13 – CONTINGENCIES

A former employee has made a claim for additional compensation. While the final outcome cannot be determined at this time, management is of the opinion that the ultimate liability, if any, from the final resolution of the matter will not have a material effect on the Organization's financial statements.

NOTE 14 – GOING CONCERN

The Organization has experienced significant decreases in net assets for several years. The Organization receives much of its revenue from grants, donations, and special events. Management is developing plans to increase its revenues thru various fundraising efforts and to reduce operating costs.

The ability of the Organization to continue as a going concern is dependent on the success of these actions. The financial statements do not include any adjustments that might be necessary if the Organization is unable to continue as a going concern.



Carlson & Company, Chartered

Certified Public Accountants

Independent Auditors' Report on Unaudited Supplementary Information

Board of Directors
Junior Achievement of Northwest Florida, Inc.
Pensacola, Florida

Our audit of the financial statements of Junior Achievement of Northwest Florida, Inc., as of and for the years ended June 30, 2017 and 2016, was made for the purpose of formulating an opinion on the basic financial statements taken as a whole. The additional information presented in the unaudited supplemental schedule on the following page has been taken primarily from accounting and other records of the Organization. It is presented for purposes of additional analysis, and is not a required part of the basic financial statements of Junior Achievement of Northwest Florida, Inc. This information has not been subjected to tests and other auditing procedures applied in the audit of the basic financial statements, and accordingly we do not express an opinion or any other form of assurance on the additional information.

December 15, 2017

Carlson & Company

Junior Achievement of Northwest Florida, Inc.

Unaudited Schedule of Functional Expenses

June 30, 2017 and 2016

Expenses	Program Services	Management	Fund Raising	6/30/17 Totals	6/30/16 Totals
Salaries and wages	\$ 128,560	\$ 19,779	\$ 16,482	\$ 164,821	\$ 137,713
Staff insurance	47	6	6	59	5,288
Payroll taxes	8,216	1,264	1,053	10,533	9,990
Professional fees	2,008	3,954	314	6,276	5,500
Program supplies	22,196	-	-	22,196	21,271
Telephone	4,122	1,178	589	5,889	6,184
Postage	598	171	86	855	789
Office supplies	1,409	599	989	2,997	2,863
Rent	2,159	381	-	2,540	1,710
Business travel	2,929	837	419	4,185	4,946
Cost of recruiting volunteers	84	-	-	84	112
Dues and subscriptions	2,055	363	-	2,418	1,921
Insurance	1,490	263	-	1,753	2,011
Interest expense	1,350	238	-	1,588	1,751
Taxes and licenses	210	37	-	247	327
Computer costs	1,545	442	221	2,208	2,153
Staff training	1,063	304	152	1,519	1,029
In-kind expenses	53,849	8,284	6,904	69,037	47,881
Recognition	1,522	269	-	1,791	2,138
Copier costs	1,325	379	189	1,893	2,341
Broker fees	348	7	-	355	730
Bank fees	-	1,457	-	1,457	1,617
Write off of pledge receivables	-	-	-	-	4,624
JA Florida Foundation payments	-	-	470	470	533
JA USA license fees	18,253	-	-	18,253	19,437
Total before depreciation	<u>255,338</u>	<u>40,212</u>	<u>27,874</u>	<u>323,424</u>	<u>284,859</u>
Depreciation	<u>133</u>	<u>38</u>	<u>19</u>	<u>190</u>	<u>328</u>
Total functional expenses	<u>\$ 255,471</u>	<u>\$ 40,250</u>	<u>\$ 27,893</u>	<u>\$ 323,614</u>	<u>\$ 285,187</u>

See Independent Auditors' Report on Unaudited Supplementary Information.



FISCAL YEAR 2019 – 2020 ESCAMBIA COUNTY AGENCY FUNDING REQUEST APPLICATION

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

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

Please submit:

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

Agency Name:

- School Readiness Coalition of Escambia County, Inc.

Agency Address:

- 3300 N. Pace Blvd., Ste. 210, Pensacola, FL 32505

Program Name:

- School Readiness Program

Program Contact:

- Walter B. Watson Jr. – Executive Director, Becki Rutchland – Finance Director

Contact Email:

- bwatson@elcescambia.org, brutchland@elcescambia.org

Contact Phone:

- 850-607-7620, 850-332-7847

25-Word Description of Program:

- The School Readiness Program provides child care funding assistance for low income working families so that they can obtain and maintain employment.

Amount Requested:

- \$300,000

Amount Received Last Year, if applicable:

- \$238,875



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

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.

- County funding was used as part of the Coalition's 6% "local match", which is required by our State funding agency, The Office of Early Learning. All funding received from the County is used for payment for direct child care / early learning services. No funds were used for administrative or non-direct services.

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?)

- These funds, as in the past, will allow us to place additional children into child care, so their parents can work, with providers who have contracted with the Coalition to deliver quality based early learning programs.

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

- Yes. The Coalition was established by the State Legislature to administer the statewide Early Learning program, which provides quality care to the children of low-income families as well as "at-risk" children.

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

- Percentage for salaries/administrative costs: 0%
- Percentage for direct programming costs: 100%

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

- There is no comparison as the Coalition is the ONLY agency in Escambia that provides subsidized child care for working poor parents, while at the same time preparing their children for Kindergarten and success in school. Both of these purposes contribute to the economic development of our community, one in the near term and the other in the long term.

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

- There really is no offset to any difference in funding requested. The funding we receive, whether it be more, less, or exactly what we requested, enables to support on a one for one basis a proportionate number of families, and their children. More funding means more parents are able to obtain and maintain employment because they can afford to place their children in a safe and secure child care and early learning facility, and less money in turn means we can provide the same opportunities to fewer families.
- Less funding would place the Coalition in a situation where other, as yet unidentified, funding sources would have to be found for the Coalition to meet the State requirement to raise 6% in local match funding.



FISCAL YEAR 2019 – 2020 ESCAMBIA COUNTY AGENCY FUNDING REQUEST APPLICATION

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:

- All funding from the Escambia County BCC will be used as match for the Florida Office of Early Learning (OEL) School Readiness Program grant. The requirement is set at 6% on a statewide basis, which equates to a 16 to 1 draw down of OEL funding.

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

- In 2018, the Coalition served a total of 4,910 children, two thirds of which were birth to five years old, and 3,737 of which were Working Poor. This allowed 1,973 Working Poor parents to obtain and maintain employment.
- The combined income of the Working Poor parents served was \$43,885,439.
- Forty-five of the Working Poor families were supported by Escambia County BCC funding. Their combined income contributed \$1,000,935 to the local economy.
- This was the third year of our Grow With Me initiative in which we provide participating child care providers with intensive coaching and other supports to improve the quality of their early learning programs. We continue to improvements of 1-2 points, on a 7-point scale, in their classroom assessments.

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.

- There is no duplication of funding. While the Coalition does receive an annual grant from the local United Way, like the Escambia County BCC funding, 100% of the UW grant is applied to the State requirement to raise 6% local matching funds. The County and United Way funding combined still do not meet our 6% match fund requirement. Also like the Escambia County BCC funding, the United Way grant funds a proportionate number of additional children.

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"%"

- This funding will enable the Coalition to enroll approximately 85 children in quality childcare programs for the year (\$300,000 @ \$3,500 per child).
- Escambia County BCC funding is used to meet State requirements to raise 6% local match.
- All funding applied to direct program services in the School Readiness program increases the percentage of children that will be deemed "Ready" to start Kindergarten, however, the State program prohibits the Coalition from tracking these children to determine their individual Kindergarten Readiness.



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

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.”

- Overall program success is currently measured by numbers of families, parents and children, served in the School Readiness Program.
- The State is piloting a new program to measure child outcomes at select early learning providers, as part of our efforts to improve the quality of care and education.

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.”

- The primary metric for the effectiveness of the Coalition is number of children served, both overall, and especially in the birth to five age range. Last year’s grant allowed the Coalition to serve 68 children. If granted for the amount requested this year we will serve an additional 17 children, for a total of 85 children served.

