

Highlands County Industrial Development Authority AGENDA

Date: April 11, 2018
Time: 7:30 a.m.
Location: South Florida State College
Boardroom – Building F (Room 102)
600 West College Drive
Avon Park, FL 33825

Janet Barber, Board Chair, Presiding

1. **CALL TO ORDER – Industrial Development Authority**
2. **CONFIRMATION OF QUOROM**
3. **CONSENT AGENDA**
 - a. IDA January Board Meeting Minutes
4. **OLD BUSINESS**
 - a. IDA Board Member Applications
5. **NEW BUSINESS**
6. **LIASION REPORTS AND PUBLIC COMMENTS**
7. **ADJOURNMENT:** **Next Meeting:** Wednesday, July 11, 2018 – 7:30 a.m.
Heartland Educational Consortium
1096 U.S. 27 N., Lake Placid, FL 33852

INDUSTRIAL DEVELOPMENT AUTHORITY
April 11, 2018

Agenda Item: 3. CONSENT AGENDA – IDA

These action items are considered to be routine and will be enacted by one motion. There will be no separate discussion of these items. A board member may request an item be moved to the regular agenda for discussion.

Presenter: Janet Barber, Chair

Request approval of the IDA Consent Agenda for the April 2018 Board of Directors meeting.

**Recommended
Action:**

Move to approve the IDA Consent Agenda for the April 2018 Board of Directors meeting.

Attachments: A. IDA Board Minutes – January 10, 2018

**INDUSTRIAL DEVELOPMENT AUTHORITY
MEETING MINUTES
January 10, 2018**

The Highlands County Industrial Development Authority meeting was held in the Engineering Training Room at 501 S. Commerce Ave., in Sebring, on Wednesday, January 10, 2018. Chair Janet Barber presided over the meeting; a quorum was present.

1. CALL TO ORDER – Highlands County Industrial Development Authority (IDA)

The January 10, 2018 Industrial Development Authority Board of Directors meeting was called to order at 7:33 a.m.

2. CONFIRMATION OF QUOROM

Name	Title	Organization	Present
Janet Barber	Chair		Y
Ray Royce	Vice Chair	Highlands County IDA/EDC	Y
Carol Howard	Past Chair	Executive Committee	Y
Wade Taveniere	Secretary/Treasurer		N
Tom Koppein	Director		Y
Donna Doubleday	Director		Y
Paul Koukos	Director		N
Thomas Leitzel	Director		N
Gina Reynolds	Director	Highlands County IDA/EDC Board of Directors	N
John Shoop	Director		Y
Tim Texley	Director		N
John Varady	Director		Y
Craig Johnson	Director		Y
Jim Renfro	Director		Y
James Brooks	Commissioner, Liaison		Y
Benjamin Dunn	Dev. Services Director	Highlands County Board of County Commissioners - Development Services	Y
Taylor Benson	Manager		Y
Meghan DiGiacomo	Manager		Y
Dana Riddell	Planning Technician		Y
Michael Noel		Small Business Development Center	Y
Bill McKown		Small Business Development Center	Y
Melissa Medley	Representatives of Outside Organizations	Vision First Advisors	Y
Nancy Blum-Heintz		Vision First Advisors	Y
Griff Salmon		Vision First Advisors	Y

3. CONSENT AGENDA – IDA

The Consent Agenda was presented for consideration. The agenda included the minutes of the October 11, 2017 IDA Board of Directors meeting as well as the Strategic Assessment meeting held Friday, October 20. Carol Howard moved to approve the consent agenda; seconded by John Shoop. Motion carried unanimously.

4. OLD BUSINESS

- a. Griff Salmon, Melissa Medley and Nancy Blum-Heintz presented the Organizational Strategic Assessment that was conducted in September and October of 2017. Salmon explained that the assessment is the first phase in a multi-phase project to strengthen Highlands County's competitiveness of its communities. Taylor and Meghan were directed to proceed with the procurement policy procedures and send the next phase of the project out to bid. A deadline of April, 11, 2018 was set to have the bids complete so that the board can select a vendor and continue with the development of a strategic plan.

5. NEW BUSINESS

- a. The board acknowledged that a new application was submitted for the last remaining opening on the IDA/EDC boards. Ray Royce recommended waiting to make a decision until more applications are received from a wider variety of industries. The board agreed and applications will be reviewed at the April 11, 2018 meeting.

6. LIASON REPORTS AND PUBLIC COMMENTS

7. ADJOURNMENT – IDA

- The January 10, 2018 IDA Board of Directors meeting was adjourned at 9:08 a.m.

Minutes developed by: Dana Riddell, Planning Technician

Approval date: Draft

INDUSTRIAL DEVELOPMENT AUTHORITY
April 11, 2018

Agenda Item: **4a. BOARD MEMBER APPLICATIONS**

Presenter: Janet Barber, Chair

There is one vacant seat on the Industrial Development Authority. The open seat was vacated by Bruce Berghem, former president and CEO of Florida Hospital. The term expiration date is Sept. 30, 2020. Three individuals have submitted applications to the board.

