



---

# **Transportation & Economic Development Appropriations Subcommittee**

**Wednesday, January 15, 2014**

**2:30 PM - 4:30 PM  
Reed Hall (102 HOB)**

**Meeting Packet**

**Will Weatherford  
Speaker**

**Ed Hooper  
Chair**



**The Florida House of Representatives**  
**Appropriations Committee**  
**Transportation & Economic Development Appropriations Subcommittee**

**Will Weatherford**  
**Speaker**

**Ed Hooper**  
**Chair**

January 15, 2014

**AGENDA**  
**2:30 AM – 4:30 AM**  
**Reed Hall**

- I. Call to Order/Roll Call
- II. Habitat for Humanity  
*Barbara Inman, Executive Director*  
Update on Utilization of Mortgage Settlement Funds
- III. Enterprise Florida  
*Gray Swoope, President and CEO*  
Presentation on Current Year Activities and 2013 Annual Report
- IV. Closing Remarks/Adjourn



# STATUS REPORT OF MORTGAGE SETTLEMENT FUNDS

Presentation to the House Transportation & Economic  
Development Appropriations Subcommittee

January 15, 2014

Barbara Inman, Executive Director, Habitat for Humanity of



# SENATE BILL 1852 - MORTGAGE SETTLEMENT FUNDS PROVISIONS

- ▶ \$300+ MILLION TOTAL, \$20 MILLION ALLOCATED TO HABITAT FOR HUMANITY AFFILIATES IN FLORIDA
- ▶ BILL SIGNED JUNE 30, 2013
- ▶ ALLOWED USES:
  - ▶ REHABILITATION OF AN EXISTING HOME
  - ▶ DEMOLITION AND REBUILD OF A BLIGHTING HOME
- ▶ 3% TO BE USED FOR TECHNICAL ASSISTANCE AND COMPLIANCE



# MORTGAGE SETTLEMENT FUNDS ALLOCATION PROCESS

- ▶ COMMITTEE OF 7 HABITAT AFFILIATE LEADERS FORMED
  - ▶ Received nominations; members voted on by board
- ▶ DIVERSE REPRESENTATION OF MEMBERS BY GEOGRAPHY AND SIZE OF AFFILIATE
- ▶ COMMITTEE RESPONSIBLE FOR APPROVING RFP AND MAKING DECISIONS ABOUT THE ALLOCATIONS

# MEMBERS OF MSF COMMITTEE

- ▶ KASSI BERNARD - WINTER PARK/MAITLAND (SMALL)
- ▶ SCOTT WINZELER - ALACHUA (SMALL)
- ▶ SARA MAYO - INDIAN RIVER (MEDIUM)
- ▶ PENNY SEATER - SEMINOLE/APOPKA (MEDIUM)
- ▶ TIM EVANS, - PENSACOLA (LARGE)
- ▶ KITTY GREEN - LEE AND HENDRY COUNTIES (LARGE)
- ▶ BARBARA INMAN - HABITAT FOR HUMANITY OF FLORIDA  
(Accepted this position full-time August, 2013)



# RFP PROCESS FOR MORTGAGE SETTLEMENT FUNDS

- ▶ MULTIPLE COMMUNICATIONS RELEASED TO ALL 58 HABITAT AFFILIATES
- ▶ TIPS PROVIDED ON HOW TO PREPARE FOR FUNDING
- ▶ HIRED THE FLORIDA HOUSING COALITION AS OUR TECHNICAL ASSISTANCE PROVIDER
- ▶ HIRED A PERMANENT COMPLIANCE OFFICER FOR HABITAT FLORIDA



## RFP PROCESS FOR MORTGAGE SETTLEMENT FUNDS

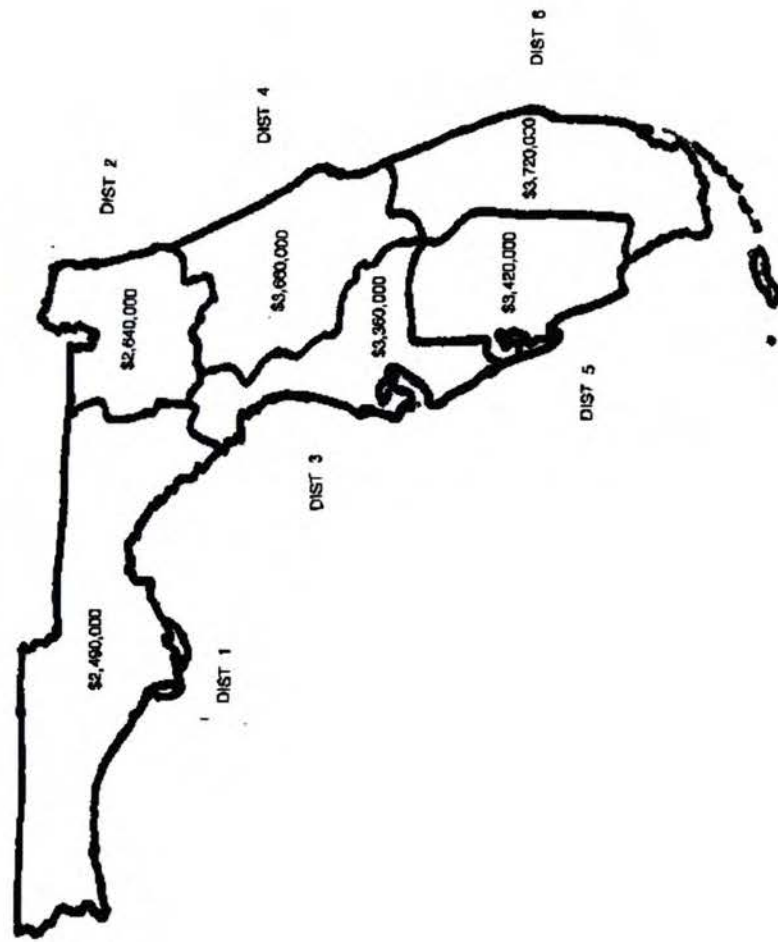
- ▶ INITIAL INTEREST SURVEY SENT TO ALL AFFILIATES SET MAX AMOUNT OF FUNDING PER UNIT @\$60K
  - ▶ @ \$50K/unit = unused funds
  - ▶ @75K/unit = oversubscription
- ▶ RFP DRAFT PROVIDED IN A STATE-WIDE MEETING ON JULY 18
- ▶ FINAL RFP RELEASED ON AUGUST 5
- ▶ WEBINAR HELD AND ATTENDED BY 50+ ON HOW TO APPLY FOR FUNDS
- ▶ APPLICATIONS DUE BY SEPTEMBER 6<sup>TH</sup>
- ▶ 46 APPLICATIONS RECEIVED

# INITIAL ALLOCATIONS OF FUNDING

- ▶ COMMITTEE MET ON SEPTEMBER 12<sup>TH</sup> TO DECIDE ON ALLOCATIONS
- ▶ MANY FACTORS CONSIDERED:
  - ▶ AFFILIATE'S PRIOR EXPERIENCE/PRODUCTION
  - ▶ NUMBER OF EMPLOYEES
  - ▶ NUMBER OF HOMEOWNER CANDIDATES IN THE PIPELINE
  - ▶ SITE CONTROL
  - ▶ NO REQUESTS UNTIL 2<sup>ND</sup> YEAR OF PROGRAM
- ▶ ULTIMATELY DECIDED NONE OF THE ABOVE WERE RELEVANT AND CUT ALL AFFILIATE REQUESTS BY THE SAME % - 35.5%



# ALLOCATIONS OF MORTGAGE SETTLEMENT FUNDS



# WORKING WITH THE DEPT OF ECONOMIC OPPORTUNITY

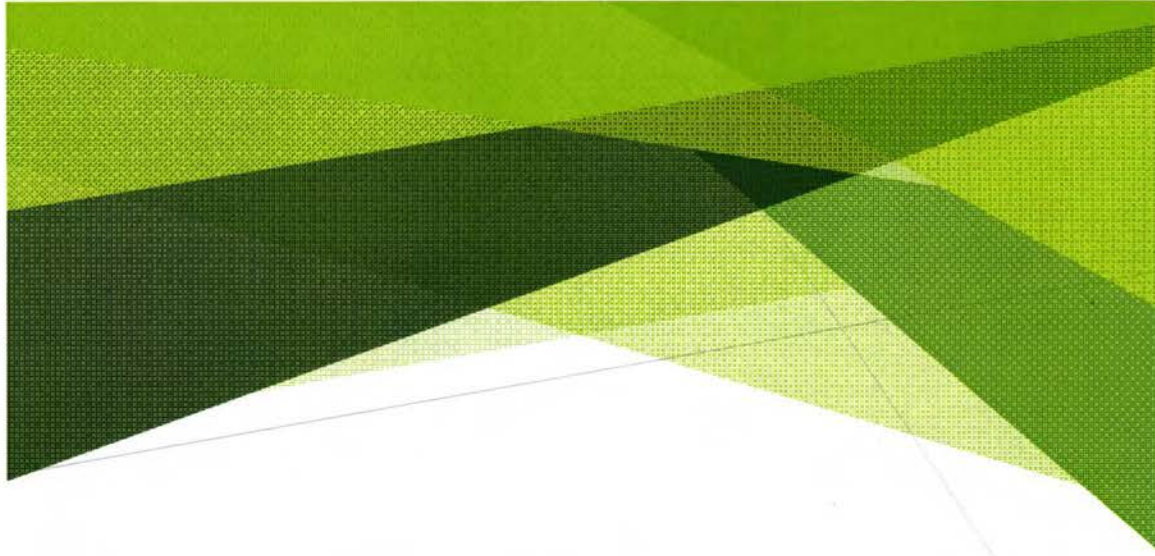
- ▶ INITIAL MEETING IN JUNE TO DISCUSS
- ▶ EXECUTED CONTRACT WITH THEM ON NOVEMBER 13
- ▶ THEY APPROVED OUR RFP AND SUBCONTRACT WITH THE 46 AFFILIATES
- ▶ SUBMITTED OUR FIRST QUARTERLY REPORT IN OCTOBER AS REQUIRED
- ▶ RECEIVED OUR FIRST QUARTERLY DRAWDOWN OF FUNDS ON DECEMBER 30
- ▶ HAVE PAID OUT FOR THREE UNITS THUS FAR



# TRENDS WITH THE MORTGAGE SETTLEMENT FUNDS

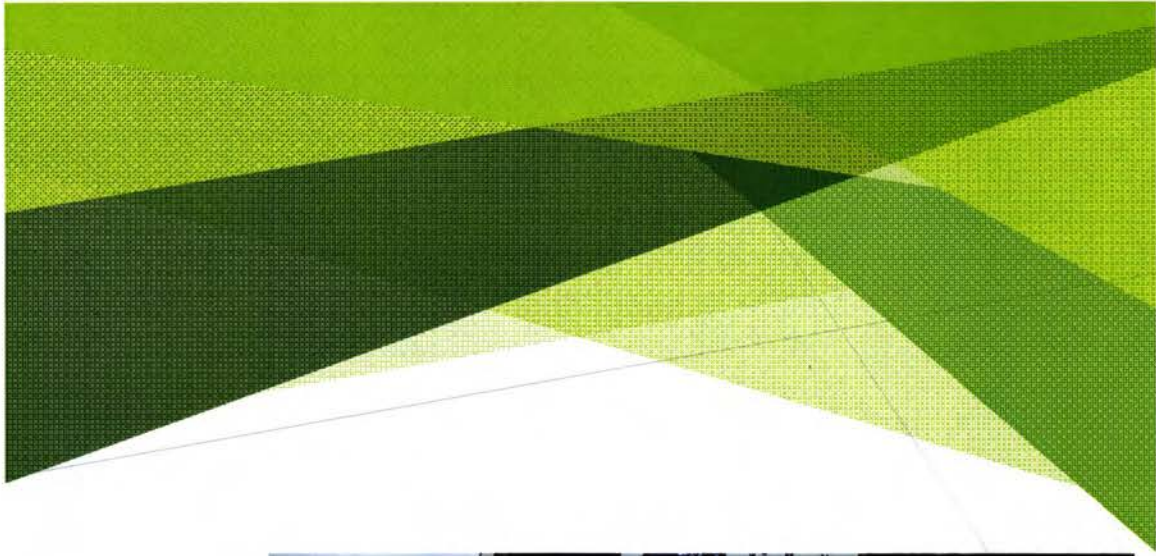
- ▶ CAVEAT: IT'S EARLY!
- ▶ LEVERAGING WILL LIKELY BE 100%+
  - ▶ PAID OUT AT \$110,000 AND WERE LEVERAGED BY \$179,000 OF THE AFFILIATES' OWN EQUITY
- ▶ HABITAT FLORIDA WILL PUT MORE HOMES BACK INTO SERVICE THAN ORIGINALLY ANTICIPATED - BETWEEN 360-400 HOMES
  - ▶ FORECASTS ARE SHOWING THAT AFFILIATES WILL NOT USE ALL OF THE \$60K SUBSIDY PER UNIT
  - ▶ 2 OF THE 3 UNITS FUNDED USED ONLY \$110,000 OF THE FUNDS THUS FAR
- ▶ ANTICIPATE APPROXIMATELY 20 UNITS DELIVERED MONTHLY OVER THE NEXT 18 MONTHS
- ▶ TRAINING AND TECHNICAL ASSISTANCE WORKSHOPS BEING PROVIDED PERIODICALLY TO ALL FLORIDA AFFILIATES