BUDGET

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

Income

	Most Recently Completed Year FY 17/18 ACTUALS	Current Budget Year FY 18/19	Proposed Budget Year FY 19/20
Contrib./Don. - Private Sources	3,090.10	0.00	0.00
Programmatic Income	0.00	0.00	0.00
County Funding	238,875.00	238,875.00	300,000.00
City Funding	0.00	0.00	0.00
Local Non-Profit Funding	70,000.00	70,000.00	70,000.00
State Funding	14,073,014.00	15,287,357.00	14,439,597.00
Federal Funding	0.00	0.00	0.00
Memberships	0.00	0.00	0.00
Investment Income	0.00	0.00	0.00
Other Income	0.00	0.00	0.00
Total Income	14,384,979.10	15,596,232.00	14,809,597.00



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

Expenses

	Most Recently Completed Year FY 17/18 ACTUALS	Current Budget Year FY 18/19	Proposed Budget Year FY 19/20
Total Staffing			
Salaries and Wages	1,574,977.00	1,632,642.00	1,632,642.00
Employee Benefits	232,186.00	245,871.00	245,871.00
Professional Services	45,351.00	38,721.00	38,721.00
Contractual Services	11,831,857.10	13,013,471.00	12,226,836.00
Travel Expenses	18,337.00	22,868.00	22,868.00
Rentals and Leases	138,026.00	137,309.00	137,309.00
Communication	34,259.00	33,818.00	33,818.00
Postage and Freight	6,878.00	6,946.00	6,946.00
Repair and Maintenance	19,175.00	7,059.00	7,059.00
Printing and Binding	5,425.00	5,188.00	5,188.00
Marketing & Promotion	1,154.00	0.00	0.00
Fuel	0.00	0.00	0.00
Supplies	33,444.00	26,901.00	26,901.00
Event Expenses	0.00	0.00	0.00
<i>Quality Initiatives</i>	360,279.00	392,900.00	392,900.00
Other Expenses	15,684.00	14,328.00	14,328.00
Capital Assets/ Equip	67,947.00	18,210.00	18,210.00
Total Expenses	14,384,979.10	15,596,232.00	14,809,597.00
Net Income - (Revenue minus Expense)	0.00	0.00	0.00

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

- Our capitalization threshold is the same as the standard State level of \$5,000 - and therefore we will rarely have equipment purchases that are capitalized. Since there was no explicit category for this type of expense (equipment <\$5,000 per unit), these expenses have been included as “capitalized” even though they are not technically accounted for in this manner on our books.

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

- Although the Coalition is not requesting funding for any expense related to costs listed as ‘other’, the line item totaling \$14,328 consists of the following:



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

CATEGORY	DESCRIPTION	AMOUNT
<i>OTH</i>	INSURANCE - LIABILITY	2,271.00
<i>OTH</i>	INSURANCE - BONDING + D&O	5,086.00
<i>OTH</i>	DUES & FEES	6,971.00
	TOTAL "<i>OTHER</i>"	\$ 14,328.00

ECONOMIC DEVELOPMENT AGENCIES:

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

What is your agency's Strategic Plan?

- The Strategic Plan of the Early Learning Coalition is to continue to serve as many children and by association their families as funding from all sources will allow.
- Within our overall plan the Coalition works to ensure children served birth to five reach their developmental potential and are ready to enter kindergarten. This is in part made possible by ensuring child care Providers contracted with the Coalition deliver quality early education and meet the Performance Assessment goals established by the State of Florida.

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

- The immediate return on investment is more parents working means more income generated, which directly contributes to the immediate economic performance of and growth of the county. Last year the Escambia County BCC funding allowed the Coalition to serve an additional 45 Working Poor families whose combined income was approximately \$1,000,935.
- Studies have also shown working parents use fewer social services, such as WIC, Food stamps, both adult and child health and mental care, including Kidcare, and are less likely to be incarcerated, all of which reduces the financial burden and impact on county and other agencies funding.
- Better preparing children to enter school greatly increases the likelihood they will successfully complete school and enter the work force as productive contributors to the local economy.

List all projects and outcomes.

- The Coalition really has only one project – the School Readiness Program and two outcomes – enable parents to obtain and maintain employment and prepare children to enter school.

Show supporting backup on procurement activities.

- There is no procurement activity associated with this funding request. 100% of funding received is applied to child care for the children of Working Poor parents.

What is the net cost per job created?

- The Coalition does not create jobs, but it does enable employment. The annual cost of care per child is \$3,500 and the average income of families served is \$22,243. We see that as a credit return of for a family with one child of \$18,733. Conversely given that most our funding comes from State and Federal sources an argument could be made it is credit to our local economy of \$25,743 as the Coalition is spending nothing to create and sustain the job the parent has.



FISCAL YEAR 2019 – 2020 ESCAMBIA COUNTY AGENCY FUNDING REQUEST APPLICATION

Provide the appropriate level of detail for activities.

- The funding the Coalition requests from the Escambia County BCC is applied to only one activity, and that is our School Readiness Program, and 100% of the funding received goes to increasing the availability of child care slots to enable Working Poor parents to obtain and maintain employment while preparing their children to enter kindergarten.
- The Coalition effectively only has two activities, the School Readiness Program (subsidized child care) and the Voluntary PreKindergarten (VPK) Program. The latter of which, VPK, is 100% funded by the State and for which the Coalition never asks for funding.

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

- The families our agency serves almost exclusively reside in of our county’s pockets of poverty. To qualify for the School Readiness program, families have to be earning less than 150% of the Federal Poverty Level (FPL) and cannot over time increase their earnings to more than 200% of the FPL. The smaller subset of families that are not classified as Working Poor are either in the TANF Program, Protective Services (which are predominantly poor) or Homeless.

Are the funds being used for salaries or projects?

- No. 100% goes to increasing child care slots, which in turn enables more parents to obtain and maintain employment.

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

- Last year our agency received a \$70,000 grant from the United Way of Escambia County. Like the funding received from the county, 100% is applied to increasing child care slots.

Was there any increase in membership?

- N/A

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

- Every year approximately 5-10 child new care providers are granted a School Readiness Program contract. These are predominantly minority owned businesses. When you discount the 25% of our total providers that are either the school district, military or corporate owned, of the 100 plus private businesses under contract over 65% are minority owned.

Can we reduce the taxpayer subsidy?

- Studies have also shown working parents use fewer social services, such as WIC, Food stamps, both adult and child health and mental care, including Kidcare, and are less likely to be incarcerated, all of which reduces the financial burden and impact on county and other agencies funding, which in turn reduces their need for tax payer subsidy.
- Better preparing children to enter school greatly increases the likelihood they will successfully complete school and enter the work force as productive contributors to the local economy, which in turn reduces their future need for tax payer subsidy.
- The estimates of various studies on the effectiveness of early learning and child care yields a return on investment, which includes reductions in tax payer subsidy, from \$7 to \$1 to \$16 to \$1. In other words, having a better educated, better prepared work force, by spending a \$1 today on early learning will save \$16 tomorrow across the spectrum of costs associated with having more unemployed, poorly educated citizens.

Request for Taxpayer Identification Number and Certification

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

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

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. Escambia County School Readiness Coalition, Inc.	
	2 Business name/disregarded entity name, if different from above Early Learning Coalition of Escambia County	
	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. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> 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. <input type="checkbox"/> 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) _____ <small>(Applies to accounts maintained outside the U.S.)</small>	
	5 Address (number, street, and apt. or suite no.) See instructions. 3300 N. Pace Blvd. - Ste. 210	Requester's name and address (optional)
	6 City, state, and ZIP code Pensacola, FL 32505	
	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	-	3	6	8	3	2	7

Part II Certification

Under penalties of perjury, I certify that:

- 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
- 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
- I am a U.S. citizen or other U.S. person (defined below); and
- 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 ► 	Date ► 01/04/2019
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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.

TAX RETURN FILING INSTRUCTIONS

FORM 990

FOR THE YEAR ENDING

JUNE 30, 2017

PREPARED FOR:

WALTER B. WATSON, JR., EXECUTIVE DIRECTOR
3300 N PACE BOULEVARD
PENSACOLA, FL 32505

PREPARED BY:

WARREN AVERETT, LLC
316 SOUTH BAYLEN ST. SUITE 300
PENSACOLA, FL 32502

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:

IF YOU HAVE RECEIVED YOUR RETURN VIA USB DRIVE, YOUR PASSWORD IS WARRENAVERETT# (ALL CAPS) FOLLOWED BY THE LAST 4 DIGITS OF YOUR EMPLOYER IDENTIFICATION NUMBER (EX: WARRENAVERETT#2345).

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. RETURN FORM 8879-EO TO US BY MAY 15, 2018

Form **8879-EO****IRS e-file Signature Authorization
for an Exempt Organization**

OMB No. 1545-1878

For calendar year 2016, or fiscal year beginning JUL 1, 2016, and ending JUN 30, 2017**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

**ESCAMBIA COUNTY SCHOOL READINESS
COALITION, INC.**

Employer identification number

**** - *** 3227**

Name and title of officer

**WALTER B. WATSON, JR.
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 ▶ <input checked="" type="checkbox"/>	b Total revenue , if any (Form 990, Part VIII, column (A), line 12)	1b <u>19,808,073.</u>
2a Form 990-EZ check here ▶ <input type="checkbox"/>	b Total revenue , if any (Form 990-EZ, line 9)	2b _____
3a Form 1120-POL check here ▶ <input type="checkbox"/>	b Total tax (Form 1120-POL, line 22)	3b _____
4a Form 990-PF check here ▶ <input type="checkbox"/>	b Tax based on investment income (Form 990-PF, Part VI, line 5)	4b _____
5a Form 8868 check here ▶ <input type="checkbox"/>	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 acknowledgment 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 WARREN AVERETT, LLC to enter my PIN 83227
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 ▶ _____ 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.

59356084437

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 ▶ 02/13/18

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

LHA For Paperwork Reduction Act Notice, see instructions.