1. William Lenihan, Business Development Director for ECS-Florida
2. Randy Surber, President and CEO of Florida Hospital Heartland Medical Center
3. Jason Kimbrell, CEO of Highlands Regional Medical Center

In accordance with the Board of County Commissioners' Policy on Board Appointments, the commissioners were notified of the vacancy on July 24, 2017.

The board strives to maintain a cross-section of the county's business community with members representing real estate, law, banking, communications, agriculture, education, insurance, construction, utilities, workforce and engineering.

**Recommended
Action:**

Identify applicants to recommend to the Board of County Commissioners for appointment to the Industrial Development Authority. The term expires September 30, 2020.

Attachments: A. William Lenihan Application
 B. Randy Surber Application
 C. Jason Kimbrell Application

Application for Appointment

(To request appointment to a board, committee, authority or other special activity)

Name: William Lenihan

Address: 6319 Sparta Rd. Sebring, FL 33875

Phone: 407-404-4450

Email: wlenihan@ecslimited.com

I wish to be appointed to the following board, committee, authority or special activity of the Highlands County Board of County Commissioners: Industrial Development Authority

as a: regular member alternate advisory only

Employment experience

Current: ECS-FLORIDA LLC

Brief description: Director of Business Development, for Florida operations, of a national Engineering firm

Previous:

Brief description:

Education/special training

High School: Sebring High School

College: University of Central Florida

Special training: N/A

Activities & interests: Fishing, Golfing, Boating, Camping, Spending time with friends and family

List any boards or committees to which you are currently appointed, elected offices held, or law enforcement positions held:

Current - NAIOP Board of Directors - Central Florida and State Board - Political Action Committee

Current - ICSC - Political Action Committee

Past - CCIM Board of Directors - Central Florida

Past - Florida Housing Finance Corporation

Are you related to any county employee or county commissioner ? Yes No

Name of relative:

Relationship:

Important:

The Highlands County Board of County Commissioners has an adopted Code of Conduct for persons serving on committees, boards, and panels appointed by the Highlands County Board of County Commissioners. A copy can be found at <http://hcbcc.net/section/index.php>. Please indicate by signing below that you have read and understand the adopted Code of Conduct.

Signature: William Lenihan

Date submitted: 12- 4- 2017

**Highlands County Industrial Development Authority and Economic Development
Commission Board of Directors Q&A**

1) What does economic development mean to you?
2) Why do you want to serve on the Board of Directors for the Highlands County IDA/EDC?
3) As a board member, how would you promote economic development for the county?
4) What are your goals for Highlands County economic development?
5) What other organizations, if any, have you previously or do you currently belong to? What responsibilities did you have (Officer seats, Community Service, etc.)?

Please submit formal résumé

WILLIAM M. LENIHAN

6319 Sparta Road ~ Sebring, Florida 33875

407-404-4450

wlenihan@ecslimited.com

BUSINESS DEVELOPMENT

Client Relationship Management ~ Strategic Negotiations ~ Solutions Partner

Astute, critical thinker and adept negotiator who applies extensive knowledge of industry and governmental regulations to multi-million dollar budgets for each respective project. Devising effective marketing avenues while expanding operating areas to increase revenues and profitability. Vast communication and creative problem solving skills. Willing to relocate.

Additional capabilities in:

- ◆ Strategic Planning
- ◆ Due Diligence
- ◆ Sales & Marketing
- ◆ Process Improvement
- ◆ Analytical Evaluation
- ◆ Opportunity Identification

PROFESSIONAL EXPERIENCE

ECS – FLORIDA, LLC, *State of Florida*

NOVEMBER 10 – PRESENT

Director, Business Development

- Assist six offices to develop business in Florida and southeast US region along with the Caribbean and have made introductions to Central and South America.
- Continuously making market studies to evaluate investment opportunities and understanding our market share in our office markets.
- Negotiate & communicate with developers and funding sources for public/private partnerships up to \$1 billion
- Develop market segmentations for our office employees and assist in scheduling national trade shows and conferences.
- Define & promote geotechnical, environmental, materials testing and facilities services.