**FIRST HOUSE IN SO PALM BEACH  
COUNTY - BEFORE**





# FIRST HOUSE IN SO PALM BEACH COUNTY - AFTER



# SUMMARY

- ▶ WILL DELIVER MORE UNITS THAN ORIGINALLY ESTIMATED
- ▶ HABITAT FLORIDA LEVERAGING THE STATE'S DOLLARS WITH A LARGE % OF THEIR OWN FUNDS
- ▶ BETWEEN 360 AND 400 HOMES BACK INTO SERVICE AND ON THE TAX ROLLS
- ▶ AFFILIATES MONITORED FOR COMPLIANCE AND REALLOCATION OF SOME FUNDING MAY TAKE PLACE LATER THIS CALENDAR YEAR
- ▶ COMPLIANCE OFFICER WILL BE MONITORING DRAW REQUESTS AND MAKE PERIODIC SITE VISITS
- ▶ PROGRAM FUNDS ANTICIPATED BEING SPENT BY DEADLINE OF JUNE 30, 2015





**PROGRESS REPORT REGARDING HABITAT FOR HUMANITY of FLORIDA'S USE OF THE  
MORTGAGE SETTLEMENT FUNDS  
January 6, 2014**

Governor Scott signed Senate Bill 1852 on June 4, 2013, which included \$20 million of the Mortgage Settlement Funds (MSF) for Habitat for Humanity of Florida to be disbursed between the Habitat for Humanity organizations throughout the state. These funds are to be used for a great purpose – they will help to clear up any remaining surplus homes on the market and tear down and rebuild blighting homes in Florida communities. Some Florida Habitat affiliates participated in the Neighborhood Stabilization Program (NSP) and the Mortgage Settlement Funds will go some distance to complete the task that NSP began. NSP is winding down and the MSF funding is coming at an opportune time.

Most of Habitat's traditional work is in building new homes, but our expanding role in assisting with these important programs (such as NSP and MSF) during a time of community renewal has been beneficial to both Habitat's ability to serve more families as well as respond to the changing needs during what was a challenging time in the real estate market.

The Bill requirements have been followed to the letter:

1. A committee was formed of 7 total Habitat representatives to oversee the process. This committee was voted on by the Habitat Florida Board of Directors. This committee is intentionally diverse by geography and size of affiliate in that there are 2 representatives from smaller, more rural affiliates, 2 from mid-size affiliates, and 2 from large size affiliates. I was hired as the permanent Executive Director for the State effective August 12, 2013 and serve on the committee as well.
2. I hired a Compliance Officer to help me oversee the grant. This person was formerly overseeing NSP grant compliance so he is well-versed in grant compliance.
3. Also serving in an advisory capacity is the Florida Housing Coalition and Habitat Florida has entered into a contract with them to provide the primary Technical Assistance piece of the project. Their role:
  - a. provided guidance for the RFP's format
  - b. facilitated a webinar for the purposes of explaining the RFP
  - c. assisted with completion of the subcontracts between Habitat Florida and the affiliates
  - d. created and are in the process of delivering technical assistance both in how to apply for drawdowns as well as for other programmatic aspects of the rehab and demo/rebuild of homes.
4. 3% of the total funds are, by statute, to be used for compliance and technical assistance, so this is a very low overhead program.
5. The RFP itself was released in draft form to the affiliates on July 18 to allow for questions. The formal RFP was released on August 5<sup>th</sup> as required.
6. Affiliates had until September 6<sup>th</sup> to respond to the RFP. Assistance from myself, the Compliance Officer, and the Florida Housing Coalition were available to all affiliates during this process.



7. At the end of the application period, we had requests for 495 units totaling almost \$30 million worth of funding.
8. The committee considered many elements for allocations and how to reduce the requests, but we ended up reducing the requests by a percentage equal to the amount of oversubscription. This will deliver at a minimum 323 units. All affiliates that applied are receiving funding.
9. Each unit can be funded at a maximum of \$60,000 per unit.
10. We executed our contract with the DEO on November 13, 2013.
11. I submitted our first quarterly report and drawdown as required in October. Our first check from the DEO was received on December 30, 2013.
12. I have received 3 drawdown requests totaling \$110,000 and have paid them out. We expect an average of 20 drawdown requests per month and must spend the funds by June of 2015(18 more months).
13. In mid-2014, the committee will reconvene to re-allocate any funds to be sure that we use all of the funding within the timeframe allotted.

I am excited to be able to express to you the return on the investment made in our organization. While we have paid out only our first \$110,000, the MSF funds were leveraged more than 100% - the affiliates put \$179,000 of their own funds into the purchase and rehabilitation of these 3 units. Further, 2 units used much less than the \$60,000 maximum allotted, and it appears from the forecasts I am receiving from affiliates that this trend will continue. Therefore, I anticipate that Habitat Florida will be able to repurpose somewhere between 360 and 400 homes in Florida – placing them back on the tax rolls and improving their communities!

Habitat for Humanity of Florida is greatly appreciative of the faith shown in our program by the legislature by virtue of these funds.

Respectfully submitted,

Barbara Inman  
Executive Director, Habitat for Humanity of Florida  
727-475-1363  
[ceo@habitatflorida.org](mailto:ceo@habitatflorida.org)



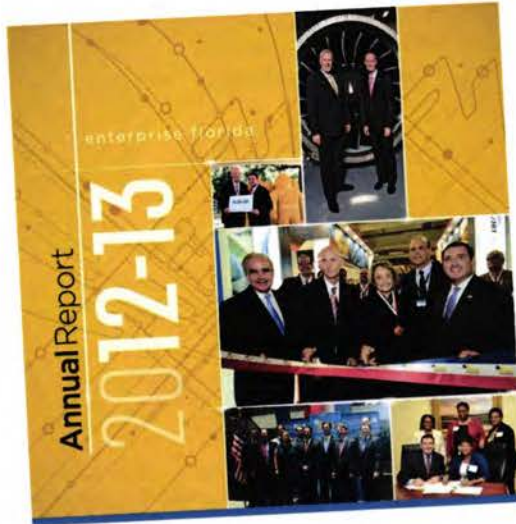
**MORTGAGE SETTLEMENT FUNDS  
ALLOCATION BY DISTRICT**

<b>AFFILIATE NAME</b>	<b>ALLOCATION AMOUNT</b>	<b>DISTRICT</b>	<b>MINIMUM NUMBER OF UNITS</b>
Bay County, Florida, HFH of	\$300,000.00	1	5
Big Bend HFH (Tallahassee)	\$120,000.00	1	2
Jackson County HFH	\$300,000.00	1	5
Okaloosa Co, HFH of	\$240,000.00	1	4
Pensacola HFH	\$1,260,000.00	1	21
Walton County HFH	\$240,000.00	1	4
	<b>\$2,460,000.00</b>		
Alachua HFH	\$300,000.00	2	5
Clay County HFH	\$300,000.00	2	5
Jacksonville Bchs, HFH of	\$420,000.00	2	7
Jacksonville HFH of	\$1,140,000.00	2	19
St Augustine/St. Johns HFH of	\$480,000.00	2	8
	<b>\$2,640,000.00</b>		
Citrus County HFH	\$180,000.00	3	3
East & Central Pasco HFH	\$420,000.00	3	7
East Polk County HFH of	\$360,000.00	3	6
Lakeland HFH	\$360,000.00	3	6
Manatee County HFH	\$120,000.00	3	2
Pinellas HFH	\$780,000.00	3	13
Sarasota HFH	\$540,000.00	3	9
South Sarasota County HFH	\$300,000.00	3	5
West Pasco HFH	\$300,000.00	3	5
	<b>\$3,360,000.00</b>		
Brevard County HFH	\$540,000.00	4	9
Flagler HFH	\$240,000.00	4	4
Halifax HFH	\$360,000.00	4	6
Lake Sumter FL, Inc, HFH	\$600,000.00	4	10
Marion Co, Inc, HFH of	\$480,000.00	4	8
Orlando Area, HFH of Greater	\$60,000.00	4	1
Osceola County, HFH of	\$240,000.00	4	4
Seminole County & Greater Apopka, HFH in	\$420,000.00	4	7
Southeast Volusia HFH	\$420,000.00	4	7
Southwest Volusia HFH	\$180,000.00	4	3
Winter Park/Maitland HFH of	\$120,000.00	4	2
	<b>\$3,660,000.00</b>		
Arcadia-DeSoto Co HFH	\$300,000.00	5	5
Charlotte County HFH	\$780,000.00	5	13
Collier County HFH	\$600,000.00	5	10
Highlands County HFH	\$480,000.00	5	8
Lee & Hendry Counties HFH	\$1,260,000.00	5	21
	<b>\$3,420,000.00</b>		

Broward County HFH	\$960,000.00	6	16
Indian River County HFH	\$600,000.00	6	10
Key West & Lwr FL Keys HFH	\$300,000.00	6	5
Martin Co, Inc, HFH of	\$240,000.00	6	4
Miami, HFH of Greater	\$300,000.00	6	5
Middle Keys, HFH of the	\$180,000.00	6	3
Palm Beach County, HFH of	\$300,000.00	6	5
South Palm Beach Co. HFH	\$480,000.00	6	8
St Lucie County HFH	\$240,000.00	6	4
Upper Keys, HFH of the	\$120,000.00	6	2
	<b>\$3,720,000.00</b>		
Totals	\$19,260,000.00		321
<p>Affiliates that did NOT apply: Franklin, Hardee, Hernando, Hillsborough, Lake City, Nassau, Okeechobee, Putnam, Taylor, Wakulla, West Orange, West Volusia</p>			







# ***Enterprise Florida's Annual Report***

**Gray Swoope, President & CEO  
Enterprise Florida, Inc.**

*Transportation & Economic Development Appropriations Subcommittee  
January 15, 2014*



# How we got here

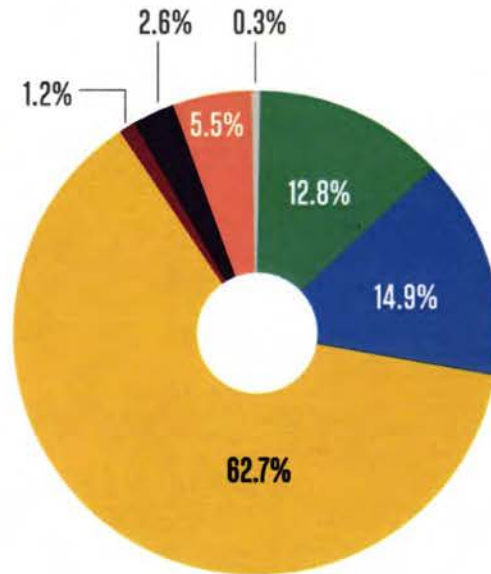
- **1978** The responsibilities of the Department of Commerce were split
- **1996** Governor Chiles placed the responsibility for economic development into a public-private partnership, Enterprise Florida
- **2011** Governor Scott created the Department of Economic Opportunity and created a seamless economic development team
- **2013** EFI is laser-focused on competitive jobs projects and trade opportunities



# Funding & Business Performance

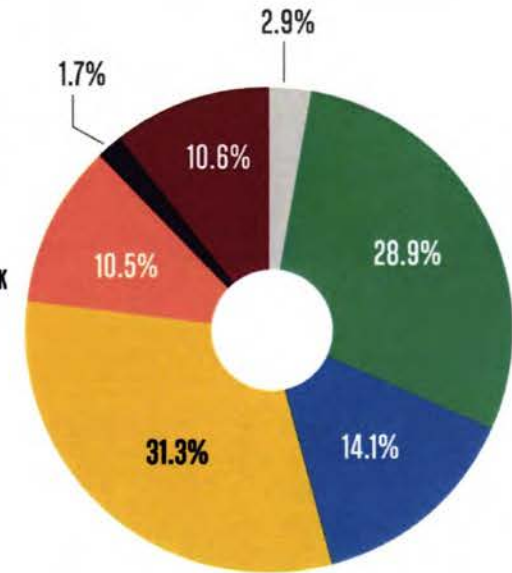
## SOURCE OF FUNDS 2012-2013

- State General Revenue Fund - 200K
- State Trust Funds - 7.3M
- State SEED Trust - 8.6M
- SSBCI - 36.1M
- Federal Grant Assistance - 700K
- Corporate Contributions - 1.4M
- Program Revenues - 3.1M