Form **8879-EO** (2016)

EXTENDED TO MAY 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

2016Open to Public
Inspection**A** For the 2016 calendar year, or tax year beginning **JUL 1, 2016** and ending **JUN 30, 2017****B** Check if applicable:

- ☐ Address change
☐ Name change
☐ Initial return
☐ Final return/terminated
☐ Amended return
☐ Application pending

C Name of organization**ESCAMBIA COUNTY SCHOOL READINESS
COALITION, INC.**Doing business as **EARLY LEARNING COALITION OF ESC**

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

3300 N PACE BOULEVARD

Room/suite

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

PENSACOLA, FL 32505**F** Name and address of principal officer: **WALTER B. WATSON, JR.****3300 NORTH PACE BLVD, SUITE 210, PENSACOLA,****D** Employer identification number**** - *** 3227****E** Telephone number**850-595-5400****G** Gross receipts \$**19,808,073.****H(a)** Is this a group returnfor 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) () ◀ (insert no.) ☐ 4947(a)(1) or ☐ 527**J** Website: ▶ **WWW.ELCSCAMBIA.ORG****K** Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other ▶**L** Year of formation: **2000****M** State of legal domicile: **FL****Part I Summary**

Activities & Governance	1	Briefly describe the organization's mission or most significant activities: THE ORGANIZATION WAS CREATED FOR THE ADMINISTRATION OF A COMPREHENSIVE PROGRAM OF SCHOOL READINESS
	2	Check this box <input type="checkbox"/> 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) 22
	4	Number of independent voting members of the governing body (Part VI, line 1b) 22
	5	Total number of individuals employed in calendar year 2016 (Part V, line 2a) 46
	6	Total number of volunteers (estimate if necessary) 0
	7a	Total unrelated business revenue from Part VIII, column (C), line 12 0.
7b	Net unrelated business taxable income from Form 990-T, line 34 0.	
Revenue	8	Contributions and grants (Part VIII, line 1h) 19,336,663.
	9	Program service revenue (Part VIII, line 2g) 1,084.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d) 31.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 1,957.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) 19,337,778.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) 19,808,073.
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3) 0.
	14	Benefits paid to or for members (Part IX, column (A), line 4) 0.
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 1,776,896.
	16a	Professional fundraising fees (Part IX, column (A), line 11e) 0.
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶ 0.
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) 17,547,233.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) 19,324,129.
19	Revenue less expenses. Subtract line 18 from line 12 13,649.	
Net Assets or Fund Balances	20	Total assets (Part X, line 16) 1,450,934.
	21	Total liabilities (Part X, line 26) 1,350,892.
	22	Net assets or fund balances. Subtract line 21 from line 20 100,042.
	22	Net assets or fund balances. Subtract line 21 from line 20 131,462.

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			
	WALTER B. WATSON, JR., EXECUTIVE DIRECTOR Type or print name and title				
Paid Preparer Use Only	Print/Type preparer's name MARGARET N. "MCGEE" LORRE	Preparer's signature	Date 02/13/18	Check if self-employed <input type="checkbox"/>	PTIN P00012084
	Firm's name ▶ WARREN AVERETT, LLC	Firm's EIN ▶ ** - *** 4437	Phone no. 850-435-7400		
Firm's address ▶ 316 SOUTH BAYLEN ST. SUITE 300 PENSACOLA, FL 32502					

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

ESCAMBIA COUNTY SCHOOL READINESS
COALITION, INC.

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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:

THE ORGANIZATION WAS CREATED FOR THE ADMINISTRATION OF A COMPREHENSIVE PROGRAM OF SCHOOL READINESS SERVICES THAT ENHANCE THE COGNITIVE, SOCIAL, AND PHYSICAL DEVELOPMENT OF CHILDREN AS SPECIFIED BY THE FLORIDA OFFICE OF EARLY LEARNING IN ACCORDANCE WITH FLORIDA STATUTES.

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 \$ 19,072,973. including grants of \$) (Revenue \$)

THE ORGANIZATION WAS CREATED FOR THE ADMINISTRATION OF A COMPREHENSIVE PROGRAM OF SCHOOL READINESS SERVICES THAT ENHANCE THE COGNITIVE, SOCIAL, AND PHYSICAL DEVELOPMENT OF CHILDREN AS SPECIFIED BY THE FLORIDA OFFICE OF EARLY LEARNING IN ACCORDANCE WITH FLORIDA STATUTES.

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

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 **19,072,973.**

**ESCAMBIA COUNTY SCHOOL READINESS
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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)? <i>If "Yes," complete Schedule A</i>	X	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ?	X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>		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? <i>If "Yes," complete Schedule C, Part II</i>		X
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? <i>If "Yes," complete Schedule C, Part III</i>		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? <i>If "Yes," complete Schedule D, Part I</i>		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? <i>If "Yes," complete Schedule D, Part II</i>		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>		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? <i>If "Yes," complete Schedule D, Part IV</i>		X
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>		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? <i>If "Yes," complete Schedule D, Part VI</i>	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? <i>If "Yes," complete Schedule D, Part VII</i>		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? <i>If "Yes," complete Schedule D, Part VIII</i>		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? <i>If "Yes," complete Schedule D, Part IX</i>		X
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>		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)? <i>If "Yes," complete Schedule D, Part X</i>	X	
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	X	
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>		X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		X
14a Did the organization maintain an office, employees, or agents outside of the United States?		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? <i>If "Yes," complete Schedule F, Parts I and IV</i>		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? <i>If "Yes," complete Schedule F, Parts II and IV</i>		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? <i>If "Yes," complete Schedule F, Parts III and IV</i>		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? <i>If "Yes," complete Schedule G, Part I</i>		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? <i>If "Yes," complete Schedule G, Part II</i>		X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		X

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**ESCAMBIA COUNTY SCHOOL READINESS
COALITION, INC.**

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Part IV Checklist of Required Schedules *(continued)*

	Yes	No
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
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? <i>If "Yes," complete Schedule I, Parts I and II</i>		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? <i>If "Yes," complete Schedule I, Parts I and III</i>		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? <i>If "Yes," complete Schedule J</i>		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? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
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?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
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? <i>If "Yes," complete Schedule L, Part I</i>		X
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? <i>If "Yes," complete Schedule L, Part I</i>		X
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? <i>If "Yes," complete Schedule L, Part II</i>		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? <i>If "Yes," complete Schedule L, Part III</i>		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? <i>If "Yes," complete Schedule L, Part IV</i>		X
b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		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? <i>If "Yes," complete Schedule L, Part IV</i>		X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	X	
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		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? <i>If "Yes," complete Schedule R, Part I</i>		X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		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)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		X
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? <i>If "Yes," complete Schedule R, Part VI</i>		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	X	

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632005 11-11-16

**ESCAMBIA COUNTY SCHOOL READINESS
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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	22	
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	22	
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	X	
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	X	
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: ▶
BECKI RUTCHLAND - 850-595-5400
3300 N PACE BOULEVARD, PENSACOLA, FL 32505

**ESCAMBIA COUNTY SCHOOL READINESS
COALITION, INC.**

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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) KERMIT E. HOUSH BOARD CHAIR	1.00	X		X				0.	0.	0.
(2) KIM CARMODY VICE-CHAIR	1.00	X		X				0.	0.	0.
(3) BRETT ROWELL SECRETARY	1.00	X		X				0.	0.	0.
(4) MONA JACKSON TREASURER	1.00	X		X				0.	0.	0.
(5) DREW HARDGRAVE MEMBER	1.00	X						0.	0.	0.
(6) MARTHA TUTCHTONE MEMBER	1.00	X						0.	0.	0.
(7) JEANNE MARTIN MEMBER	1.00	X						0.	0.	0.
(8) GERALD BOONE MEMBER	1.00	X						0.	0.	0.
(9) PAMELA HAGAN MEMBER	1.00	X						0.	0.	0.
(10) CINDY KIRK MEMBER	1.00	X						0.	0.	0.
(11) CHRISTINA DOSS MEMBER	1.00	X						0.	0.	0.
(12) JUDY DICKINSON MEMBER	1.00	X						0.	0.	0.
(13) BRITTANY CURTIS MEMBER	1.00	X						0.	0.	0.
(14) TAMMY HICKS MEMBER	1.00	X						0.	0.	0.
(15) MARY ANN BICKERSTAFF MEMBER	1.00	X						0.	0.	0.
(16) VAN MANSKER MEMBER	1.00	X						0.	0.	0.
(17) WENDI OCHS MEMBER	1.00	X						0.	0.	0.

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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			
(18) EDNA WILLIAMS MEMBER	1.00	X						0.	0.	0.
(19) CRAIG JONES MEMBER	1.00	X						0.	0.	0.
(20) SUSAN NELMS MEMBER	1.00	X						0.	0.	0.
(21) ROGER THOMPSON MEMBER	1.00	X						0.	0.	0.
(22) MELODY MEIER MEMBER	1.00	X						0.	0.	0.
(23) WALTER B. WATSON, JR. EXECUTIVE DIRECTOR	40.00	X		X				88,736.	0.	0.
1b Sub-total								88,736.	0.	0.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								88,736.	0.	0.