RL HAINES GENERAL CONTRACTOR, *Orlando, Florida*

NOVEMBER 09 – OCTOBER 10

Vice President, Business Development

- Developed new business by creating a sales plan to aggressively target banks, attorneys, and receivers, supervising the creation of new advertising collateral and implemented initial role out for 2011.
- Expanded our client and project base throughout the southeastern US.
- Directed regional sales initiatives targeting and penetrating single and multi-site clients within the commercial and multi-family industries.
- Assisted in the development of design-build projects with clients in excess of over \$30 million

VANSON ENTERPRISES, INC., *Winter Park, Florida*

JUNE 03 – November 09

Vice President, Business Development

- Secured firms largest project, coupled with numerous negotiated and bid opportunities and continue to enjoy repeat business from satisfied clients due to superior relationship management.
- Identify development initiatives through analyzing market trends within the ever-changing construction industry.
- Prospect and qualify new projects while developing partnering relationships to the mutual financial well being of all concerned parties.
- Effectively implemented an aggressive business model and a strategic marketing plan to increase annual corporate revenues by 25% within the first three years of my hire date.
- Increased brand name recognition throughout Central Florida and the state with an innovative marketing mix campaign.
- Assist Engineering and Architectural Firms develop creative property and building solutions throughout the design process to effectively implement the client's requests.

INCHARGE INSTITUTE, *Orlando, Florida*

JULY 01 – JUNE 03

Analyst, Business Analysis & Financial Reporting Services

- Responsible for financial and operational forecasting, executive management reporting, budget preparation, and aided in strategic planning for five different business units.
- Directed competitive analysis to evaluate current business unit market positions within the industry.

PROFESSIONAL EXPERIENCE*(Continued)*

- Assisted in engineering an extensive process change for the main business unit, which included substantial process improvements, reduction in client attrition, and realignment of strategic goals to coincide with future market trends, which increased enrollment rates by 15% within the first month of being implemented.
- Conducted extensive surveys to determine internal customer needs contrasted with current services and world class business analysis functions.
- Compiled, interpreted, and reported critical monthly statistics to the Executive Committee and assessed the impact of financial decision alternatives.
- Formulated and interpreted automated business models that used built-in financial functions, cross-dimensional calculations, and outside the box thinking for the five business unit heads.

UNIVERSAL ORLANDO, Orlando, Florida

FEBRUARY 98 – JULY 01

Analyst, Cost Accounting

- Responsible for the financial concerns of the Photo Services department; a division of the Publicity department.
- Provided variance explanations in accordance to the current and prior year's budgets.
- Interfaced with and monitored all accounts receivables and payables for the department to assist in future year's budgets.
- Managed weekly payroll for 15+ employees and completed labor tracking analysis.
- Implemented a continuously used payroll system for freelance and staff photographers.
- Created new cost reconciliation forms that accounted for billable hours towards interdepartmental requests.
- Generated and tracked all payment requisitions and purchase order liabilities for the numerous vendors the department conducted business with on a continual basis.
- Developed interactions with major vendors and secured long term relationships for future projects.
- Created, tracked, and journalized all month end accruals for all jobs requested by departments within Universal Orlando.
- Within six months, the department was brought current from two years in arrears for all liabilities owed.

EDUCATION

UNIVERSITY OF CENTRAL FLORIDA, Orlando, Florida

***Bachelor of Science in Business Administration, May 2000
Finance*****BUSINESS AFFILIATIONS**

- ◆ NAIOP – COMMERCIAL REAL ESTATE DEVELOPMENT ASSOCIATION
Active Member
Board of Directors State of Florida – 2011 – Secretary
Board of Directors Central Florida – 2010 – Legislative Chair & State PAC
NAIOP Developing Leaders – Education Committee Co-Chair 2007 - 2010
NAIOP – UCF REAL Bowl Case Competition Challenge Co-Chair 2008 – 2010
- ◆ CCIM – CERTIFIED COMMERCIAL INVESTMENT MEMBER
Active Member
Board of Directors – 2010 -Present
- ◆ AAGO – APARTMENT ASSOCIATION OF GREATER ORLANDO
Active Member
Legislative Committee
- ◆ FLORIDA HOUSING FINANCE CORPORATION
Governor Appointment December 2010

REFERENCE LIST AVAILABLE UPON REQUEST

Application for Appointment

(To request appointment to a board, committee, authority or other special activity)

Name: RANDY SURBER

Address: 3100 N. BONNETT CREEK RD., AVON PARK, FL 33825

Phone: 407-473-4723

Email: RANDY.SURBER@AHSS.ORG

I wish to be appointed to the following board, committee, authority or special activity of the Highlands County Board of County Commissioners:

as a: regular member alternate advisory only

Employment experience

Current: FLORIDA HOSPITAL HEARTLAND

Brief description: PRESIDENT/CEO

Previous: FLORIDA HOSPITAL ZEPHYRHILLS

Brief description: PRESIDENT/CEO

Education/special training

High School:

College: MBA, M.E.D., BA

Special training:

Activities & interests: Hiking, Bicycling, Reading, motorcycle touring

List any boards or committees to which you are currently appointed, elected offices held, or law enforcement positions held:

NONE CURRENTLY

Are you related to any county employee or county commissioner? Yes No

Name of relative:

Relationship:

Important:

The Highlands County Board of County Commissioners has an adopted Code of Conduct for persons serving on committees, boards, and panels appointed by the Highlands County Board of County Commissioners. A copy can be found at <http://hcbcc.net/section/index.php>. Please indicate by signing below that you have read and understand the adopted Code of Conduct.