## USES OF FUNDS 2012-2013

- Strategic Partnerships - 500K
- Administration - 5.1M
- Marketing & Communications - 2.5M
- International Trade - 5.6M
- Business Development - 1.9M
- Minority Business Development - 300K
- Sports Development - 1.9M



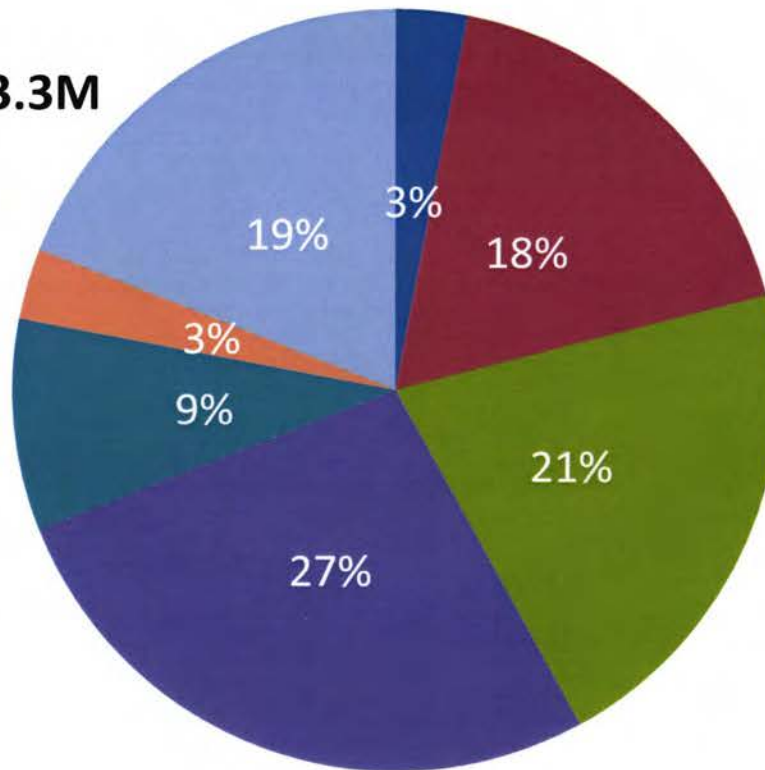


# Use of 2013-2014 Funds

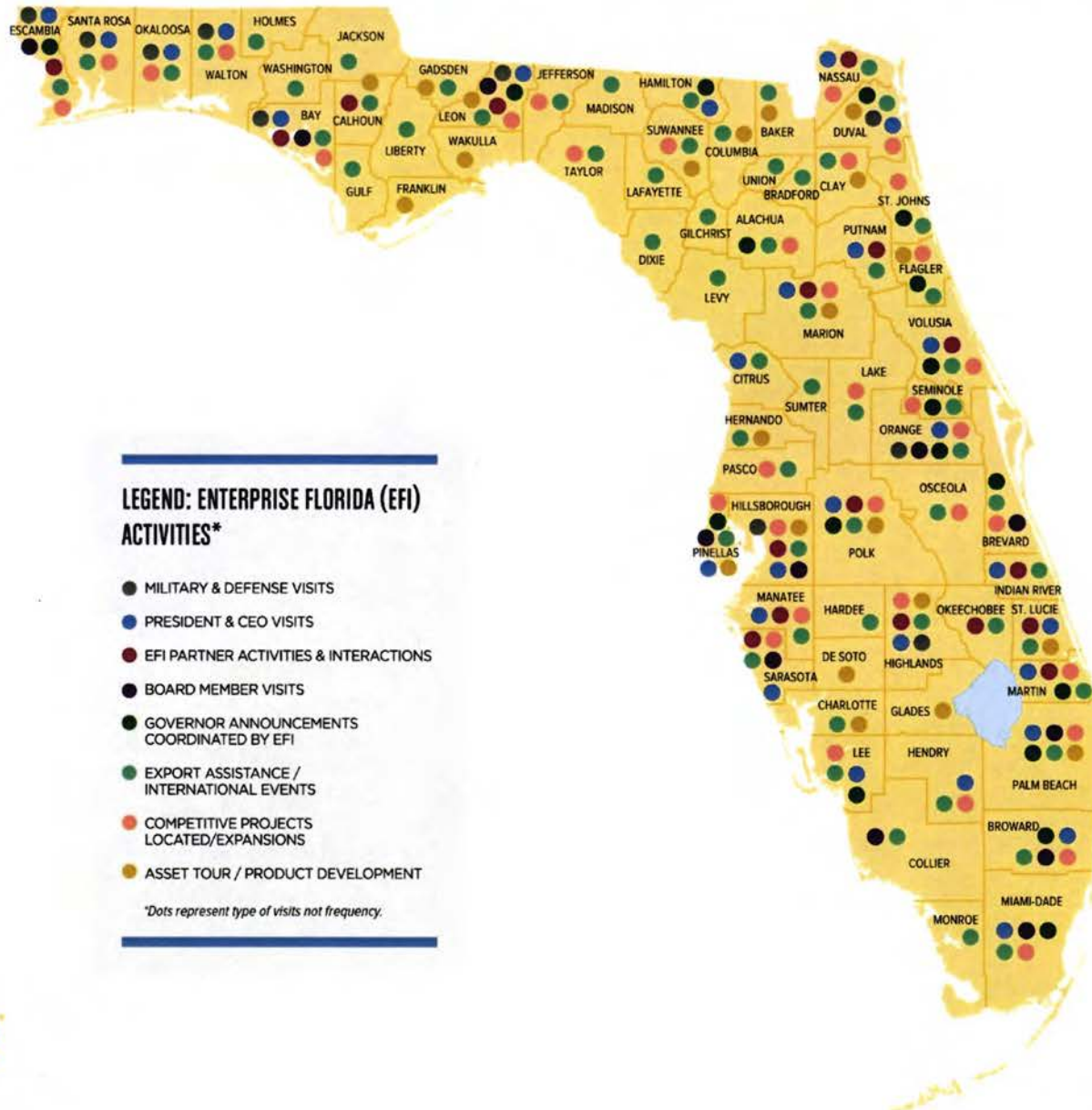
## USE OF FUNDS 2013-14

- Strategic Partnership - \$900K
- Administration - \$4.3M
- Marketing & Communications - \$5M
- International Trade - \$6.3M
- Business Development - \$2M
- Minority Business Development - \$580K
- Sports Development - \$4.3M

Total Budget: \$23.3M

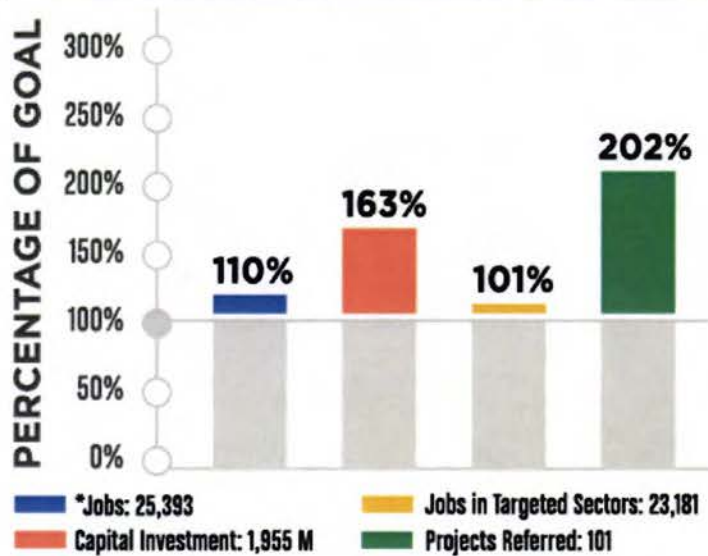


# EFI's Impact on the State



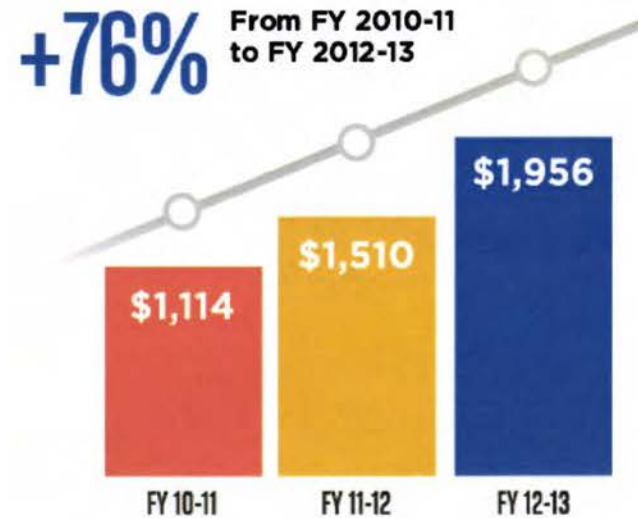
# Business Development By the Numbers

## EFI BUSINESS DEVELOPMENT GOALS FY End Results



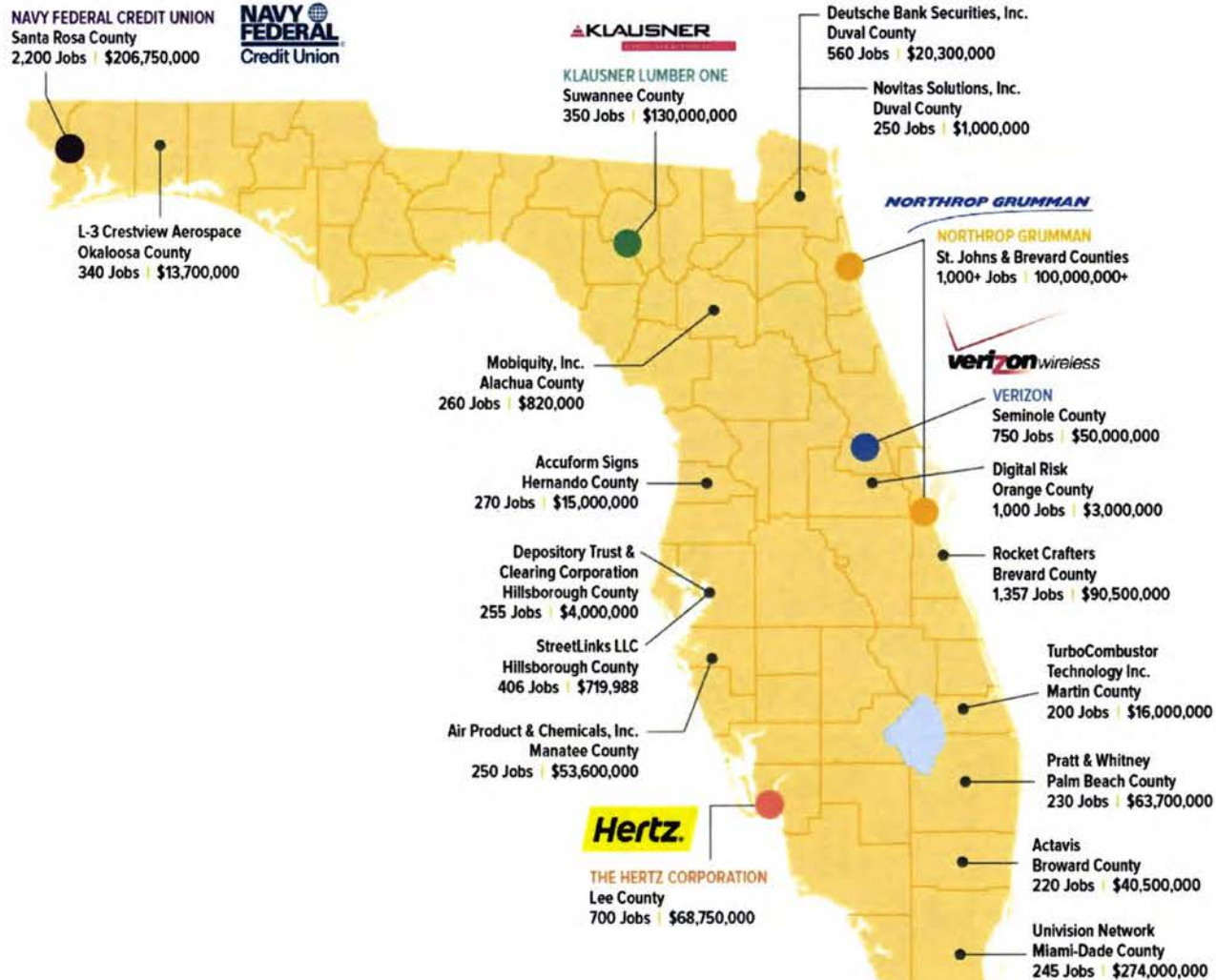
\* Jobs from competitive projects

## CAPITAL INVESTMENT (\$ MILLIONS)





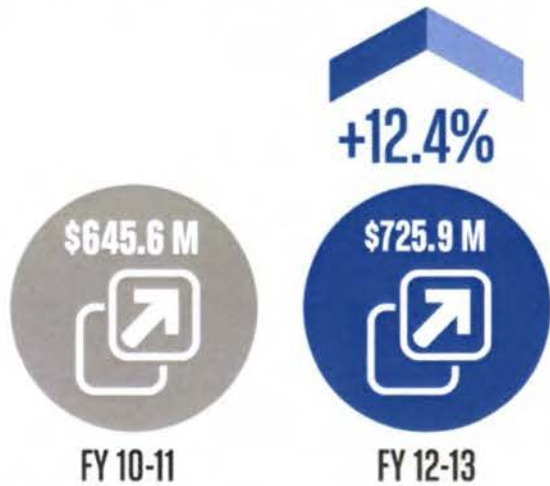
# Business Development Top Projects





# Creating Trade Opportunities

## EFI PROJECTED\* EXPORT SALES



\* Projected sales as reported by companies

## INTERNATIONAL TRADE & INVESTMENT FY 12-13



Overseas events included: *Farnborough Air Show, Paris Air Show, CeBIT, Medica, Hospitalar*