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 **0**

	Yes	No
3 Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		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? <i>If "Yes," complete Schedule J for such individual</i>		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? <i>If "Yes," complete Schedule J for such person</i>		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
KINDER-WORLD INC 2000 TONI ST, PENSACOLA, FL 32504	SERVICE PROVIDER	406,390.
BEULAH'S PRE-K & LEARNING CENTER 1505 W AVERY ST, PENSACOLA, FL 32501	SERVICE PROVIDER	388,122.
CHILDCARE NETWORK 2623 W MICHIGAN AVE, PENSACOLA, FL 32526	SERVICE PROVIDER	375,358.
KIDS KLUB LEARNING CENTER 8350 N DAVIS HWY, PENSACOLA, FL 32514	SERVICE PROVIDER	365,506.
KIDZ ACADEMY 1000 NEW WARRINGTON RD, PENSACOLA, FL 32506	SERVICE PROVIDER	361,940.

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 **59**

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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	1 a Federated campaigns	1a	70,000.				
	b Membership dues	1b					
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e	19,732,868.				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	3,237.				
	g Noncash contributions included in lines 1a-1f: \$		87,046.				
	h Total. Add lines 1a-1f						
Program Service Revenue			Business Code				
	2 a						
	b						
	c						
	d						
	e						
	f All other program service revenue						
	g Total. Add lines 2a-2f						
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			11.			11.
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties						
	6 a Gross rents	(i) Real	(ii) Personal				
	b Less: rental expenses						
	c Rental income or (loss)						
	d Net rental income or (loss)						
	7 a Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
	b Less: cost or other basis and sales expenses						
	c Gain or (loss)						
	d Net gain or (loss)						
	8 a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18						
	b Less: direct expenses						
	c Net income or (loss) from fundraising events						
	9 a Gross income from gaming activities. See Part IV, line 19						
	b Less: direct expenses						
	c Net income or (loss) from gaming activities						
	10 a Gross sales of inventory, less returns and allowances						
	b Less: cost of goods sold						
	c Net income or (loss) from sales of inventory						
Miscellaneous Revenue			Business Code				
11 a MISCELLANEOUS INCOME	900099		1,957.			1,957.	
b							
c							
d All other revenue							
e Total. Add lines 11a-11d			1,957.				
12 Total revenue. See instructions.			19,808,073.	0.	0.	1,968.	

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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	90,352.		90,352.	
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	1,413,109.	1,025,173.	387,936.	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits	394,973.	297,011.	97,962.	
10 Payroll taxes				
11 Fees for services (non-employees):				
a Management				
b Legal				
c Accounting	26,127.	850.	25,277.	
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.)	72,651.	56,255.	16,396.	
12 Advertising and promotion				
13 Office expenses	210,720.	194,780.	15,940.	
14 Information technology	19,988.	17,709.	2,279.	
15 Royalties				
16 Occupancy	26,428.	20,781.	5,647.	
17 Travel	24,051.	15,258.	8,793.	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	25,064.	20,086.	4,978.	
23 Insurance	9,742.		9,742.	
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 CONTRACT EXPENSES	17,277,372.	17,277,372.		
b RENTALS	112,802.	88,424.	24,378.	
c COMMUNICATIONS	30,819.	24,155.	6,664.	
d MISCELLANEOUS	24,899.	24,899.		
e All other expenses	17,556.	10,220.	7,336.	
25 Total functional expenses. Add lines 1 through 24e	19,776,653.	19,072,973.	703,680.	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)

**ESCAMBIA COUNTY SCHOOL READINESS
COALITION, INC.**

Form 990 (2016)

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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	91,647.	1	166,884.
	2 Savings and temporary cash investments		2	
	3 Pledges and grants receivable, net	1,324,169.	3	1,373,852.
	4 Accounts receivable, net		4	
	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	
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	174,783.		
	b Less: accumulated depreciation	145,581.	26,081.	29,202.
	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	9,037.	15	8,571.
16 Total assets. Add lines 1 through 15 (must equal line 34)	1,450,934.	16	1,578,509.	
Liabilities	17 Accounts payable and accrued expenses	1,350,892.	17	1,447,047.
	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	1,350,892.	26	1,447,047.
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets	73,961.	27	102,260.
	28 Temporarily restricted net assets	26,081.	28	29,202.
	29 Permanently restricted net assets		29	
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> 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	100,042.	33	131,462.
	34 Total liabilities and net assets/fund balances	1,450,934.	34	1,578,509.

Form **990** (2016)

**ESCAMBIA COUNTY SCHOOL READINESS
COALITION, INC.**

Form 990 (2016)

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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	19,808,073.
2	Total expenses (must equal Part IX, column (A), line 25)	2	19,776,653.
3	Revenue less expenses. Subtract line 2 from line 1	3	31,420.
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	100,042.
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	131,462.

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: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> 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? _____ 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: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	2a	X
b Were the organization's financial statements audited by an independent accountant? _____ 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: <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	2b	X
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? _____ If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.	2c	X
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	X

Form **990** (2016)

SCHEDULE A
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
▶ Attach to Form 990 or Form 990-EZ.

▶ Information about Schedule A (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 **ESCAMBIA COUNTY SCHOOL READINESS
COALITION, INC.**

Employer identification number
****-***3227**

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990 or 990-EZ).)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: _____
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
- 10 ☐ An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions - subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations

g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
Total						

ESCAMBIA COUNTY SCHOOL READINESS

Schedule A (Form 990 or 990-EZ) 2016

COALITION, INC.

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Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2012	(b) 2013	(c) 2014	(d) 2015	(e) 2016	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	19211892.	19696729.	19581769.	19336663.	19806105.	97633158.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3	19211892.	19696729.	19581769.	19336663.	19806105.	97633158.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4.						97633158.

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2012	(b) 2013	(c) 2014	(d) 2015	(e) 2016	(f) Total
7 Amounts from line 4	19211892.	19696729.	19581769.	19336663.	19806105.	97633158.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	1,075.	57.	33.	31.	11.	1,207.
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)	1,571.	2,287.	1,938.	1,084.	1,957.	8,837.
11 Total support. Add lines 7 through 10						97643202.

12 Gross receipts from related activities, etc. (see instructions)	12	
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here	► <input type="checkbox"/>	

Section C. Computation of Public Support Percentage

14 Public support percentage for 2016 (line 6, column (f) divided by line 11, column (f))	14	99.99	%
15 Public support percentage from 2015 Schedule A, Part II, line 14	15	99.99	%
16a 33 1/3% support test - 2016. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization	► <input checked="" type="checkbox"/>		
b 33 1/3% support test - 2015. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization	► <input type="checkbox"/>		
17a 10% -facts-and-circumstances test - 2016. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization	► <input type="checkbox"/>		
b 10% -facts-and-circumstances test - 2015. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization	► <input type="checkbox"/>		
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions	► <input type="checkbox"/>		

Schedule A (Form 990 or 990-EZ) 2016

ESCAMBIA COUNTY SCHOOL READINESS

Schedule A (Form 990 or 990-EZ) 2016

COALITION, INC.

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Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2012	(b) 2013	(c) 2014	(d) 2015	(e) 2016	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2012	(b) 2013	(c) 2014	(d) 2015	(e) 2016	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						

14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐ ►

Section C. Computation of Public Support Percentage

15 Public support percentage for 2016 (line 8, column (f) divided by line 13, column (f))	15	%
16 Public support percentage from 2015 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2016 (line 10c, column (f) divided by line 13, column (f))	17	%
18 Investment income percentage from 2015 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests - 2016. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐ ►

b 33 1/3% support tests - 2015. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐ ►

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐ ►

Part IV Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?		
11a		
b A family member of a person described in (a) above?		
11b		
c A 35% controlled entity of a person described in (a) or (b) above? <i>If "Yes" to a, b, or c, provide detail in Part VI.</i>		
11c		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
1		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>		
2		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		
1		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
1		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
2		
3 By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		
3		

Section E. Type III Functionally Integrated Supporting Organizations

	Yes	No
1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).		
2 Activities Test. Answer (a) and (b) below.		
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>		
2a		
b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>		
2b		
3 Parent of Supported Organizations. Answer (a) and (b) below.		
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>Provide details in Part VI.</i>		
3a		
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		
3b		

ESCAMBIA COUNTY SCHOOL READINESS

Schedule A (Form 990 or 990-EZ) 2016

COALITION, INC.

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Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI.) **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1 Net short-term capital gain	1		
2 Recoveries of prior-year distributions	2		
3 Other gross income (see instructions)	3		
4 Add lines 1 through 3	4		
5 Depreciation and depletion	5		
6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7 Other expenses (see instructions)	7		
8 Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8		

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a Average monthly value of securities	1a		
b Average monthly cash balances	1b		
c Fair market value of other non-exempt-use assets	1c		
d Total (add lines 1a, 1b, and 1c)	1d		
e Discount claimed for blockage or other factors (explain in detail in Part VI):			
2 Acquisition indebtedness applicable to non-exempt-use assets	2		
3 Subtract line 2 from line 1d	3		
4 Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions)	4		
5 Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6 Multiply line 5 by .035	6		
7 Recoveries of prior-year distributions	7		
8 Minimum Asset Amount (add line 7 to line 6)	8		

Section C - Distributable Amount		(A) Prior Year	(B) Current Year
1 Adjusted net income for prior year (from Section A, line 8, Column A)	1		
2 Enter 85% of line 1	2		
3 Minimum asset amount for prior year (from Section B, line 8, Column A)	3		
4 Enter greater of line 2 or line 3	4		
5 Income tax imposed in prior year	5		
6 Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6		
7 <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).			