Signature: 

Date submitted: 3-22-18

**Highlands County Industrial Development Authority and Economic Development
Commission Board of Directors Q&A**

1) What does economic development mean to you?
<p>Jobs for everyone that wants to work, Elevate the lifestyle and quality of life in the county.</p>
2) Why do you want to serve on the Board of Directors for the Highlands County IDA/EDC?
<p>As the largest private employer in the county we need more high-tech well trained - individuals who can serve our growing organization</p>
3) As a board member, how would you promote economic development for the county?
<p>Marketing, quality of life, space to grow.</p>
4) What are your goals for Highlands County economic development?
<p>Attract a professional work force. Improve the quality of life</p>
5) What other organizations, if any, have you previously or do you currently belong to? What responsibilities did you have (Officer seats, Community Service, etc.)?
<p>Chairman - West Florida Home Health (partnership with Tampa General / Florida Hospital) President - Dade City Chamber Chairman - Dade City Economic Dev. Board member - Zephyrhills Business Development Board member - Pasco County Economic Development</p>

Please submit formal résumé

Randall L. Surber
37824 Bougainvillea Avenue - Dade City, Florida
(407) 473-4723
Ranjo1988@hotmail.com

Healthcare Executive

Highly respected and accomplished executive with over 40 years of progressive healthcare experience. The last 25 years have been in executive leadership roles leading large organizations and hospitals often consisting of multiple locations. Exceptional people skills with the ability to create highly motivated team oriented cultures that lead to consistent and highly reliable outcomes. Outstanding ability to connect and gain support of physicians and medical staff. Core competencies include:

- Cultural Transformation
 - Enthusiastic leadership
 - Relationship Management
 - Operational/Financial Management
 - Business Development/entrepreneurial
 - Public/Community Integration
 - Strategic Planning & Partnership
 - Spiritual Leadership
-

Work Experience

Adventist Health System – Maitland, Florida

9/3/2017 to current

-President/CEO, Florida Hospital Heartland Medical Center (147 beds), Florida Hospital Wauchula (25 beds) and Florida Hospital Heartland Medical Center Lake Placid (50 beds). Manages operations and strategic of initiatives of all three campuses.

10/2013-September 2017

-President/CEO, Florida Hospital Zephyrhills. Managed operations and strategic initiatives of 149-bed hospital. Full service med-surg facility with major service lines including: Cardiology, Cardiac Surgery, Orthopedics, and Women's Services.

09/2009-10/2013

-Chief Operating Officer/Interim Administrator, Florida Hospital DeLand. Managed daily operations of a 156-bed med-surg hospital. Major service lines included: Cardiology, Orthopedics, Cancer with Radiation Therapy, Women's Services and Behavioral Medicine.

04/2006-09/2009

-AVP of Business Development/Acquisitions, Florida Hospital Orlando. Worked with all eight campuses developing MOB's, ASC acquisitions and co-management development/partnerships with physicians, and acquisitions of physician practices.

04/1997-04/2006

-VP of Operations/Business Development/Marketing, Tennessee Christian Medical Center, Madison, Tennessee. A 265-bed med-surg hospital in the Nashville area. Responsible for 110-bed, six unit behavioral health service, 28-bed rehab unit, and responsible for all business development and marketing activities.

Horizon Health Management Services, Lewisville, TX

06/1992-03/1997

Regional VP of Operations. Responsible for 35 hospital contracted specialty units in the Southeast US. This included behavioral health units, physician recruitment and managed all clinical and accreditation requirements.

Education and Certifications

BA Psychology 1983
Southern College of SDA
Collegedale, Tennessee

M.ED. Family Counseling/Marriage & Family Counseling 1985
University of Tennessee at Chattanooga
Chattanooga, Tennessee

MBA Bristol University 1991
Bristol, Tennessee

Lean Management Facilitator Certification 2011
Belmont University
Nashville, Tennessee

Organizations:

Dade City Chamber (460+ Members)	01/2016-12/2016
01/2017-Present	President Elect/Chairman of Business
President	Development

Zephyrhills Chamber	
10-2013-Current	Habitat for Humanity
Economic Development Board Member	Volunteer

Interests:

Outdoor activities, hiking, camping, running, motorcycle touring and photography.