# Telling the Florida Story

## Bloomberg BusinessWeek



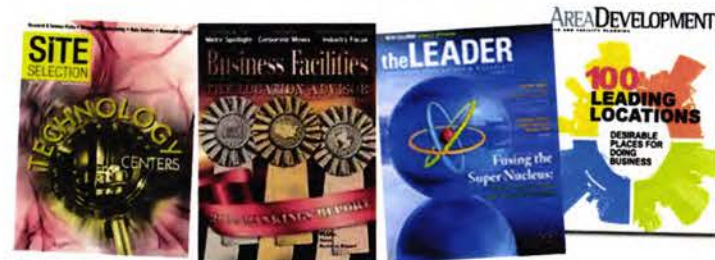
## Fortune Cover Wraps



## Television /Digital Campaigns



## Site Selection Publications





# Continually Improving

## Strategic Communications



[HOME](#) [ABOUT EFI](#) [PRESS RELEASES](#) [NEWSLETTERS](#) [CONTACT](#)

### ENTERPRISE FLORIDA: NEWSROOM

Enterprise Florida, Inc. (EFI) is the principal economic development organization for the state of Florida. The legislatively-mandated organization is a public-private partnership between Florida's business and government leaders. The EFI newsroom is designed to offer public access to the latest information on Enterprise Florida's programs and initiatives.





# Continually Improving

## Online Marketing • Promotion of State Assets

**NEW EFI Website**

SEARCH & DATA INTERNATIONAL SMALL BUSINESS

### Business Climate

CREATING JOBS FOR FLORIDA'S FAMILIES  
Enterprise Florida is the Official Economic Development Organization for the State of Florida.

WE HELP BUSINESSES:

- LOCATE TO FLORIDA
- EXPAND WITH FLORIDA
- FIND AVAILABLE PROPERTIES
- EXPORT FROM FLORIDA

December 18, 2013  
**Florida companies report record sales following Enterprise Florida-led trip to MEDICA**

December 16, 2013 December 10, 2013 December 10, 2013

VISIT OUR NEWS ROOM

**State Sites & Building Database**

ENTERPRISE FLORIDA

Buildings and Sites Companies Data

Map of Florida showing various locations marked with pins.

Search Results 822 companies were found  
Search based on: Key Industry of Aerospace

Number of Results: 10 Sort By: Staff Largest First Export Results: Email

Company Name	Industry	Address	County	Staff	Actions
Honeywell International Inc	Aircraft Engine and Engine Parts Manufacturing	Clearwater, FL 33764	Pinellas	# of Staff: 2,000	FAIRLY ANALYZED ADD TO MY FAVORITES
National Aeronautics	Space Research and Technology	Kennedy Space, FL 32899	Brevard	# of Staff: 2,000	FAIRLY ANALYZED ADD TO MY FAVORITES
Northrop Grumman Corporation	Search, Detection, Navigation, Guidance, Aeronautics and Nuclear System and Instrument Manufacturing	Melbourne, FL 32904	Brevard	# of Staff: 2,000	FAIRLY ANALYZED ADD TO MY FAVORITES
United Technologies Corp	Guided Missile and Space Vehicle Production Unit and Propulsion Unit Parts Manufacturing	Jupiter, FL 33478	Palm Beach	# of Staff: 2,000	FAIRLY ANALYZED ADD TO MY FAVORITES



# Current Year Activity

	<i>Fiscal Year 13-14</i>
<b>Established Projects</b>	71
<b>New Jobs Announced</b>	12,359
<b>Total Jobs (new and retained)</b>	17,260
<b>Capital Investment</b>	\$1.152 billion
<b>Average Wage</b>	58,730
<b>Export Counseling Sessions</b>	2,566
<b>Documented Export Sales</b>	\$448 million





# Announcements 2013-2014

## Brinks – Miami

105 new jobs; \$2.56 million in capital investment

## Johnson & Johnson Vision Care – Jacksonville

100 new jobs; \$218 million in capital investment

## Golf Channel – Orlando

75 new jobs; \$1.9 million

## PODS – Pinellas

40 new jobs; \$2.1 million in capital investment

## Citrix – Fort Lauderdale

200 new jobs; \$7.5 million in capital investment

## BRS Aerospace – Brevard County

34 new jobs; \$7.4 million in capital investment

The logo for Brinks, featuring the word "BRINKS" in a bold, blue, sans-serif font. To the left of the text are four vertical blue bars of varying heights, creating a stylized "B" or a barcode-like element.The logo for Vistakon, featuring the word "VISTAKON" in a blue, serif font, enclosed within a blue oval border.

DIVISION OF  
*Johnson & Johnson* Vision Care, Inc.

The logo for The Golf Channel, featuring a stylized grey "G" icon above the text "THE GOLF CHANNEL" in a bold, black, sans-serif font.The logo for PODS, featuring the word "PODS" in a bold, white, sans-serif font inside a red rectangular box. Below the box, the text "Portable On Demand Storage" is written in a smaller, black, sans-serif font.The logo for Citrix, featuring the word "CITRIX" in a bold, black, sans-serif font with a registered trademark symbol.The logo for BRS Aerospace, featuring a stylized white propeller icon on the left and the text "BRS AEROSPACE" in a bold, blue, sans-serif font on the right, all within a black rectangular background.The logo for Northrop Grumman, featuring the words "NORTHROP GRUMMAN" in a blue, sans-serif font with a blue swoosh underneath.The logo for Amazon, featuring the word "amazon" in a bold, black, sans-serif font with a curved orange arrow underneath.



# Questions?

## Thank You



Annual Report

2012-13

enterprise florida



Florida's primary organization  
devoted to statewide  
economic development.



# ENTERPRISE FLORIDA BOARD OF DIRECTORS 2012-13

## AT&T

Marshall Criser | *State President*

## BACARDI U.S.A., INC.

Rick Wilson | *SVP, General Counsel*

## BANK OF AMERICA, N.A.

Gene Schaefer | *Senior Vice President*

## BARRON COLLIER COMPANIES

Blake Gable | *President, Real Estate*

## BECKER & POLIAKOFF, P.A.

Alan Becker | *Founding Shareholder*

## BITER ENTERPRISES, LLC.

Jesse Biter | *President & CEO*

## BMG MONEY, INC.\*

Marion Mathes | *CEO*

## BRIGHT HOUSE NETWORKS, LLC

Kevin Hyman | *EVP, Cable Operations*

## BUSINESS DEVELOPMENT BOARD

### OF PALM BEACH COUNTY

Kelly Smallridge | *President & CEO*

## DARDEN RESTAURANTS, INC.

Bob McAdam | *SVP, Government Affairs*

## DUKE ENERGY

Alex Glenn | *State President - Florida*

## EMBRAER AIRCRAFT HOLDING, INC.

Gary Spulak | *President*

## FLF, LLC

Hal Melton | *Co-chairman & CEO*

## FLORIDA BLUE

Russ Jollivette | *SVP, Public Affairs*

## FLORIDA BLUE

Mike Hightower | *VP of Government Relations*

## FLORIDA CHAMBER OF COMMERCE

Mark Wilson | *President & CEO*

## FLORIDA COUNCIL OF 100

Susan Pareigis | *President & CEO*

## FLORIDA DEPARTMENT OF AGRICULTURE & CONSUMER SERVICES

Adam Putnam | *Commissioner*

## FLORIDA DEPARTMENT OF EDUCATION

Pam Stewart | *Commissioner*

## FLORIDA DEPARTMENT OF FINANCIAL SERVICES

Jeff Atwater | *Chief Financial Officer*

## FLORIDA DEPARTMENT OF STATE

Ken Detzner | *Secretary of State*

## FLORIDA ECONOMIC DEVELOPMENT COUNCIL

Beth Kirkland | *Immediate Past Chairman*

## FLORIDA HOUSE OF REPRESENTATIVES

Marti Coley | *Representative*

## FLORIDA OFFICE OF THE ATTORNEY GENERAL

Pam Bondi | *Attorney General*

## FLORIDA POWER & LIGHT CO.

Eric Silagy | *President & CEO*

## FLORIDA SENATE

Nancy Detert | *Senator*

## FLORIDA TAX WATCH

Dominic Calabro | *President & CEO*

## FLORIDA TREND

Andy Corty | *President & Publisher*

## FOLEY & LARDNER, LLP

Chris Kise | *Partner*

## FULL SAIL UNIVERSITY

Bill Heavener | *Co-Chairman & CEO*

## GRAYROBINSON, P.A.\*

Fred Leonhardt | *Chairman of Policy Board*

## GREENBERG TRAURIG

Hayden Dempsey | *Chair, Governmental Affairs*

## GULF POWER COMPANY

Stan Connally | *President & CEO*

## HARRIS CORPORATION

Sheldon Fox | *Group Pres., Govt. Comm. Sys.*

## HEWLETT PACKARD

Deborah Millin | *Regional Manager, Florida*

## JPMORGAN CHASE & CO.

Mark Bensabat | *Southeast USA Segment  
Manager Middle Market Banking*

## KAPLAN HIGHER EDUCATION CORPORATION

Andy Rosen | *Chairman & CEO*

## KEISER UNIVERSITY

Belinda Keiser | *Vice Chancellor of Community  
Relations & Student Advancement*

## LEMA CONSTRUCTION

Johnathan Stanton | *President*

## LOCKHEED MARTIN CORPORATION/ LMCP&FS

Denise Saiki | *President of Global Training  
& Logistics*

## LOCKHEED MARTIN TRAINING & LOGISTICS SOLUTIONS

Jon Rambeau | *Vice President & General  
Manager*

## LOWNDES, DROSDICK, DOSTER, KANTOR & REED

Bill Dymond | *President & Managing Partner*

## MASSEY SERVICES INC.\*

Harvey L. Massey | *Massey Chairman & CEO*

## MERCANTIL COMMERCEBANK

Millar Wilson | *President & CEO*

## MONICARLA, L.T.D.

Jay Beyrouiti | *President*

## NDS USA

Danny Gaekwad | *President*

## ODEBRECHT CONSTRUCTION, INC.

Gilberto Neves | *President & CEO, USA*

## PNC BANK

Joe Meterchick | *Regional President, Florida*

## PUBLIX SUPER MARKETS, INC.

Jeff Chamberlain | *VP Real Estate*

## REGIONS BANK

Brett Couch | *Florida Regional President*

## STATE OF FLORIDA GOVERNOR

Rick Scott | *Governor, EFL Chairman*

## SUNTRUST BANK

Tom Kuntz | *Chairman, President & CEO*

## TD Bank

Kevin Gillen | *Regional President of Florida*

## TECO ENERGY

Gordon Gillette | *President*

## THE LEWIS BEAR CO.

Lewis Bear | *President*

## THE SEMINOLE COMPANIES

Ron Campbell | *Director*

## THE ST. JOE COMPANY

Park Brady | *CEO*

## UNIVERSITY OF FLORIDA

Winfred Phillips | *SVP & CIO*

## VOLTAIR CONSULTING ENGINEERS

Julius Davis | *President & CEO*

## WALT DISNEY PARKS & RESORTS, U.S.

Anthony Connelly | *SVP, Chief Financial  
Officer U.S.*

## WASHINGTON ECONOMICS GROUP

Tony Villamil | *Principal Economic Advisor*

## WELLS FARGO BANK, N.A.

Howard Halle | *EVP Florida Division*

## WOODMERE HOLDINGS, LLC

Henry Rodriguez | *President & CEO*

## WORKFORCE FLORIDA, INC.

Dwayne Ingram | *Chairman*

## YORK STREET CAPITAL ADVISORS

Hal Valeche | *President*

\* New Board of Director Members for Fiscal Year 2012-13





**Rick Scott, Governor**  
Chairman, Enterprise Florida, Inc.

**“I**n Florida, we have one focus—jobs. As a result, companies in our state are growing, and many businesses in other states are showing interest in expanding in the Sunshine State.