Schedule A (Form 990 or 990-EZ) 2016

ESCAMBIA COUNTY SCHOOL READINESS

Schedule A (Form 990 or 990-EZ) 2016

COALITION, INC.

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Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in Part VI). See instructions	
7 Total annual distributions. Add lines 1 through 6	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions	
9 Distributable amount for 2016 from Section C, line 6	
10 Line 8 amount divided by Line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2016	(iii) Distributable Amount for 2016
1 Distributable amount for 2016 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2016 (reasonable cause required- explain in Part VI). See instructions			
3 Excess distributions carryover, if any, to 2016:			
a			
b			
c From 2013			
d From 2014			
e From 2015			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2016 distributable amount			
i Carryover from 2011 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2016 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2016 distributable amount			
c Remainder. Subtract lines 4a and 4b from 4			
5 Remaining underdistributions for years prior to 2016, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions			
6 Remaining underdistributions for 2016. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions			
7 Excess distributions carryover to 2017. Add lines 3j and 4c			
8 Breakdown of line 7:			
a			
b Excess from 2013			
c Excess from 2014			
d Excess from 2015			
e Excess from 2016			

Schedule A (Form 990 or 990-EZ) 2016

ESCAMBIA COUNTY SCHOOL READINESS

Schedule A (Form 990 or 990-EZ) 2016

COALITION, INC.

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Part VI

Supplemental Information.

Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information.
(See instructions.)

SCHEDULE A, PART II, LINE 10, EXPLANATION FOR OTHER INCOME:

MISCELLANEOUS

2012 AMOUNT: \$ 1,571.

2013 AMOUNT: \$ 2,287.

2014 AMOUNT: \$ 1,938.

2015 AMOUNT: \$ 1,084.

2016 AMOUNT: \$ 1,957.

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

ESCAMBIA COUNTY SCHOOL READINESS
COALITION, INC.

Employer identification number

-*3227

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

☒ 501(c)(3) (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 foundationCheck 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).

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990, 990-EZ, or 990-PF. Schedule B (Form 990, 990-EZ, or 990-PF) (2016)

Name of organization
**ESCAMBIA COUNTY SCHOOL READINESS
 COALITION, INC.**

Employer identification number

**** - ***3227**

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	OFFICE OF EARLY LEARNING 250 MARRIOTT DRIVE TALLAHASSEE, FL 32399	\$ 19,401,366.	Person <input checked="checked" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
			Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
			Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
			Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
			Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
			Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
			Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Employer identification number

-*3227

Part II

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

Name of organization ESCAMBIA COUNTY SCHOOL READINESS COALITION, INC.	Employer identification number ** - *** 3227
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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
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee

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.**

OMB No. 1545-0047

2016**Open to Public Inspection**▶ **Information about Schedule D (Form 990) and its instructions is at** www.irs.gov/form990.**Name of the organization** **ESCAMBIA COUNTY SCHOOL READINESS COALITION, INC.****Employer identification number**
****-***3227****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?	<input type="checkbox"/> Yes	<input type="checkbox"/> 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?	<input type="checkbox"/> Yes	<input type="checkbox"/> 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?

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)?

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 <i>(continued)</i>
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- 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					
a 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
3a(i)		
3a(ii)		
3b		

- (i) unrelated organizations
- (ii) related organizations

- b** If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?

- 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				
d Equipment		174,783.	145,581.	29,202.
e Other				
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				29,202.

Schedule D (Form 990) 2016

**ESCAMBIA COUNTY SCHOOL READINESS
COALITION, INC.**

Schedule D (Form 990) 2016

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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 ☒

Schedule D (Form 990) 2016

**ESCAMBIA COUNTY SCHOOL READINESS
COALITION, INC.**

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	19,808,073.
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	19,808,073.
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	19,808,073.

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	19,776,653.
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	19,776,653.
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	19,776,653.

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.

PART X, LINE 2:

THE COALITION IS EXEMPT FROM FEDERAL INCOME TAXES UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE AS A NOT-FOR-PROFIT CORPORATION. THE COALITION IS NOT AWARE OF ANY UNCERTAIN TAX POSITIONS THAT WOULD REQUIRE DISCLOSURE OR ACCRUAL IN ACCORDANCE WITH UNITED STATES GENERALLY ACCEPTED ACCOUNTING PRINCIPLES.

**SCHEDULE M
(Form 990)**Department of the Treasury
Internal Revenue Service**Noncash Contributions**

OMB No. 1545-0047

2016**Open To Public
Inspection**▶ **Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.**▶ **Attach to Form 990.**▶ **Information about Schedule M (Form 990) and its instructions is at www.irs.gov/form990.**Name of the organization **ESCAMBIA COUNTY SCHOOL READINESS
COALITION, INC.**Employer identification number
****-***3227****Part I Types of Property**

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art - Works of art				
2 Art - Historical treasures				
3 Art - Fractional interests				
4 Books and publications	X		87,046.	COST
5 Clothing and household goods				
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities - Publicly traded				
10 Securities - Closely held stock				
11 Securities - Partnership, LLC, or trust interests				
12 Securities - Miscellaneous				
13 Qualified conservation contribution - Historic structures				
14 Qualified conservation contribution - Other ...				
15 Real estate - Residential				
16 Real estate - Commercial				
17 Real estate - Other				
18 Collectibles				
19 Food inventory				
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ▶ (.....				
26 Other ▶ (.....				
27 Other ▶ (.....				
28 Other ▶ (.....				

29 Number of Forms 8283 received by the organization during the tax year for contributions
for which the organization completed Form 8283, Part IV, Donee Acknowledgement**29**30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it
must hold for at least three years from the date of the initial contribution, and which isn't required to be used for
exempt purposes for the entire holding period?

b If "Yes," describe the arrangement in Part II.

31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?

32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash
contributions?

b If "Yes," describe in Part II.

33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked,
describe in Part II.

	Yes	No
30a		X
31		X
32a		X
33		

LHA **For Paperwork Reduction Act Notice, see the Instructions for Form 990.****Schedule M (Form 990) (2016)**

Schedule M (Form 990) (2016)

-*3227

Page 2

Supplemental Information. Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. 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

ESCAMBIA COUNTY SCHOOL READINESS
COALITION, INC.

Employer identification number
-*3227

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

SERVICES THAT ENHANCE THE COGNITIVE, SOCIAL, AND PHYSICAL DEVELOPMENT
OF CHILDREN AS SPECIFIED BY THE FLORIDA OFFICE OF EARLY LEARNING IN
ACCORDANCE WITH FLORIDA STATUTES.

FORM 990, PART VI, SECTION B, LINE 11B:

FORM 990 IS REVIEWED BY THE FINANCIAL COORDINATOR AND THE EXECUTIVE
DIRECTOR, PRIOR TO FILING.

FORM 990, PART VI, SECTION B, LINE 12C:

DISCLOSURES OF POTENTIAL CONFLICTS ARE MADE IN WRITING AT LEAST ANNUALLY.
FURTHERMORE, AT EVERY BOARD MEETING AT WHICH THERE ARE VOTES ON CRITICAL
ISSUES, THE BOARD MEMBERS ARE QUESTIONED ABOUT ANY POSSIBLE CONFLICTS OF
INTEREST REGARDING THOSE ISSUES, AND THE RESPONSES ARE FILED WITH THE
MINUTES OF THOSE MEETINGS.

FORM 990, PART VI, SECTION B, LINE 15A:

THE BOARD OF DIRECTORS REVIEWS AND APPROVES THE EXECUTIVE DIRECTOR'S
SALARY.

FORM 990, PART VI, SECTION C, LINE 19:

THE ORGANIZATION'S GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY, AND
FINANCIAL STATEMENTS ARE AVAILABLE UPON REQUEST AT THE ORGANIZATION'S
OFFICE.

**Application for Automatic Extension of Time To File an
Exempt Organization Return**

OMB No. 1545-1709

► **File a separate application for each return.**► **Information about Form 8868 and its instructions is at** www.irs.gov/form8868 .

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 <small>File by the due date for filing your return. See instructions.</small>	Name of exempt organization or other filer, see instructions. ESCAMBIA COUNTY SCHOOL READINESS COALITION, INC.	Employer identification number (EIN) or **-***3227
	Number, street, and room or suite no. If a P.O. box, see instructions. 3300 N PACE BOULEVARD	Social security number (SSN)
	City, town or post office, state, and ZIP code. For a foreign address, see instructions. PENSACOLA, FL 32505	

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

BECKI RUTCHLAND

- The books are in the care of ► **3300 N PACE BOULEVARD - PENSACOLA, FL 32505**

Telephone No. ► **850-595-5400**

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 **MAY 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 **JUL 1, 2016**, and ending **JUN 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.