Application for Appointment

(To request appointment to a board, committee, authority or other special activity)

Name: Jason L Kimbrell

Address: 110 Circle Dr, Sebring Fl 33870

Phone: 850-490-4228

Email: Jason.kimbrell@hcahealthcare.com

I wish to be appointed to the following board, committee, authority or special activity of the Highlands County Board of County Commissioners:

as a: regular member alternate advisory only

Employment experience

Current: Chief Executive Officer

Brief description: Hospital CEO for HCA

Previous: See Resume

Brief description: HCA is a Fortune 100 Company

Education/special training

High School: Pace High School- Santa Rosa County Florida

College: BS Molecular Biology, MS Healthcare Management, Doctoral Candidate

Special training: Firefighter, Flight Paramedic, Public Speaker, Educator- See resume

Activities & interests: Community Outreach, Sports, Entrepreneur

List any boards or committees to which you are currently appointed, elected offices held, or law enforcement positions held:

Santa Rosa County LOST Board Member- BOCC Appointed
President of the Chamber of Commerce
TEAM Santa Rosa Economic Development Board Member
Men of Impact- At Risk Youth Board Member
Boys and Girls Club of East Milton- CO- Founder/Board Member
Fire Department MSBU Board Member
Public Safety BOCC Appointed Board Member

Are you related to any county employee or county commissioner ? Yes No

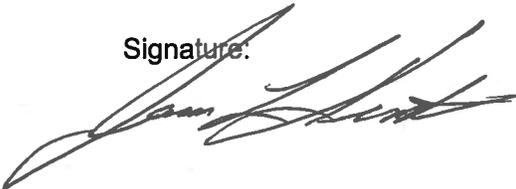
Name of relative:

Relationship:

Important:

The Highlands County Board of County Commissioners has an adopted Code of Conduct for persons serving on committees, boards, and panels appointed by the Highlands County Board of County Commissioners. A copy can be found at <http://hcbcc.net/section/index.php>. Please indicate by signing below that you have read and understand the adopted Code of Conduct.

Signature:



Date submitted:

4-6-2011

**Highlands County Industrial Development Authority and Economic Development
Commission Board of Directors Q&A**

<p>1) What does economic development mean to you?</p>
<p>Economic development is a process of investing the time, resources and strategies to ensure the long term viability of a community. I feel a prosperous economy starts with the healthiness of small businesses and a safe community. In order to attract mid size or big businesses to a community, employers are going to want to see evidence of a thriving and safe community.</p>
<p>2) Why do you want to serve on the Board of Directors for the Highlands County IDA/EDC?</p>
<p>I am excited about the opportunity to serve on the Board of Directors, largely because I have a passion for helping improve the economic position of a community from surviving to thriving. I have worked tirelessly at the local and state level with key leaders and lawmakers to offer support and ideas that would make it easy for small businesses to launch a new business and offer solutions to attract big businesses. In addition to being a healthcare leader for the worlds largest healthcare delivery system, I am also a small business owner myself and I understand how economic strongholds and slow downs can impact the success of a business.</p>
<p>3) As a board member, how would you promote economic development for the county?</p>
<p>I am one that would be out in the community and involved at the local level, meeting with businesses and collaborating with key leaders.</p>
<p>4) What are your goals for Highlands County economic development?</p>
<p>healp the economic status of the community thrive.</p>
<p>5) What other organizations, if any, have you previously or do you currently belong to? What responsibilities did you have (Officer seats, Community Service, etc.)?</p>
<p>See Resume.</p>

Please submit formal résumé

Jason L Kimbrell, MSM

110 Circle Dr, Sebring Fl 33870

| Jason.Kimbrell@HCAHealthcare.com | Cell: (850) 490-4228

PROFESSIONAL EXPERIENCE

Highlands Regional Medical Center, Sebring Florida
(126 beds; 450 employees)

January 2018-Current

Chief Executive Officer

West Florida Hospital, Pensacola, Florida

October 2015 – January 2018

(515 beds; 1,300 employees; 18,350 admissions; \$272 million in net revenue; part of the HCA North Florida Division; HCA Top Quartile in Employee Engagement; Joint Commission Top Performer; Truven Top 100 Nationally Ranked Hospital 2015-2017; Leapfrog A Rating 2015-2017)

Assistant Administrator

Responsibilities/Accomplishments:

- Member of 2018 HCA's Executive Development Program – COO-DP Track
- Direct responsibility for Behavioral Health (58 Bed Adult Unit), Diagnostic Imaging (134,371 Stats), Plant Operations (900,000 sq. ft.), EVS, FNS, Valet, Security and Construction
- Provided operational support to the hospital during the COO vacancy from October 2015-April 2016
- Served as the facility Ethics and Compliance Officer, chaired Medication Diversion Team
- Responsible executive for Environment of Care; bi-annual AHCA 3 day inspection - "exceptional"
- Received \$10M Free Standing Emergency Department and \$3M Comprehensive Stroke capital
- Launched a robotics steering committee aimed at enhancing Quality, Access, Safety, Growth
- Actively involved in community, including Board assignments
- Executive champion for an ED Lean event, successfully exceeded all key performance metrics
- Created a dedicated operating room EVS turnover team, reducing 6 minutes between each case
- Increased patient satisfaction in the behavioral health unit from 51% to an all-time high of 67% (timeframe)
- Executive lead for the facilities outpatient test and treatment patient satisfaction committee, yielding 85.5%
- Designed and launched a "hands free" falls prevention initiative for the geriatric behavioral health unit, resulting in the reduction of falls from 9.3/1,000 patient days to 3.2/1,000 patient days
- Participated in the overall project management and successful completion of a \$1.3M MRI construction project, on-time and within budget, ED project \$1.1M, EP Lab \$300K