This growth reflects the work we’re doing to create opportunities for families to succeed. We cut taxes five times in three years while, at the same time, we paid off \$3.5 billion in state debt. We eliminated the sales tax on manufacturing equipment and rolled back the business tax so that around 70 percent of Florida businesses no longer pay it. I will continue to fight to cut taxes and fees for Florida families by half a billion dollars in our next proposed budget. Our pro-growth strategies are working and have allowed us to make record investments in K-12 education of more than \$2 billion in two years. In addition, our infrastructure, including our major ports, make us a worldwide competitor for jobs. **Here in Florida, we have something to brag about!”**



**Brett Couch, Florida Regional President, Region’s Bank**  
Vice Chairman, Enterprise Florida, Inc.

**“Nothing is more important than delivering on our mission.** On the pages of this report you will find that our results reflect the commitment of Enterprise Florida’s staff, board members and stakeholders to diversify and strengthen Florida’s economy. From aviation and aerospace to financial and professional services, and manufacturing to IT, we are showcasing the state’s unique competitive assets worldwide to create jobs and continue Florida’s economic turnaround. Under the leadership of Governor Scott and Secretary Swoope, Enterprise Florida will continue its proactive business outreach and international trade strategies to create jobs for Floridians and capital investment in our communities.”



**Gray Swoope, Secretary of Commerce**  
President & CEO, Enterprise Florida, Inc.

**“In just two short years Florida has made great progress to improve the state’s perception as the top business destination in the U.S.** Today, our team is competing for new jobs and helping the economy grow. Enterprise Florida works with partners across the state to win competitive projects and increase trade relations that both diversify our economy and generate higher incomes for Floridians. The EFI team had a successful year with tangible results – 27.4 percent increase in project wins, 75.5 percent increase in capital investments and a 41.3 percent increase in new jobs over fiscal year 2011 – as well as the launch of Florida’s first-ever business brand campaign –*Florida. The Perfect Climate for Business.* We know Florida is the best place to grow a business, and we will continue telling our story to companies around the world.”

## ENTERPRISE FLORIDA SENIOR STAFF



**Griff Salmon**  
Executive Vice  
President & COO



**Melissa Medley**  
Senior Vice President  
& CMO



**John Webb**  
President  
Florida Sports  
Foundation



**Al Latimer**  
Senior Vice President  
Strategic Partnerships



**Louis Laubscher**  
Senior Vice President  
Administration  
and Minority,  
Small Business,  
Entrepreneurship  
& Capital



**Manny Mencia**  
Senior Vice President  
International Trade &  
Development



**Crystal Sircy**  
Senior Vice  
President Business  
Development



# Funding & Business PERFORMANCE



## About Enterprise Florida

**Enterprise Florida, Inc. (EFI)** is a public-private partnership between Florida's business and government leaders and is the principal economic development organization for the State of Florida. EFI's mission is to facilitate job growth for Florida's businesses and citizens leading to a vibrant statewide economy. In pursuit of its mission, EFI works closely with a statewide network of economic development partners and is funded both by the State of Florida and private-sector businesses.

EFI's activities have championed Florida as the premier destination for business expansion, location and relocation and have created a renewed interest both nationally and internationally in Florida as a top state for business and trade. These activities have resulted in a significant number of new jobs.

## Our History

**1978** The responsibilities of the Florida Department of Commerce were split with the Department of Labor and Employment Security.

**1996** In 1996, under Governor Lawton Chiles, Florida became the first state in the country to place principal responsibility for economic development, international trade, research and business image marketing in the hands of a business-government partnership. This model has been adopted by many U.S. states.

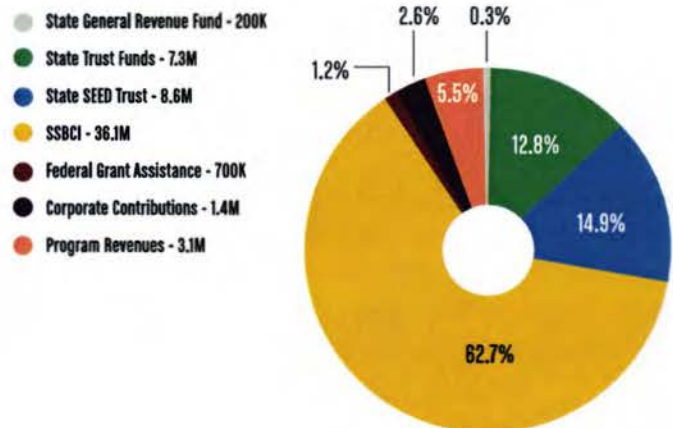
**2011** In 2011, under the leadership of Governor Rick Scott and through state legislation, Florida created a seamless economic development team. The addition of the Secretary of Commerce position, which also serves as EFI's president & CEO, has led to a more efficient use of resources and allowed EFI to more effectively coordinate the state's economic development efforts with Workforce Florida, Inc. and the Department of Economic Opportunity.

**2013** Today, EFI is the public-private partnership representing the state's government and business leaders, serving as Florida's lead economic development organization. Operating as a public-private partnership allows EFI to respond quickly to the needs of the businesses it serves.

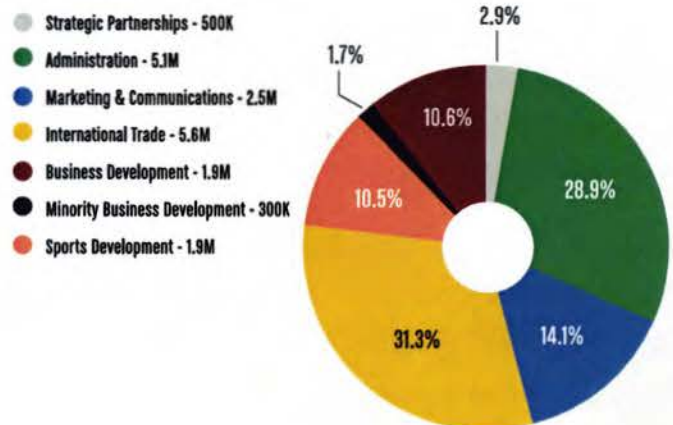
During FY 2012-13, private businesses contributed \$1.487 million in funding, which increases Enterprise Florida's ability to facilitate economic diversification initiatives.

The following charts depict Enterprise Florida's funding sources and usage.

### SOURCE OF FUNDS 2012-2013



### USES OF FUNDS 2012-2013

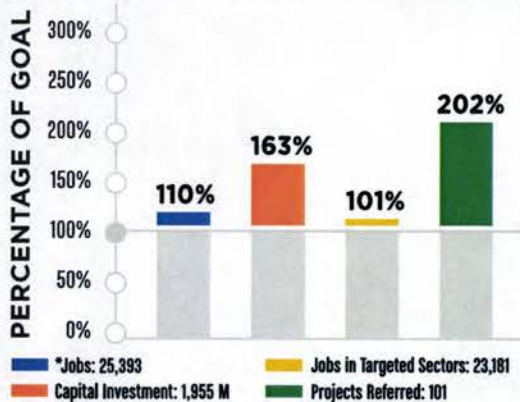


# Enterprise Florida by the NUMBERS

The business of economic development is often measured in numbers and data.

The charts below demonstrate the state's success in business development, international trade and investment, and sports industry development. The true impact can be seen in the jobs created, businesses supported and community growth.

## EFI BUSINESS DEVELOPMENT GOALS FY End Results

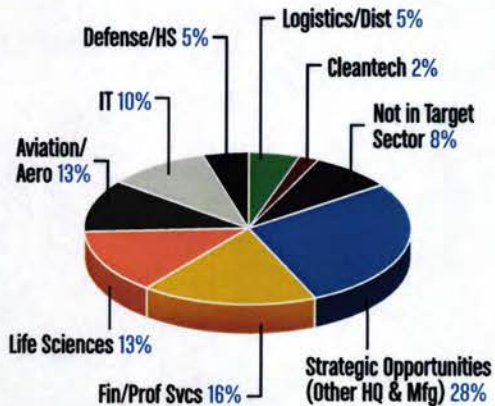


\* Jobs from competitive projects

## CAPITAL INVESTMENT (\$ MILLIONS)



## ESTABLISHED PROJECTS BY INDUSTRY FY 12-13

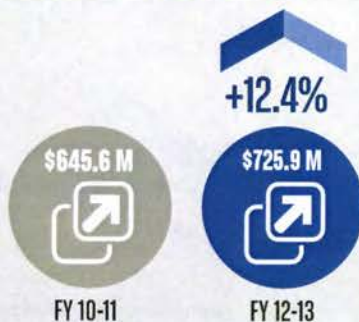


## INTERNATIONAL TRADE & INVESTMENT FY 12-13



Overseas events included: Farnborough Air Show, Paris Air Show, CeBIT, Medica, Hospitalar

## EFI PROJECTED\* EXPORT SALES



\* Projected sales as reported by companies

## SPORTS FOUNDATION FY 12-13





# Enterprise Florida — IMPACT on the STATE



Enterprise Florida is committed to supporting the economic development efforts of our partners in each of Florida's counties and regions.

Together we work to identify collective strengths and resources that will help create jobs and attract capital investment. Our interactions include project announcements, export assistance, trainings, product development, military and defense visits, and speaking engagements by the EFI President/CEO and top leadership. The map highlights Enterprise Florida's involvement with our regions and counties during FY 2012-13.

Together we work to identify strengths and resources that will help create new jobs and lure capital investment.

## EXAMPLES of ENTERPRISE FLORIDA ACTIVITIES

### 1. Florida Rural Economic Development Study – Columbia County

EFI developed the Florida Rural Economic Development Study with the involvement of nearly 500 participants that included interviews, input sessions and online surveys targeted to business/industry, economic development professionals and elected officials in the regions.

### 2. U.S. China Investment Week – Orange County

EFI partnered with City of Orlando, Orange County Government and Metro Orlando Economic Development Commission to showcase 15 Florida companies to more than 50 Chinese business investors.

### 3. Front Row Tampa Bay – Hillsborough County

Working with the Tampa Bay Partnership, EFI presented one hour of economic development television programming that was viewed by thousands of decision makers.

### 4. Deutsche Bank Securities – Duval County

Two projects totaling 560 new jobs and more than \$20 million in capital investments in Jacksonville.

### 5. Florida Defense Support Task Force (FDSTF) – Bay County

The FDSTF awarded \$2.6 million to local defense communities to protect Florida's military installations and missions, and enhance Florida's position as the most military-friendly state in the nation.

### 6. Gulf Power Symposium – Walton County

EFI President and CEO Gray Swoope spoke to more than 500 leaders throughout Northwest Florida about the state's competitive economic development landscape.

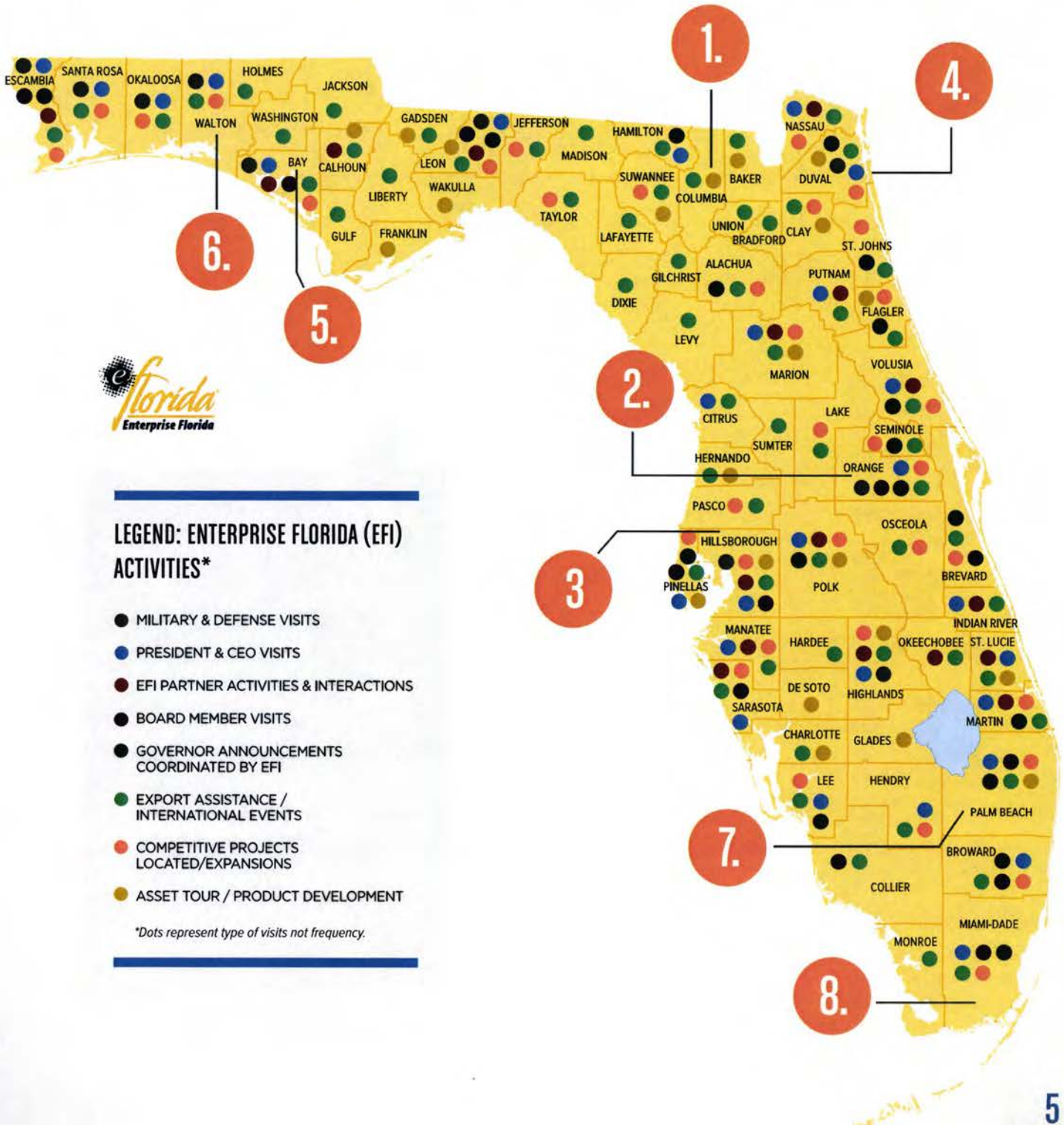
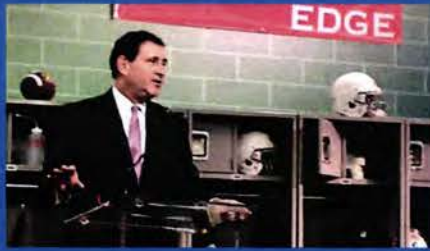
### 7. Pratt & Whitney – Palm Beach County