LHA **For Privacy Act and Paperwork Reduction Act Notice, see instructions.**Form **8868** (Rev. 1-2017)

**MAIL TO: DEPARTMENT OF THE TREASURY
INTERNAL REVENUE SERVICE CENTER
OGDEN, UT 84201-0045**

**ESCAMBIA COUNTY SCHOOL
READINESS COALITION, INC.
D/B/A EARLY LEARNING COALITION OF
ESCAMBIA COUNTY**

**FINANCIAL STATEMENTS
AND SUPPLEMENTARY INFORMATION**

JUNE 30, 2018

**ESCAMBIA COUNTY SCHOOL READINESS COALITION, INC.
D/B/A EARLY LEARNING COALITION OF ESCAMBIA COUNTY
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JUNE 30, 2018**

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors
Escambia County School Readiness Coalition, Inc.

Report on the Financial Statements

We have audited the accompanying financial statements of Escambia County School Readiness Coalition, Inc. (the Coalition) (a nonprofit organization), which comprise the statements of financial position as of June 30, 2018, and the related statements of activities and changes in net assets, functional expenses, and cash flows for the year 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.

Auditors' Responsibility

Our responsibility is to express an opinion 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 auditors' 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 the Coalition as of June 30, 2018, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Report on Summarized Comparative Information

We have previously audited the Escambia County School Readiness Coalition, Inc.'s 2017 financial statements, and our report dated January 26, 2018, expressed an unmodified opinion on those audited financial statements. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2017, is consistent, in all material respects, with the audited financial statements from which it has been derived.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards and state financial assistance, as required by Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, and Chapter 10.650, *Rules of the Auditor General*, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated January 25, 2019, on our consideration of the Coalition'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 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 Coalition's internal control over financial reporting and compliance.

Warren Averett, LLC

Pensacola, Florida
January 25, 2019

**ESCAMBIA COUNTY SCHOOL READINESS COALITION, INC.
D/B/A EARLY LEARNING COALITION OF ESCAMBIA COUNTY
STATEMENTS OF FINANCIAL POSITION
JUNE 30, 2018 AND 2017**

ASSETS			
		2018	2017
CURRENT ASSETS			
Cash and cash equivalents	\$	1,118,413	\$ 166,884
Grants receivable		199,478	1,373,852
Other current assets		9,176	8,571
Total current assets		1,327,067	1,549,307
Computers and equipment, net		48,217	29,202
TOTAL ASSETS	\$	<u>1,375,284</u>	<u>\$ 1,578,509</u>
LIABILITIES AND NET ASSETS			
CURRENT LIABILITIES			
Accounts payable	\$	53,152	\$ 48,332
Accrued expenses		3,127	3,472
Due to service providers		1,155,731	1,395,243
Total current liabilities		1,212,010	1,447,047
NET ASSETS			
Unrestricted		115,057	102,260
Temporarily restricted		48,217	29,202
Total net assets		163,274	131,462
TOTAL LIABILITIES AND NET ASSETS	\$	<u>1,375,284</u>	<u>\$ 1,578,509</u>

See notes to the financial statements.

**ESCAMBIA COUNTY SCHOOL READINESS COALITION, INC.
D/B/A EARLY LEARNING COALITION OF ESCAMBIA COUNTY
STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS
FOR THE YEAR ENDED JUNE 30, 2018
WITH COMPARATIVE TOTALS FOR THE YEAR ENDED JUNE 30, 2017**

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>2018 Total</u>	<u>2017 Total</u>
PUBLIC SUPPORT AND REVENUE				
Federal and state grants	\$18,847,618	\$ 34,465	\$18,882,083	\$19,401,366
Local sources	459,142	-	459,142	402,212
Miscellaneous	3,001	-	3,001	4,495
Net assets released from restriction	15,450	(15,450)	-	-
TOTAL PUBLIC SUPPORT AND REVENUE	<u>19,325,211</u>	<u>19,015</u>	<u>19,344,226</u>	<u>19,808,073</u>
EXPENSES				
Program services:				
Subsidized Child Care	13,887,424	-	13,887,424	14,044,727
Voluntary Pre-K	4,613,963	-	4,613,963	5,019,392
Other programs	74,205	-	74,205	8,854
Total program services expense	<u>18,575,592</u>	<u>-</u>	<u>18,575,592</u>	<u>19,072,973</u>
Supporting services:				
Administrative and general	736,822	-	736,822	703,680
TOTAL EXPENSES	<u>19,312,414</u>	<u>-</u>	<u>19,312,414</u>	<u>19,776,653</u>
CHANGE IN NET ASSETS	12,797	19,015	31,812	31,420
NET ASSETS, BEGINNING OF YEAR	102,260	29,202	131,462	100,042
NET ASSETS, END OF YEAR	<u>\$ 115,057</u>	<u>\$ 48,217</u>	<u>\$ 163,274</u>	<u>\$ 131,462</u>

See notes to the financial statements.

**ESCAMBIA COUNTY SCHOOL READINESS COALITION, INC.
D/B/A EARLY LEARNING COALITION OF ESCAMBIA COUNTY
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2018
WITH COMPARATIVE TOTALS FOR THE YEAR ENDED JUNE 30, 2017**

	Program Services					
	Subsidized Child Care	Voluntary Pre-K	Other Programs	Total Program Services	Administrative and General	
PERSONNEL COSTS						
Salaries and wages	\$ 1,058,454	\$ -	\$ -	\$ 1,058,454	\$ 491,930	\$ 1,502,939
Employee benefits	280,264	-	-	280,264	100,350	395,495
Total personnel costs	1,338,718	-	-	1,338,718	592,280	1,898,434
OPERATING EXPENSES						
Contract expenses	11,924,933	4,613,963	-	16,538,896	4,715	17,277,372
Professional services	18,158	-	-	18,158	30,983	43,304
Equipment and supplies	363,018	-	68,960	431,978	19,623	210,720
Rentals	88,047	-	-	88,047	24,831	112,802
Travel	12,323	-	36	12,359	6,874	24,051
Depreciation	14,095	-	-	14,095	1,355	25,064
Communications	28,928	-	-	28,928	8,241	30,819
Dues and fees	677	-	-	677	6,943	5,630
Insurance and bond premium	-	-	-	-	9,130	9,742
Miscellaneous	21,194	-	2,709	23,903	-	24,899
Other purchased services	18,050	-	-	18,050	15,457	55,474
Computer software	15,402	-	-	15,402	4,813	19,988
Repair and maintenance	16,443	-	-	16,443	4,230	9,230
Staff development	2,999	-	2,500	5,499	426	2,696
Utilities	24,439	-	-	24,439	6,921	26,428
Total operating expenses	12,548,706	4,613,963	74,205	17,236,874	144,542	17,878,219
TOTAL EXPENSES	\$ 13,887,424	\$ 4,613,963	\$ 74,205	\$ 18,575,592	\$ 736,822	\$ 19,776,653

See notes to the financial statements.

**ESCAMBIA COUNTY SCHOOL READINESS COALITION, INC.
D/B/A EARLY LEARNING COALITION OF ESCAMBIA COUNTY
STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED JUNE 30, 2018 AND 2017**

	<u>2018</u>	<u>2017</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ 31,812	\$ 31,420
Adjustments to reconcile changes in net assets to net cash provided by (used in) operating activities:		
Depreciation	15,450	25,064
Change in operating assets and liabilities:		
Grants receivable	1,174,374	(49,683)
Other current assets	(605)	466
Accounts payable	4,820	12,746
Accrued expenses	(345)	3,472
Due to service providers	(239,512)	79,937
Net cash provided by operating activities	<u>985,994</u>	<u>103,422</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of computers and equipment	(34,465)	(28,185)
Net cash used in investing activities	<u>(34,465)</u>	<u>(28,185)</u>
NET INCREASE IN CASH	951,529	75,237
CASH AND EQUIVALENTS AT BEGINNING OF YEAR	\$ 166,884	\$ 91,647
CASH AND EQUIVALENTS AT END OF YEAR	<u>\$ 1,118,413</u>	<u>\$ 166,884</u>

See notes to the financial statements.

**ESCAMBIA COUNTY SCHOOL READINESS COALITION, INC.
D/B/A EARLY LEARNING COALITION OF ESCAMBIA COUNTY
NOTES TO THE FINANCIAL STATEMENTS
JUNE 30, 2018**

1. DESCRIPTION OF BUSINESS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Escambia County School Readiness Coalition, Inc. d/b/a Early Learning Coalition of Escambia County (the Coalition) was formed in 2000, as result of the implementation of the School Readiness Act, Chapter 411 Florida Statutes. Its mission is to identify and meet the needs of children and families in Escambia County, Florida to lay the foundation for lifetime success. This comprehensive program is achieved by maximizing each child's potential, preparing children to enter school ready to learn, and helping families achieve economic self-sufficiency.