Lifeguard Transportation Service, Birmingham, Alabama

August 2007 – October 2015

(Privately held by KKR (AMGH); National Healthcare logistics firm; industry leader; CAAS Accredited)

Vice President of Operations

Responsibilities/Accomplishments:

- Responsible for the overall operations of the company, reaching across 6 states
- Key contributor in building the earnings and the valuation > \$40M
- The first EMS agency to fully incorporate Studer Group principles into the pre-hospital environment
- Designed a tele-medicine PICU transport model, the only one of its kind across the southeast United States
- Successful grant writing experience > \$1M
- Economic Expansion Award
- Business of the Year 2011

CLINICAL EXPERIENCE

- Baptist Hospital, Pensacola, Florida** **September 2004 – February 2011**
(*Level II Trauma Center; 492 Beds; Malcom Baldrige Quality Award Recipient; CAMTS Accredited Air Medical Program.*)
Critical Care Flight Paramedic
- Okaloosa County Department of Public Safety, Shalimar Florida** **December 2000 – August 2007**
(*High Performance Public Safety System, NAEMT Top Performer*)
Captain
- United States Air Force, Eglin AFB Florida** **December 1996 – December 2000**
(*The United States Air Force is the aerial and space warfare service branch of the United States Armed Forces*)
Rescue Fire Fighter/Crew Chief

EDUCATION

- University of Alabama at Birmingham** **Doctoral Candidate 2019**
Doctor of Health Service Administration
- Troy University** **August 2007**
Masters of Science in Management, Healthcare Management
- University of West Florida** **August 2004**
Bachelors of Science, Molecular Biology
- Pensacola State College** **December 2000**
Associate of Science in Emergency Medical Services

ACADEMIC CONTRIBUTIONS

- Member of the Studer Group's National Speaking Bureau
- Adjunct Professor- University of West Florida (College of Public Health)
- Adjunct Instructor- Pensacola State College (Paramedic Program)
- Regional Faculty for ACLS, PALS, BLS - Sacred Heart Health System
- Organic Chemistry Research- University of West Florida
- Lean Six Sigma Green Belt

ACCOMMODATIONS

- 850 Business Journal "Top 40 Leaders under 40"
- Honored with the United States Pentagon Top-Performer Award- General Lupia
- Nominated as a candidate for "Top Airman" of the entire United States Air Force
- Recipient of two USAF Outstanding Achievement Medals
- Marilyn Crook EMS Pioneer Award – Florida Department of Health
- Wendell N. Rollason Award – Florida Rural Health Network
- Honored by WEAR Channel 3 as an "Angel in Our Midst"

COMMUNITY INVOLVEMENT

- Santa Rosa County Chamber of Commerce- Board Member/Past President
- Manna Food Pantries- Board Member
- NWF Men of Impact- Co-founder/Board Member
- Local Option Sales Tax Community Advisory Board- County Commissioner Appointed
- Milton Rotary
- Real Men Wear Pink of Pensacola (participant) - American Cancer Society
- Water Front Mission Career Development Program- Mentor
- Co-founder of The Boys and Girls Club of Milton Florida
- Graduate of Leadership Santa Rosa County
- Member of the ACHE

Economic Development Commission for Highlands County Economic Development Organization AGENDA

Date: April 11, 2018
Time: 7:30 a.m.
Location: South Florida State College
Boardroom – Building F (Room 102)
600 West College Drive
Avon Park, FL 33825

Janet Barber, Board Chair, Presiding

- 1. CALL TO ORDER – ECONOMIC DEVELOPMENT COMMISSION /ECONOMIC DEVELOPMENT ORGANIZATION**
- 2. CONFIRMATION OF QUOROM**
- 3. CONSENT AGENDA**
 - a. EDC / EDO January Meeting Minutes
 - b. EDC / EDO January, February, and March Financial Reports
- 4. ECONOMIC DEVELOPMENT DEPARTMENT**
 - a. Department Update
 - b. Drafted office budget for fiscal year 2018-2019
 - c. FHERO Update
- 5. OLD BUSINESS**
 - a. Developers' Roundtable Recap
 - b. Strategic Assessment/Plan Update
 - c. Aviation Expo Recap
 - d. Schedule change – move October meeting to September