Governor Scott, EFI President and CEO Gray Swoope, and United Technologies Corp. Chairman and CEO Louis Chênevert announced that Pratt & Whitney will expand its manufacturing capabilities at its West Palm Beach facility, creating 230 jobs and a capital investment of \$63 million.

### 8. South Africa Business Seminar & Luncheon – Miami-Dade

EFI and the Miami-Dade County Office of International Trade organized a seminar on business opportunities between South African and Florida companies. More than 60 Florida companies participated and heard presentations from the South African Consul General, EFI, Miami-Dade County and several companies. The presentations were followed by one-on-one meetings between the companies and representatives of the South African Consulate.





**LEGEND: ENTERPRISE FLORIDA (EFI) ACTIVITIES\***

- MILITARY & DEFENSE VISITS
- PRESIDENT & CEO VISITS
- EFI PARTNER ACTIVITIES & INTERACTIONS
- BOARD MEMBER VISITS
- GOVERNOR ANNOUNCEMENTS COORDINATED BY EFI
- EXPORT ASSISTANCE / INTERNATIONAL EVENTS
- COMPETITIVE PROJECTS LOCATED/EXPANSIONS
- ASSET TOUR / PRODUCT DEVELOPMENT

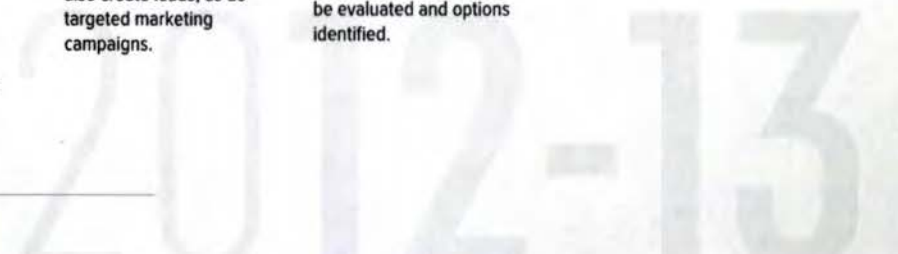
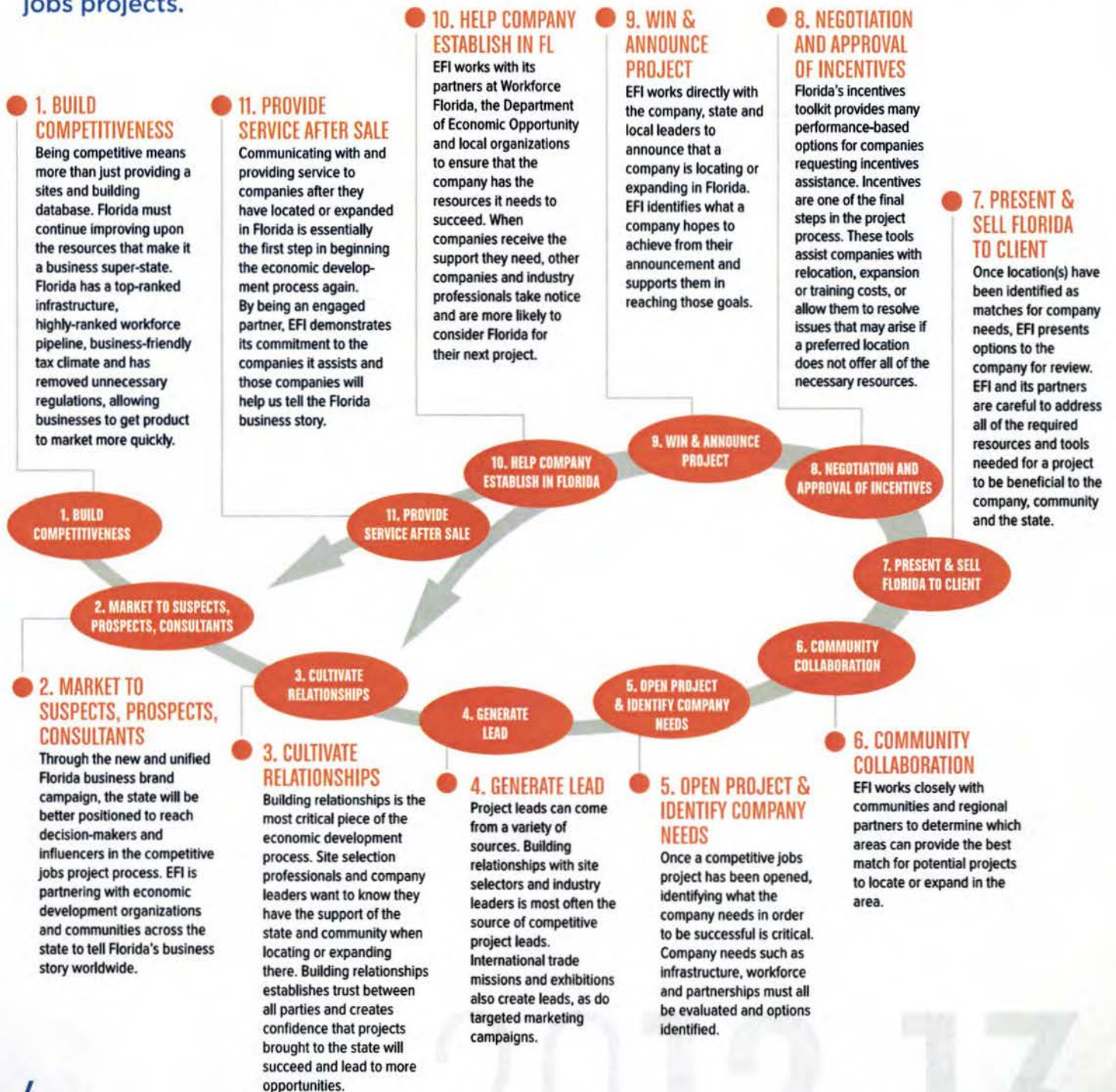
*\*Dots represent type of visits not frequency.*



# THE ECONOMIC DEVELOPMENT PROCESS

Enterprise Florida uses a very targeted and carefully crafted process when competing for jobs projects.

EFI works to expand and diversify Florida's economy through job creation. The economic development process used by EFI encourages partnerships and utilizes strategic measures to bring jobs projects to Florida that are beneficial for the company, community and state.





## Business Development Top Projects

The business development team is laser-focused on creating jobs for Floridians. The team targets businesses in high-wage, high skill sectors in an effort to expand and diversify Florida's economy.

### ● NAVY FEDERAL Credit Union – Pensacola Industry: Financial & Professional Services

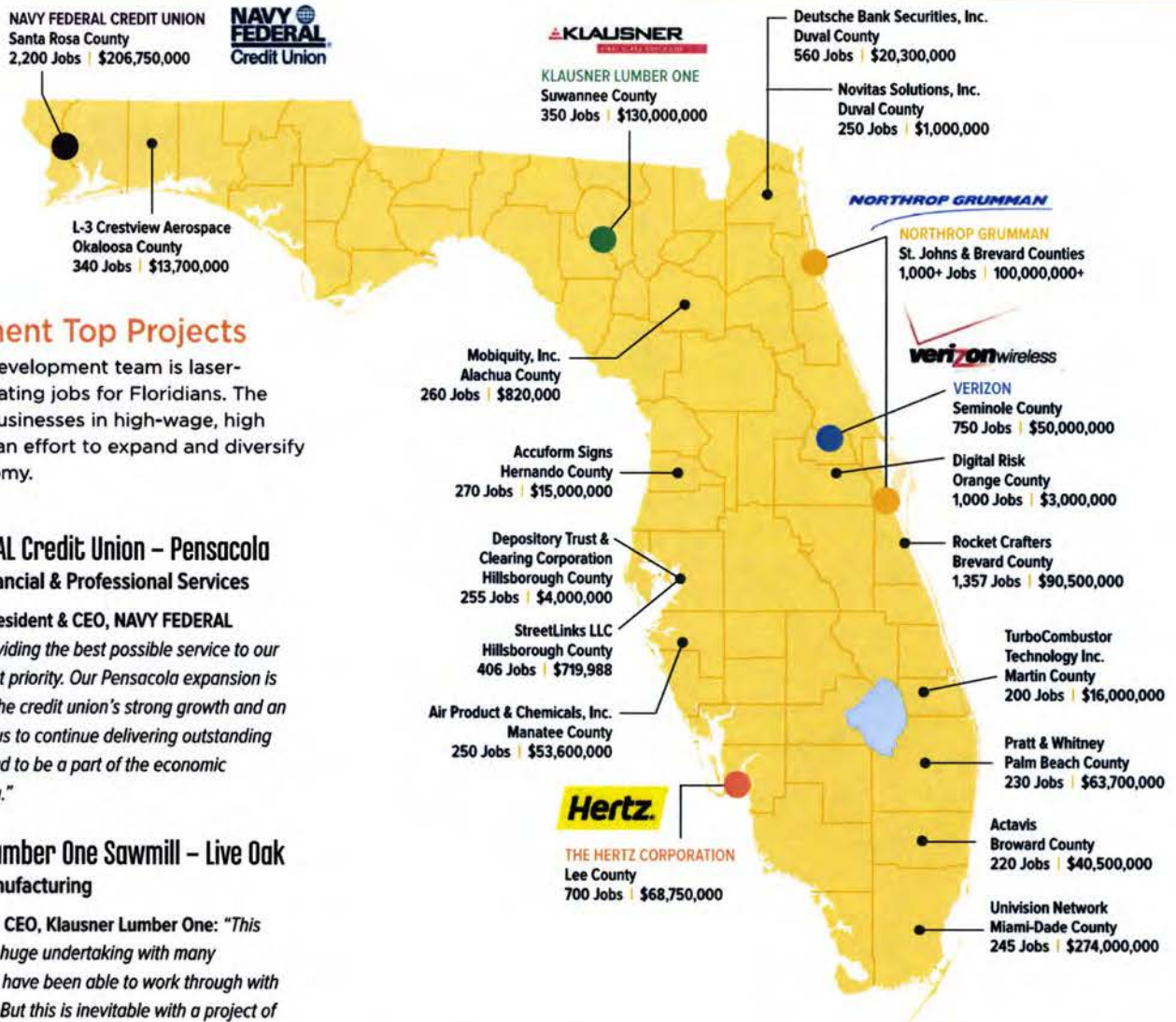
**Cutler Dawson, President & CEO, NAVY FEDERAL Credit Union:** "Providing the best possible service to our members is our first priority. Our Pensacola expansion is key to supporting the credit union's strong growth and an important way for us to continue delivering outstanding service. We're proud to be a part of the economic growth for the area."

### ● Klausner Lumber One Sawmill – Live Oak Industry: Manufacturing

**Friedrich Klausner, CEO, Klausner Lumber One:** "This project has been a huge undertaking with many challenges that we have been able to work through with Suwannee County. But this is inevitable with a project of this size. The significant impact on this region has made it all worthwhile! We are pleased to be here and will be good corporate citizens in this community."

### ● Northrop Grumman – St. Augustine and Melbourne Industry: Aviation & Aerospace

**Tim Vice, Corporate VP & Sector President, Aerospace Systems Northrop Grumman:** "We are building a part of a legacy of success in Melbourne. It's our job to give the resources to the men and women protecting our country and the Florida business climate was a key part in our decision to move here and to St. Augustine - with the great schools and universities, workforce and political decisions, it's a premier place for our employees and families. I am thrilled knowing our partnership will grow for decades to come."