A majority of revenues are received from federal and state sources through the Office of Early Learning. Other revenues are received through local sources. The following are descriptions of the Coalition's significant programs for fiscal year 2018:

School Readiness/Subsidized Childcare (SR) - This program provides for early education and care for children of families with limited incomes and enables parents to gain and/or sustain their economic self-sufficiency through maintenance of employment or participation in job skill/vocational training leading to employment. The program provides for the needs of children from low-income families that are working, children from families that are transitioning from welfare to self-sufficiency, and children that are under protective supervision or in foster care placement. Program participants have access to health, developmental, and educational screenings, and other support services. Caregivers are held accountable for providing safe learning environments that nurture and cultivate the child's cognitive, language, motor, social, and self-help skills. All services are provided in accordance with the Escambia County School Readiness Plan, and state and federal laws and regulations.

Voluntary Pre-Kindergarten (VPK) - This program consists of state mandated dollars used to support a voluntary pre-kindergarten program for all four-year-old children. Funding is based on a base student allocation per full-time equivalent student in the Voluntary Pre-Kindergarten Education Program and is determined at the state level.

VPK Outreach and Awareness (VPK Outreach) - This program receives supplemental funding to raise awareness in the community of the availability of the Voluntary Pre-Kindergarten program, and to monitor the compliance of service providers.

Basis of Accounting

The financial statements of the Coalition have been prepared using the accrual basis of accounting, which recognizes revenues and support when earned and expenses as incurred. State and local government funds are recorded as support when performance occurs under the terms of the grant or contract agreement. Contributions are recorded as revenue when received.

**ESCAMBIA COUNTY SCHOOL READINESS COALITION, INC.
D/B/A EARLY LEARNING COALITION OF ESCAMBIA COUNTY
NOTES TO THE FINANCIAL STATEMENTS
JUNE 30, 2018**

**1. DESCRIPTION OF BUSINESS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
– CONTINUED**

Basis of Presentation

The Coalition is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted, temporarily restricted, and permanently restricted. Net assets and changes therein are classified as follows:

Unrestricted - Not subject to donor-imposed stipulations.

Temporarily - Subject to donor-imposed stipulations, which will be met by certain activity or through the passage of time.

Permanently restricted - Subject to donor-imposed restrictions. The Coalition had no permanently restricted net assets at June 30, 2018.

Federal and State Awards

Revenue from government grants is recorded when earned, which is generally when the allowable costs of the specific grant provisions have been incurred or the performance of services rendered. Such revenue is subject to audit by the grantor and, if the examination results in a deficiency of allowable expenses, the Coalition is required to refund any deficiencies. Management has not been notified of any pending claims and is unaware of any material contingent liabilities that would require disclosure as of June 30, 2018. As part of the grants, the Coalition receives advances on revenue from the State. These advances must be utilized or repaid in their entirety to the State by the end of each fiscal year. Revenues from program fees are recognized in the period, in which the earnings process is substantially complete, and goods have been delivered or services performed.

Cash and Cash Equivalents

For purposes of the statement of cash flows, the Coalition considers all highly liquid investments with an initial maturity of three months or less to be cash equivalents.

Grants Receivable

Grants receivable represents amounts due for program services performed by the Coalition. An allowance for uncollectible grant receivables has not been recorded as all amounts are deemed by management to be fully collectible. Grants receivable balances will be written off in the period management deems they are uncollectible. Recoveries of receivables previously written off will be recorded in revenue when received.

**ESCAMBIA COUNTY SCHOOL READINESS COALITION, INC.
D/B/A EARLY LEARNING COALITION OF ESCAMBIA COUNTY
NOTES TO THE FINANCIAL STATEMENTS
JUNE 30, 2018**

**1. DESCRIPTION OF BUSINESS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
– CONTINUED**

Computers and Equipment

Computers and equipment are stated at cost. The Coalition's capitalization policy requires applicable costs be capitalized when amounts equal or exceed \$5,000, and the useful life of the asset exceeds one year. Depreciation is recognized on a straight-line basis over the estimated useful lives of the assets, which range from three to five years. All computers and equipment of the Coalition were purchased with federal and state government support. As a result, if such assets are disposed, the granting agency that participated in the funding of the purchase has a contractual right to participate in the proceeds from the disposition. No disposition of such assets occurred during the year ended June 30, 2018. These assets are recorded in the financial statements as temporarily restricted assets. Each year an amount equal to the annual depreciation expensed on these assets is transferred to unrestricted net assets.

Due to Service Providers

Due to service providers represents the amounts due to independent contractors for contracted services. The Coalition does not have any sub-recipient agencies for which the Coalition acts as a pass-through agency.

Functional Allocation of Expenses

The costs of providing various program activities have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among programs and general and administrative expenses.

Income Tax

The Coalition is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code as a not-for-profit corporation. The Coalition is not aware of any uncertain tax positions that would require disclosure or accrual in accordance with United States generally accepted accounting principles.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions. This affects the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Accordingly, actual results could differ from these estimates.

Contribution of Services

No amounts have been reflected in the financial statements for donated services. The Coalition generally pays for services requiring specific expertise. The members of the Board of Directors contribute their time to serve as board members, who meet on a regular basis. It is impractical to measure the volunteer hours provided by the board members during year ended June 30, 2018, and no attempt has been made to value their contributions.

**ESCAMBIA COUNTY SCHOOL READINESS COALITION, INC.
D/B/A EARLY LEARNING COALITION OF ESCAMBIA COUNTY
NOTES TO THE FINANCIAL STATEMENTS
JUNE 30, 2018**

**1. DESCRIPTION OF BUSINESS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
– CONTINUED**

Evaluation of Subsequent Events

In preparing the financial statements, the Coalition's management has evaluated events and transactions for potential recognition or disclosure through January 25, 2019, which is the date the financial statements were available to be issued.

Comparative Financial Information

The financial statements include certain prior year summarized comparative information in total, but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with accounting principles generally accepted in the United States of America. Accordingly, such information should be read in conjunction with the Coalition's financial statements for the year ended June 30, 2017, from which the summarized information was derived.

2. GRANTS RECEIVABLE

Grants receivable at June 30, 2018, consists of the following:

Office of Early Learning	\$ 179,287
Escambia County Board of Commissioners	19,906
Miscellaneous	<u>285</u>
Total	<u><u>\$ 199,478</u></u>

3. TEMPORARILY RESTRICTED NET ASSETS

Computers and equipment owned by the Coalition were acquired with funds provided by the State of Florida through grants and program funding. The total cost of these assets was \$192,711, with accumulated depreciation of \$144,494, for a net book value of \$48,217. These assets are considered to be temporarily restricted net assets. In the current year, \$15,450 was released to unrestricted net assets representing the depreciation charged to operations on these assets.

4. CONCENTRATIONS

The Coalition maintains its cash accounts at one local financial institution and at times balances may exceed FDIC insured limits. The balances are insured up to \$250,000 per depositor by the FDIC. At June 30, 2018, the Coalition had approximately \$1,075,000 in uninsured cash balances. The Coalition has not experienced any losses in such accounts and believes it is not exposed to any significant credit risk related to cash and cash equivalents.

**ESCAMBIA COUNTY SCHOOL READINESS COALITION, INC.
D/B/A EARLY LEARNING COALITION OF ESCAMBIA COUNTY
NOTES TO THE FINANCIAL STATEMENTS
JUNE 30, 2018**

4. CONCENTRATIONS – CONTINUED

The Coalition receives a substantial amount of federal and state grants through one state agency. For the fiscal year ending June 30, 2018, the agency provided \$18,882,083 of revenue, which represents 98% of total revenues recorded by the Coalition for the fiscal year.

5. EMPLOYEE BENEFIT PLAN

The Coalition sponsors a 401(k) plan for its employees. Employees are eligible for participation in the Plan if they have met the service requirement of one month and are at least twenty-one years old. The Coalition's current discretionary matching contribution to the Plan is limited to 50% of the first 7% of employee's annual compensation. The Coalition's discretionary matching contributions are vested by the employees over five years. Any non-vested amounts forfeited during a plan year are used to reduce future employer contribution obligations. Retirement plan expense totaled \$10,922 during the year ended June 30, 2018.

6. IN-KIND CONTRIBUTIONS

Donated books are recorded at their estimated fair values when received. For the year ended June 30, 2018, donated books in the amount of \$66,619 are reflected as both revenue in the statement of activities and changes in net assets and as equipment and supplies expense in the statement of functional expenses.

7. OPERATING LEASES

The Coalition leases office equipment under an operating lease agreement. The total rent for this office equipment totaled \$7,878 for the fiscal year ended June 30, 2018. The future rental payment schedule for this lease is:

2019	\$ 7,041
2020	7,041
2021	<u>1,760</u>
	<u><u>\$ 15,842</u></u>

The Coalition conducted operations from one facility located in Pensacola, Florida, that was leased under an operating lease. During 2016, the lease was extended for a period of five years commencing July 1, 2016 through June 30, 2021. Rental expense for this facility totaled \$105,000 for the year ended June 30, 2018.