6. NEW BUSINESS

- a. Introduction of Curtis Knowles, Disaster Recovery Coordinator for the Central Florida Regional Planning Council

7. LIASION REPORTS AND PUBLIC COMMENTS

- a. SFSC Re-Engineering Our Future Program Tour

8. ADJOURNMENT: Next Meeting: Wednesday, July 11, 2018 – 7:30 a.m.
Heartland Educational Consortium
1096 U.S. 27 N., Lake Placid, FL 33852

**ECONOMIC DEVELOPMENT COMMISSION/
ECONOMIC DEVELOPMENT ORGANIZATION**
April 11, 2018

Agenda Item: 3. CONSENT AGENDA – EDC/EDO

These action items are considered to be routine and will be enacted by one motion. There will be no separate discussion of these items. A board member may request an item be moved to the regular agenda for discussion.

Presenter: Janet Barber, Chair

Request approval of the EDC/EDO Consent Agenda for the April 2018 Board of Directors meeting.

**Recommended
Action:**

Move to approve the EDC/EDO Consent Agenda for the April 2018 Board of Directors meeting.

Attachments:

- A. EDC/EDO Board Minutes – January 10, 2018
- B. EDC/EDO Financial Reports – January, February and March 2018

**ECONOMIC DEVELOPMENT COMMISSION /
ECONOMIC DEVELOPMENT ORGANIZATION
MEETING MINUTES
January 10, 2018**

The Economic Development Commission for Highlands County (EDC) / Economic Development Organization's (EDO) Board of Directors meeting was held in the Engineering Training Room at 501 S. Commerce Ave., in Sebring, on Wednesday, January 10, 2018. Chair Janet Barber presided over the meeting; a quorum was present.

1. CALL TO ORDER – Highlands County Economic Development

Commission (EDC) / Economic Development Organization (EDO)

The January 10, 2018 Economic Development Commission / Economic Development Organization board meeting was called to order at 9:08 a.m.

2. CONFIRMATION OF QUOROM

Name	Title	Organization	Present
Janet Barber	Chair		Y
Ray Royce	Vice Chair	Highlands County IDA/EDC	Y
Carol Howard	Past Chair	Executive Committee	Y
Wade Taveniere	Secretary/Treasurer		N
Tom Koppein	Director		Y
Donna Doubleday	Director		Y
Paul Koukos	Director		N
Thomas Leitzel	Director		N
Gina Reynolds	Director	Highlands County IDA/EDC Board of Directors	N
John Shoop	Director		Y
Tim Texley	Director		N
John Varady	Director		Y
Craig Johnson	Director		Y
Jim Renfro	Director		Y
James Brooks	Commissioner, Liaison		Y
Benjamin Dunn	Dev. Services Director	Highlands County Board of County	Y
Taylor Benson	Manager	Commissioners - Development Services	Y
Meghan DiGiacomo	Manager		Y
Dana Riddell	Planning Technician		Y
Michael Noel	Representatives of Outside	Small Business Development Center	Y
Bill McKown	Organizations	Small Business Development Center	Y

3. CONSENT AGENDA – EDC / EDO

The Consent Agenda was presented for consideration. The agenda included the minutes of the November 8, 2017 EDC Board of Directors meeting as well as the November and December financial reports. Ray Royce moved to approve the November meeting minutes and November and December financial reports; seconded by Mayor John Shoop. Motion carried unanimously.

4. COMMITTEE REPORT

- a. Craig Johnson gave an update on the Fundraising Committee. The committee met in November to discuss the initial steps that need to be taken. Johnson mentioned it is probably most appropriate to begin fundraising efforts once the strategic plan is finalized.

5. ECONOMIC DEVELOPMENT UPDATE

- a. Taylor and Meghan updated the board on the activity of the Economic Development office in November and December of 2017.

6. OLD BUSINESS

- a. Taylor and Meghan are working to schedule a Developer's Round Table Meeting to get feedback from developers regarding what would be necessary to construct more multi-family housing and amenities for residents of Highlands County.
- b. Taylor announced that the Economic Development Commission is sponsoring a breakfast bar at the U.S. Airport Aviation Expo and asked for volunteers to help the airport staff the event information booth.

7. NEW BUSINESS

8. LIAISON REPORTS AND PUBLIC COMMENTS

- a. John Varaday announced that students will be taking tours of the local hospitals in the coming weeks to encourage students to think about staying in Highlands County upon receiving their degrees.
- b. Bill McKown gave a hurricane wrap up summary. He reported that the SBDC processed 45 bridge loans as a result of hurricane Irma totaling \$3.7 million. \$2.5 million was for businesses in highlands County.

9. ADJOURNMENT – EDC/EDO

The January 10, 2018 EDC/EDO Board of Directors meeting adjourned at 9:41 a.m.