### ● The Hertz Corporation – Fort Myers Industry: Headquarters

**Mark P. Frissora, Chairman and CEO, The Hertz Corporation:** "We did not make the decision to relocate lightly. We wanted to know that Florida was not only attractive to us as a company but also for our employees. Florida is a great place to run a business and raise a family and we are proud to be able to call this our new home."

### ● Verizon Communications – Lake Mary Industry: Financial & Professional Services

**Michelle Robinson, Vice President, Verizon South Area:** "We have received a warm welcome from the state and local economic development partners, who aided in our decision process to locate in Metro Orlando. The region's talent pipeline, which is full of finance and accounting graduates, was an integral factor in Verizon choosing to invest in Central Florida."



Each department and division within EFI continues to be relentless in its pursuit of competitive jobs projects, increasing trade opportunities and jobs related to sports in Florida. Since fiscal year 2011, established projects in the state are up 27 percent, projected new jobs are up 41 percent and capital investments are up 76 percent. Export sales have increased 124 percent and total economic contributions connected to sports was \$248 million.

**International Trade & Development**

Florida serves as a major international trade center and hub for businesses across all industries. One of EFI's most significant and effective services for small businesses is the export assistance programming available through the **International Trade & Development (IT&D) division**.

EFI's export assistance programs generate more than \$550 million dollars annually in expected export sales for small- and medium-sized Florida companies, according to client reports. More than 58,000 Florida companies export, accounting for 20 percent of all U.S. exporters.

EFI's export assistance programs generate more than \$550 million dollars annually in expected export sales for small- and medium-sized Florida companies, according to client reports.

"Without Enterprise Florida we never would have been able to achieve our current sales goals. I moved my business to Florida from Ohio and working with Enterprise Florida makes the move the smartest business decision we made to date." Brooklands, Inc.



In FY 2012-13, EFI's IT&D division conducted four Governor Scott led Team Florida missions visiting the United Kingdom, Colombia, Chile and France. Companies that attended these four missions reported projected sales of more than \$290 million.

In addition, the IT&D team conducted 41 total international and statewide trade events in FY 2012-13 with more than \$726 million in expected export sales reported, which is 133 percent of the fiscal year goal. Of that \$726 million, \$708 million was in EFI target sectors, which is 149 percent of the goal.

**Florida Sports Foundation**

**The Florida Sports Foundation, Inc. (FSF)** serves as the Sports Industry Development Division of EFI. In FY 2012-13, the FSF partnered with Florida communities to award 42 sporting event grants that produced more than 339,000 new visitors to the state and generated \$248 million in economic impact.

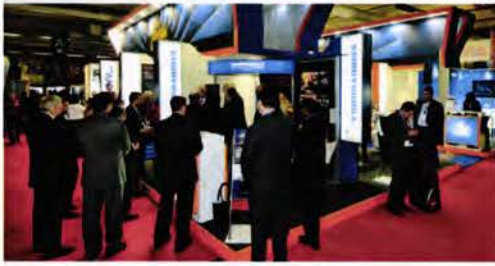
Of the more than 10,000 Florida senior athletes aged 50 and over who competed in 2012 Florida Senior Games programs statewide, 1,812 qualified for the 2013 National Senior Games. In addition, in FY 2012-13 the FSF partnered with the Association of Chief Executives for Sports (ACES), to agree to host its annual meeting and summit in Florida three times over the next five years. More than 50 CEOs from the U.S. national sport governing bodies, including those of the U.S. Olympic Committee, will be in attendance.

"We continue to be encouraged by the positive industry growth and the success and activities our sports commissions are producing for the state," said FSF President John Webb.

Understanding the importance of sports tourism at the local level, the FSF added four new regional sports commissions. This increases the total number to 25 Florida Sports Commissions creating new sporting events to bring visitors and economic impact to the state.

Of the more than 10,000 Florida senior athletes aged 50 and over who competed in 2012 Florida Senior Games programs statewide, 1,812 qualified for the 2013 National Senior Games.





### Strategic Partnerships

The **EFI Strategic Partnerships division** includes investor recruiting, planning, support and execution of EFI Board of Directors and stakeholders functions, as well as administration and logistical support of the Florida Defense Support Task Force (FDSTF) and execution of the state defense grants programs. The division also works to enhance beneficial relationships with regional and local economic development organizations.

In FY 2012-13, EFI administered 40 defense grants in 14 communities. The Defense Infrastructure Grant provides support for local infrastructure projects for encroachment, transportation and access, utilities, communications, housing, environment, and security that have a positive impact on an installation's military value. Infrastructure grants may also be used to conduct studies, develop presentations, analyses, plans, and modeling in direct support of infrastructure projects. More than \$1.58 million in investment grants were approved for FY 2012-13.

*During the last fiscal year, the Task Force was proactive in supporting state level legislation, contracting for national level advocacy, and awarding \$2.6 million to local defense communities to protect Florida's military installations and missions, and enhance Florida's position as the most military-friendly state in the nation.*

installations and missions, and enhance Florida's position as the most military-friendly state in the nation. In addition, FDSTF held 10 public meetings, several near major installations, as it continued to prepare Florida for ongoing defense budget reductions and a possible base realignment and closure (BRAC) in 2017.

The Defense Reinvestment Grant (DRG) program provides communities hosting military installations with resources to support advocacy and military community relations. For FY 2012-13, \$850,000 in support was approved through reinvestment grants.

During the last fiscal year, the Task Force was proactive in supporting state level legislation, contracting for national level advocacy, and awarding \$2.6 million to local defense communities to protect Florida's military

*"NEXT LEVEL offers progressive steps that, if implemented, will not only yield positive results for individual communities but will collectively make Florida much more competitive when vying for job creation projects," said Marc Hoenstine, Duke Energy.*

A new initiative of Strategic Partnerships was the creation of the **NEXT LEVEL program**. The program was designed in partnership with local economic development organizations, Florida League of Cities, Florida Association of Counties, Florida Regional Councils Association, Florida Economic Development Council and others. The program aims to help communities build a sustainable framework to boost local job creation potential. It emphasizes foundational steps that help communities focus on their strengths and address areas of concern to better prepare their area for economic growth.

NEXT LEVEL takes participating communities through a four step process to build on their job creation strengths and minimize their weaknesses.

NEXT LEVEL recognizes that Florida communities have unique needs, assets and strengths, and has been designed to allow participation in all or part of the program's four steps. The pilot program in Columbia County was successful and the program will be expanded into other counties in fiscal year 2014.

*"NEXT LEVEL offers progressive steps that, if implemented, will not only yield positive results for individual communities but will collectively make Florida much more competitive when vying for job creation projects," said Marc Hoenstine, Duke Energy and Chairman, Community Competitiveness Task Force, EFI Stakeholders Council.*





## DIVISION HIGHLIGHTS FY 2012-13

### Accounting

During FY 2012-13, the Accounting Department focused on working efficiently and effectively to provide the best service to its clients.

Accounting team members integrated the Florida Sports Foundation into the Enterprise Florida accounting system. Having one accounting system allows for more consistent and timely reporting, and has eliminated time and resource-intensive manual consolidations.

In addition, the team successfully migrated all banking relationships to Wells Fargo Bank and TD Bank, a move which has not only saved EFI money, but has also improved the team's ability to complete banking transactions in a more timely manner by having platforms where information is available electronically in real time.

The team also streamlined the vendor payment process by scanning payments into the electronic archive system prior to filing the paper copy. This reduces the number of times EFI's accounting staff handles a document while making the document more readily accessible.

### Minority and Small Business Entrepreneurship and Capital (MaSBEC)

In 2012, the Capital Programs unit within EFI's Administration division was integrated with the Minority Business Development (MBD) division and renamed Minority & Small Business, Entrepreneurship and Capital (MaSBEC).

Over the last fiscal year, EFI identified and partnered with existing organizations/programs to better assist minority and small businesses. As a result, EFI executed six memorandums of understanding with organizations throughout the state known as the Group of 6 (G6).



Since that time, MaSBEC has worked with its G6 partners to identify how EFI can support growth and prosperity for small, minority and entrepreneurial development in Florida. The collaboration has yielded a formalized process and a strategic plan to improve:

- Access to capital
- Access to the marketplace
- EFI's responsiveness to the state's small, minority and entrepreneurial business development issues.

MaSBEC's capital programs include loan participations and guarantees, bond issuance, venture capital investment and a Small Business Innovation Research application grant to federal agency programs.

**In FY 2012-13, loan support totaled \$17,716,688 for 22 small and minority businesses that closed transactions with a lending institution.**

In FY 2012-13, loan support totaled \$17,716,688 for 22 small and minority businesses that closed transactions with a lending institution. Specifically, 31 percent of all loans were closed with five minority-owned businesses and one women-owned business. Bond Financing assisted two projects with a combined par amount of \$63,520,000.

### Legislative Affairs

The 2013 Legislative Session was a successful one for EFI and economic development across the state. The passage of **House Bill 7007**, a wide ranging economic development bill, put in place numerous revisions to several policy areas in economic development. A large component of this legislation was the removal of the sales tax on the sale of machinery and equipment used in manufacturing for a period of three years beginning in 2014. The removal of this tax was a priority of Governor Scott and Enterprise Florida.

**Senate Bill 406** was the second large economic development legislation for this session. The bill contains many of the policy pieces found in HB 7007. One noticeable difference includes the Enterprise Florida priority of spring training franchise retention. With the creation of a fund for Major League Baseball spring training facilities funded through a dedicated source, Florida sends the message that the state is serious about retaining and recruiting teams.







With the creation of a fund for Major League Baseball spring training facilities funded through a dedicated source, Florida sends the message that the state is serious about retaining and recruiting teams. The bill was signed by the Governor.

**House Bill 4103** proposed to remove the lifetime per company award cap for both the Qualified Targeted Industry Tax Refund program and the Qualified Defense and Space Contractor Tax Refund program. The removal of this cap will ensure Florida can aggressively compete for competitiveness jobs projects.

The team hosted 11 national and international business development events in FY 2012-13, with 324 guests attending. Events were hosted to promote Florida as a top state for business and those in attendance were site selectors, economic development partners and leaders of industry.

In FY 2012-13, marketing and communications began a strategic and efficient approach to its communications efforts resulting in more positive media coverage. For the fiscal year, EFI received more than 820 media hits, responded to 287 media requests and organized more than 40 interviews between EFI leadership and national and international media. The communications team produced and distributed nearly 90 press releases.

Part of the more strategic approach to communications was the refinement of the EFI online newsroom. Primarily used as a repository for news prior to FY 2012-13, the newsroom was repurposed as a proactive resource for the public. This new approach resulted in a 131 percent increase in daily page views and a 129 percent increase in unique daily visitors.

### Administration

**Enterprise Florida's Administration organization** provides support and training to help employees work efficiently and effectively.

A key undertaking for the fiscal year was the procurement of a new IT services management company. The change strengthens EFI's operations and has resulted in a decrease of computing and network downtime. Additionally, the organization's IT infrastructure was enhanced by exchanging 14 physical servers with a virtual server environment improving computing functions.



**Marketing & Communications**  
The Marketing & Communications team actively and aggressively promoted EFI and the state of Florida as a business destination in FY 2012-13. EFI launched a research and branding initiative that resulted in the creation of Florida's first business brand - Florida. The perfect climate for business. Marketing and Communications also worked with strategic partners to develop the Team Florida Partnership Program to collaboratively promote Florida as a business Super-State.

The marketing and communications team hosted 11 national and international business development events in FY 2012-13, with 324 guests, clients and prospects attending.

A key undertaking for the fiscal year was the procurement of a new IT services management company. The change strengthens EFI's operations and has resulted in a decrease in computing and network downtime.

Responsibilities for the contracts department increased with the addition of contract support for VISIT FLORIDA, SBA STEP grants, and Defense Infrastructure and Reinvestment Grants among others, each requiring accounting, reporting and administrative controls.



# Florida's first-ever business brand and unified campaign: *Florida. The Perfect Climate for Business.*

Florida has long enjoyed the reputation as a top location to visit, but far fewer people know that Florida is also a super-state for business. In the fall of 2012, Enterprise Florida conducted research to identify Florida's business brand.

Nearly 1,000 unique perspectives from key stakeholders and influencers in-state, nationally and internationally were obtained.

## The branding research yielded three key points:

- **KNOWN ADVANTAGE:** Florida has the lifestyle that everyone wants and strives to achieve. The state has the right combination of the perfect business climate and the perfect quality of life.
- **UNKNOWN ADVANTAGE:** Florida is a business super-state. Florida is the 4th largest state in the U.S. and 21st largest economy in the world. The state is a leader in a number of industry sectors.
- **EMERGING ADVANTAGE:** Floridians need to know and appreciate all that our great state has to offer, and begin to tell the Florida business story.