**ESCAMBIA COUNTY SCHOOL READINESS COALITION, INC.
D/B/A EARLY LEARNING COALITION OF ESCAMBIA COUNTY
NOTES TO THE FINANCIAL STATEMENTS
JUNE 30, 2018**

7. OPERATING LEASES – CONTINUED

The future rental payment schedule is:

2019	\$ 105,000
2020	108,000
2021	<u>108,000</u>
	<u>\$ 321,000</u>

8. RELATED PARTY TRANSACTIONS

The Coalition paid membership dues of \$7,900 to the Association of Early Learning Coalitions, Inc. during the year ended June 30, 2018.

SUPPLEMENTARY INFORMATION

**ESCAMBIA COUNTY SCHOOL READINESS COALITION, INC.
D/B/A EARLY LEARNING COALITION OF ESCAMBIA COUNTY
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS AND
STATE FINANCIAL ASSISTANCE
FOR THE YEAR ENDED JUNE 30, 2018**

Grantor / Pass-through Grantor / Program Title	CFDA/ CSFA Number	Contract Number	Expenditures
United States Department of Health and Human Services Passed through Florida Office of Early Learning: Temporary Assistance for Needy Families (TANF) Welfare Transition Program	93.558	SR178	\$ 4,152,451
Child Care and Development Block Grant	93.575	SR178	5,938,875
Child Care and Development Block Grant	93.575	PP178	24,105
Child Care Mandatory and Matching Funds of the Child Care and Development Fund	93.596	SR178	3,827,434
Total Child Care and Development Fund Cluster			9,790,414
Social Service Block Grant	93.667	SR178	16,085
Total Federal Awards			13,958,950
Florida Office of Early Learning Voluntary Pre-Kindergarten Education	48.108	OA178	7,634
Voluntary Pre-Kindergarten Outreach	48.108	SV178	4,808,291
			4,815,925
General Unrestricted Revenues	2017-18 SGU	N/A	114,064
Total State Financial Assistance			\$ 4,929,989
TOTAL EXPENDITURES OF FEDERAL AWARDS AND STATE FINANCIAL ASSISTANCE			\$ 18,888,939

The accompanying notes are an integral part of this schedule.

**ESCAMBIA COUNTY SCHOOL READINESS COALITION, INC.
D/B/A EARLY LEARNING COALITION OF ESCAMBIA COUNTY
NOTES TO THE SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS AND
STATE FINANCIAL ASSISTANCE
FOR THE YEAR ENDED JUNE 30, 2018**

1. BASIS OF PRESENTATION

The information in this schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations (CFR) Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) and Chapter 10.650, Rules of the Auditor General. Since the schedule presents only a select portion of the operations of the Organization, it is not intended to and does not present the financial position, changes in net assets, or cash flows of the Organization.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accompanying Schedule of Expenditures of Federal Awards and State Financial Assistance includes the federal and state grant activity for the year ended June 30, 2018. Expenditures reported on the schedule are reported on the accrual basis of accounting. The Organization did not elect to utilize the 10 percent de minimis indirect cost rate allowed under the Uniform Guidance.

**INDEPENDENT AUDITORS' 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**

To the Board of Directors
Escambia County School Readiness Coalition, Inc.

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 Escambia County School Readiness Coalition, Inc. (the Coalition) (a nonprofit organization), which comprise the statement of financial position as of June 30, 2018, and the related statements of activities and changes in net assets, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated January 25, 2019.

Internal Control over Financial Reporting

In planning and performing our audit, we considered the Coalition'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 opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Coalition's internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization'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.

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 Coalition'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.

Compliance and Other Matters-Continued

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 organization'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 organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Warren Averett, LLC

Pensacola, Florida
January 25, 2019

**INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR EACH MAJOR
FEDERAL PROGRAM AND STATE PROJECT AND ON INTERNAL CONTROL
OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE AND CHAPTER 10.650,
RULES OF THE AUDITOR GENERAL**

To the Board of Directors
Escambia County School Readiness Coalition, Inc.

Report on Compliance for Major Federal Programs and State Project

We have audited Escambia County School Readiness Coalition, Inc.'s (the Coalition) compliance with the types of compliance requirements described in the *OMB Compliance Supplement*, and with the requirements described in the *Department of Financial Services' State Projects Compliance Supplement* that could have a direct and material effect on each of the Coalition's major federal programs and the state project and the special audit guidance provided by the Florida Office of Early Learning for the year ended June 30, 2018. The Coalition's major federal programs and state project are identified in the summary of auditors' results section of the accompanying Schedule of Findings and Questioned Costs.

Management's Responsibility

Management is responsible for compliance with federal statutes, regulations, and the terms and conditions of its federal and state awards applicable to its federal programs and state projects.

Auditors' Responsibility

Our responsibility is to express an opinion on compliance for the Coalition's major federal programs and state project 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; the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance) and Chapter 10.650, *Rules of the Auditor General*. Those standards and the Uniform Guidance 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 federal program or state project occurred. An audit includes examining, on a test basis, evidence about the Coalition'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 the major federal programs and state project. However, our audit does not provide a legal determination of the Coalition's compliance with those requirements.

Opinion on Major Federal Programs and State Project

In our opinion, the Coalition 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 federal programs and state project and requirements set forth by the Florida Office of Early Learning for the year ended June 30, 2018.

Report on Internal Control Over Compliance

Management of the Coalition is responsible for establishing and maintaining effective internal control over compliance with the requirements of laws, regulations, contracts, and grants applicable to federal programs and state projects. In planning and performing our audit, we considered the Coalition's internal control over compliance with the requirements that could have a direct and material effect on a major federal program or state project to determine the auditing procedures for the purpose of expressing our opinion on compliance and to test and report on internal control over compliance in accordance with the Uniform Guidance and Chapter 10.650, *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 Coalition'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 federal program or 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 federal program or 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 federal program or 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 the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*. Accordingly, this report is not suitable for any other purpose.

Warren Averett, LLC

Pensacola, Florida
January 25, 2019

**ESCAMBIA COUNTY SCHOOL READINESS COALITION, INC.
D/B/A EARLY LEARNING COALITION OF ESCAMBIA COUNTY
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE YEAR ENDED JUNE 30, 2018**

1. SUMMARY OF AUDIT RESULTS

Financial Statements

Type of auditors' report issued:

Unmodified

Internal control over financial reporting:

Material weakness(es) identified?

_____ yes X no

Significant deficiency(ies) identified that are
not considered to be material weakness(es)?

_____ yes X none reported

Noncompliance material to financial statements
noted?

_____ yes X no

Federal Awards and State Project:

Internal control over major programs/project:

Material weakness(es) identified?

_____ yes X no

Significant deficiency(ies) identified that are
not considered to be material weakness(es)?

_____ yes X none reported

Type of auditors' report issued on compliance
for major programs/projects:

Unmodified

Any audit findings disclosed that are required
to be reported in accordance with the
Uniform Guidance and Chapter 10.650,
Rules of the Auditor General?

_____ yes X no

Identification of major programs/project:

Federal Programs

CFDA Number(s) Name of Federal Programs or Cluster

93.575/93.596 Child Care Development Fund Cluster

93.558 Temporary Assistance for Needy Families

Dollar threshold used to distinguish
between type A and type B programs:

\$ 750,000

Auditee qualified as low-risk auditee?

 X yes _____ no

State Project

CSFA Number(s) Name of State Project

48.108 Voluntary Pre-Kindergarten Education Program

Dollar threshold used to distinguish
between type A and type B programs:

\$ 300,000

**ESCAMBIA COUNTY SCHOOL READINESS COALITION, INC.
D/B/A EARLY LEARNING COALITION OF ESCAMBIA COUNTY
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE YEAR ENDED JUNE 30, 2018**

2. FINDINGS – FINANCIAL STATEMENTS

There were no findings, which were required to be reported in accordance with government auditing standards generally accepted in the United States of America.

3. FINDINGS AND QUESTIONED COSTS – MAJOR FEDERAL AWARD PROGRAMS

There were no findings, which were required to be reported in accordance with the Uniform Guidance.

4. FINDINGS AND QUESTIONED COSTS – MAJOR STATE FINANCIAL ASSISTANCE

There were no findings, which were required to be reported in accordance with Chapter 10.650, *Rules of the Auditor General*.

5. COMMUNICATIONS REQUIRED BY THE OFFICE OF EARLY LEARNING

A monthly reconciliation of the Coalition's financial records to the statewide School Readiness data and reporting system (Enhanced Fields System – EFS) is performed monthly.

The Coalition has processes in place to identify and correct errors noted during the monthly reconciliation to EFS.

The Coalition's financial records and the EFS records reconcile and are in agreement for the year ended June 30, 2018.

The audit work papers include documentation to verify the above tasks were performed. The work papers are available for review by the Office of Early Learning staff upon request.

6. OTHER ISSUES

There were no prior audit findings as described in the Uniform Guidance and Chapter 10.650, *Rules of the State of Florida Auditor General*.

There were no items relating to federal award programs or state financial assistance required to be reported in the management letter.