Following the research, in January 2013, Governor Scott and President and CEO Gray Swoope unveiled Florida's first-ever business brand in front of EFI's board of directors and key stakeholders – *Florida. The Perfect Climate for Business.* More than just a logo or a tagline, the Florida business brand and campaign provide a common thread that will allow all of the state's economic development organizations to work together in showcasing Florida as a premier business destination.

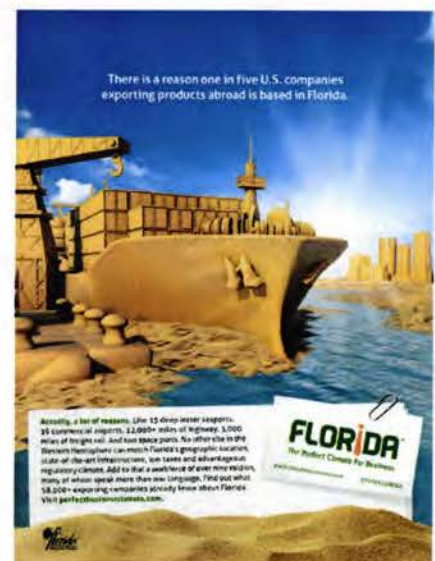
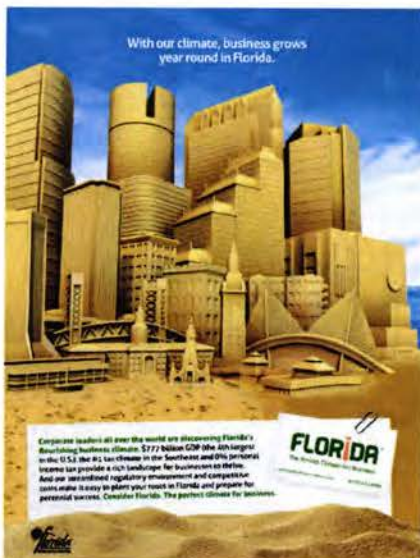
Governor Rick Scott said, "We're working aggressively to get businesses to Florida, so Florida families have more opportunities to pursue the American dream – and with this innovative business brand we will continue to attract more opportunities to the Sunshine State."

EFI, in partnership with Florida's utilities and local/regional economic development partners, developed the Team Florida Partnership Program, ensuring there was a mechanism in place in which partners could work collaboratively to consistently promote Florida as the perfect climate for business. Through the help of the Partnership program, EFI created a \$1.2 million marketing campaign to promote Florida as a business super-state nationally and internationally.

The marketing campaign will begin to run in FY 2013-14 and plans include TV, print and digital advertising, direct marketing, events, public relations, social media and more. The advertising concepts will run in business publications such as *Bloomberg Businessweek, Fortune, Forbes, Fast Company, Entrepreneur, and Chief Executive Magazine* as well as in industry trade publications such as *Site Selection, Area Development, Business Facilities, and The Leader.*

The creative execution of the marketing campaign complies with the first two key points derived from research. The beautiful beaches and green scenery remind viewers of the state's great quality of life, while the sand sculptures and ad messages focus on Florida's key strengths as a business super-state. The ad copy highlights some of Florida's top brags about business climate, such as the size of Florida's economy.

Working together, EFI and the Team Florida Partnership Program will ensure there is continuity and an on-going effort to promote Florida to decision-makers as an optimum location for business.





# PRIMARY & REGIONAL PARTNERS

**Alachua**  
*Gainesville Council for Economic Outreach*

**Baker**  
*Baker County Development Commission*

**Bay**  
*Bay County EDA*

**Bradford**  
*North Florida Chamber of Commerce*

**Brevard**  
*EDC of Florida's Space Coast*

**Broward**  
*Greater Fort Lauderdale Alliance*

**Calhoun**  
*Calhoun County Chamber of Commerce*

**Charlotte**  
*Charlotte County EDO*

**Citrus**  
*Citrus County EDC*

**Clay**  
*Clay Chamber Economic Development Division*

**Collier**  
*Collier County Growth Management*

**Columbia**  
*Columbia County EDO*

**DeSoto**  
*DeSoto County EDC*

**Dixie**  
*Dixie County Chamber of Commerce*

**Escambia**  
*Greater Pensacola Chamber*

**Flagler**  
*Flagler County Department of Economic Opportunity*

**Franklin**  
*Franklin County Commission*

**Gadsden**  
*Gadsden County Chamber of Commerce*

**Gilchrist**  
*Gilchrist County*

**Glades**  
*Glades County EDC*

**Gulf**  
*Gulf County EDC*

**Hamilton**  
*Hamilton County Office of Tourism and Economic Development*

**Hardee**  
*Hardee County EDO*

**Hendry**  
*Hendry County EDC*

**Hernando**  
*Hernando County Office of Business Development*

**Highlands**  
*Highlands County EDC*

**Hillsborough**  
*Tampa Hillsborough EDC*

**Holmes**  
*Holmes County EDC*

**Indian River**  
*Indian River Chamber of Commerce*

**Jackson**  
*Jackson County Development Council*

**Jefferson**  
*Jefferson County EDC*

**Lafayette**  
*Lafayette County Development Authority*

**Lake**  
*Lake County Office of Economic Development & Tourism*

**Lee**  
*Lee County Office of Economic Development*

**Leon**  
*Greater Tallahassee Chamber of Commerce*

**Levy**  
*Levy County Nature Coast Business Development Council*

**Liberty**  
*Liberty County Chamber of Commerce*

**Madison**  
*Madison County Development Council*

**Manatee**  
*Bradenton Area EDC*

**Marion**  
*Ocala-Marion County Chamber & Economic Partnership*

**Martin**  
*Business Development Board of Martin County*

**Miami-Dade**  
*The Beacon Council*

**Monroe**  
*Marathon Chamber of Commerce*

**Nassau**  
*Nassau County EDC*

**Okaloosa**  
*EDC of Okaloosa County*

**Okeechobee**  
*BDB of Okeechobee*

**Osceola**  
*Osceola County Economic Development Department*

**Palm Beach**  
*Business Development Board of Palm Beach County*

**Pasco**  
*Pasco EDC Development Council*

**Pinellas**  
*Pinellas County Economic Development*

**Polk**  
*Central Florida Development Council of Polk County*

**Putnam**  
*Putnam County Chamber of Commerce*

**Santa Rosa**  
*Santa Rosa Economic Alliance*

**Sarasota**  
*EDC of Sarasota County*

**Seminole**  
*Seminole County EDC*

**St. Johns**  
*St. Johns County*

**St. Lucie**  
*EDC of St. Lucie County*

**Sumter**  
*Sumter County Economic Development*

**Suwannee**  
*Suwannee County Economic Alliance*

**Taylor**  
*Taylor County Development Authority*

**Union**  
*Union County*

**Volusia**  
*Volusia County Department of Economic Development*

**Wakulla**  
*Wakulla County EDC*

**Walton**  
*Walton County EDA*

**Washington**  
*Washington County Chamber of Commerce*

2012-13

## OFFICE LOCATIONS

### Principle Florida Offices:

**ORLANDO (HEADQUARTERS)**  
800 North Magnolia Avenue, Suite 1100  
Orlando, FL 32803  
T 407-956-5600 | F 407-956-5599

**TALLAHASSEE**  
325 John Knox Road  
Atrium Building, Suite 201  
Tallahassee, FL 32303  
T 850-298-6620 | F 850-298-6659

**MIAMI-DADE (INTERNATIONAL TRADE & DEVELOPMENT)**  
201 Alhambra Circle, Suite 610  
Coral Gables, FL 33134  
T 305-808-3660 | F 305-808-3586

### Florida Regional Offices:

**JACKSONVILLE/NORTHEAST**  
Larry Bernaski, Regional Manager  
International Trade Development  
(Marine Industry Specialist)  
Three Independent Drive  
Jacksonville, FL 32202  
T (904) 359-9350  
lbernaski@eflorida.com

**ORLANDO / CENTRAL FLORIDA**  
Paul Mitchell, Regional Manager  
International Trade Development  
(Aviation/Aerospace Specialist)  
800 N. Magnolia Avenue, Suite 1100  
Orlando, FL 32803  
T (407) 956-5639  
pmitchell@eflorida.com

**PENSACOLA/NORTHWEST**  
Andrea Moore, Regional Manager  
International Trade Development  
(ICT-Computer Industry Specialist)  
117 West Garden Street  
Pensacola, FL 32502  
T (850) 469-8989  
Toll Free: (866) 974-8989  
amoore@eflorida.com

**TALLAHASSEE**  
Ken Cooksey, Regional Manager  
International Trade Development  
(Aviation/Aerospace Specialist)  
325 John Knox Road, Suite 201  
Tallahassee, FL 32303  
T (850) 298-6632  
kcooksey@eflorida.com

**TAMPA BAY**  
Maxwell Stewart, Regional Manager  
International Trade Development  
(World Bank Private Sector Liaison  
Officer (PSLO) and Canada/Mexico Specialist)  
201 North Franklin Street, Suite 201  
Tampa, FL 33602  
T (813) 276-9430  
mstewart@eflorida.com

### WEST PALM BEACH / SOUTHEAST

John Diep, Regional Manager  
International Trade Development  
(Asia Specialist and Clean Technology Specialist)  
310 Evernia Street  
West Palm Beach, FL 33401  
T (561) 832-8339  
jdiep@eflorida.com

### International Locations

#### THE AMERICAS

**BRAZIL (SAO PAULO)**  
Fabio Yukio Yamada, Director  
Mariana Falkenburger, Manager  
T 011 (55-11) 3040 4848  
M 011 (55-11) 9 8447-9454  
fabio@eflorida.com.br  
mariana@eflorida.com.br  
www.eflorida.com/brazil

**CANADA (MONTREAL)**  
Frédéric Bernard, Director  
T 1 (514) 448-0544  
M 1 (514) 258-3751  
f.bernard@eflorida.ca  
www.eflorida.com/canada

**CANADA (TORONTO)**  
Lou Caporusso  
T 1 (647) 723-2157  
M 1 (647) 680-7746  
l.caporusso@eflorida.ca  
www.eflorida.com/canada

**MEXICO (MEXICO CITY)**  
Ana Arroyo Yllanes, Director  
T 011 (52-55) 2455-3971 to 73  
info-efimexico@axtel.net  
www.eflorida.com/mexico

#### ASIA

**CHINA (BEIJING LIAISON OFFICE)**  
Richard Lawrence III  
Nan Chen  
c/o Holland & Knight LLP  
T (86-10) 6566-1968/1278/1760  
Richard.Lawrence@hklaw.com  
Nan.Chen@hklaw.com  
www.eflorida.com/china

**JAPAN (TOKYO)**  
K. Sam Tabuchi, Director  
T 011-81(0)3-3578-8777  
kstabuchi@eflorida.jp  
www.eflorida.com/japan

**TAIWAN (TAIPEI LIAISON OFFICE)**  
Wennie Chen, Director  
T 011 (886-2) 2758-5181  
tpe.efi@msa.hinet.net  
www.eflorida.com/taiwan

#### EUROPE

**CZECH REPUBLIC  
(PRAGUE LIAISON OFFICE)**  
Jan Kozubek, Director  
c/o Becker & Poliakoff  
T 011 (42-02) 2492-0632  
kozubek@becker-poliakoff.cz

**FRANCE (PARIS)**  
Laurent Sansoucy, Director  
T 011 33 (0) 143 87- 56 40  
laurent.sansoucy@eflorida-europe.com  
www.eflorida.com/france

**GERMANY (MUNICH)**  
Michael Hass, Director  
Alexander Bothmann, Deputy Director  
T 011 (49-89) 9901-3665  
alexander.bothmann@invest-in-florida.de  
www.eflorida.com/germany  
www.eflorida.com/deutschland

**SPAIN (MADRID)**  
Sergio Reyes, Director  
Gonzalo Arance, Deputy Director  
Phone: 011 (34-91) 781-3483  
garance@e-finance-institute.com  
www.eflorida.com/spain  
www.eflorida.com/espana

**U.K. & IRELAND (LONDON)**  
Gavin Cleary, Director  
Julia Mills, Deputy Director  
T 011 44 (0) 207-822-0718  
M 011 44 (0) 7584-688-791  
gavin.cleary@eflorida-europe.com  
julia.mills@eflorida-europe.com  
www.eflorida.com/uk

#### MIDDLE EAST/AFRICA

**ISRAEL (RAMAT HA SHARON)**  
Nurit Gazit, Director  
T 011 (972-3)540-0390  
M 011 (972-54)4-511-007  
ngazit@eflorida.co.il  
www.eflorida.com/israel

**SOUTHERN AFRICA (DURBAN)**  
Abigail Ellary, Director  
T 011-27 (0) 31-830-5054  
M 011-27 (0) 82-341-9541  
aellary@eflorida.co.za  
www.eflorida.co.za  
www.eflorida.com/southafrica



www.eflorida.com