Next Meeting: 7:30 a.m., Wednesday, April 11, 2018
South Florida State College
Boardroom – Building F (Room 102)
600 West College Drive
Avon Park, FL 33825

Minutes developed by: Dana Riddell, Planning Technician
Approval date: draft

Highlands County Economic Development Commission
Balance Sheet
As of March 31, 2018

	March 31, 2018
ASSETS	
Current Assets	
Checking/Savings	
Checking Account - EDC	13,131.41
Money Market Account - EDC	20,101.39
Total Checking/Savings	33,232.80
Total Current Assets	33,232.80
Other Assets	
Heartland Water Deposit	0.00
Total Other Assets	0.00
TOTAL ASSETS	33,232.80
LIABILITIES & EQUITY	
Equity	
Retained Earnings	35,774.44
Net Income	(2,541.64)
Total Equity	33,232.80
TOTAL LIABILITIES & EQUITY	33,232.80

Highlands County EDC
Profit & Loss YTD Comparison
January to March 2018

	<u>Jan '18</u>	<u>Feb '18</u>	<u>Mar '18</u>	<u>Oct '17 - Sept '18</u>
Ordinary Income/Expense				
Income				
Annual Meeting Sponsorship				0.00
Membership Dues & Donations				0.00
Services				0.00
Total Income	0.00	0.00	0.00	0.00
Expense				
Accounting & Auditing	50.00			200.00
Corporate Filings		61.25		61.25
Insurance				1,320.00
Marketing/Client Relations		950.00		950.00
Operating Supplies			24.00	24.00
Total Expense	50.00	1,011.25	24.00	2,555.25
Net Ordinary Income	(50.00)	(1,011.25)	(24.00)	(2,555.25)
Other Income/Expense				
Interest Income				
EDC Bank Interest - Checking	0.64	0.53	0.54	3.59
EDC Bank Interest - MMA	1.82	1.54	1.65	10.02
Total Interest Income	2.46	2.07	2.19	13.61
Net Income	(47.54)	(1,009.18)	(21.81)	(2,541.64)

Highlands County EDC
Budget to Actual for FY 2017/2018
March 2018

	<u>Budget</u>	<u>Actual</u>	<u>Difference</u>
Ordinary Income/Expense			
Income			
Annual Meeting Sponsorship	-	-	-
Membership Dues & Donations	-	-	-
Services	-	-	-
Total Income	-	-	-
Expense			
Accounting & Auditing	540.00	200.00	(340.00)
Corporate Filings	140.00	61.25	(78.75)
Insurance	1,320.00	1,320.00	-
Marketing/Client Relations	2,000.00	950.00	(1,050.00)
Operating Supplies	500.00	24.00	(476.00)
Total Expense	<u>4,500.00</u>	<u>2,555.25</u>	<u>(1,944.75)</u>
Net Ordinary Income			
Other Income/Expense			
Interest Income			
EDC Bank Interest - Checking		3.59	
EDC Bank Interest - MMA		10.02	
Total Interest Income		<u>13.61</u>	<u>13.61</u>
Net Income	<u>(4,500.00)</u>	<u>(2,541.64)</u>	<u>1,958.36</u>

Highlands County Economic Development Organization

Balance Sheet

As of March 31, 2018

	March 31, 2018
ASSETS	
Current Assets	
Checking/Savings	
Checking Account	242.81
Money Market Account	703.87
Total Checking/Savings	<u>946.68</u>
TOTAL ASSETS	<u><u>946.68</u></u>
LIABILITIES & EQUITY	
Equity	
Retained Earnings	1,007.69
Net Income	<u>-61.01</u>
Total Equity	<u>946.68</u>
TOTAL LIABILITIES & EQUITY	<u><u>946.68</u></u>

Highlands County Economic Development Organization
Profit & Loss YTD Comparison
January to March 2018

	<u>Jan '18</u>	<u>Feb '18</u>	<u>Mar '18</u>	<u>Oct '17 - Sept `18</u>
Ordinary Income/Expense				
Income				
Membership Dues				0.00
Total Income	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Expense				
Business Expenses		61.25		61.25
Total Expense	<u>0.00</u>	<u>61.25</u>	<u>0.00</u>	<u>61.25</u>
Net Ordinary Income	<u>0.00</u>	<u>-61.25</u>	<u>0.00</u>	<u>-61.25</u>
Interest Income				
EDO Bank Interest - Checking	0.01	0.01	0.01	0.06
EDO Bank Interest - MMA	<u>0.03</u>	<u>0.03</u>	<u>0.03</u>	<u>0.18</u>
Total Interest Income	<u>0.04</u>	<u>0.04</u>	<u>0.04</u>	<u>0.24</u>
Net Income	<u><u>0.04</u></u>	<u><u>-61.21</u></u>	<u><u>0.04</u></u>	<u><u>-61.01</u></u>

**ECONOMIC DEVELOPMENT COMMISSION/
ECONOMIC DEVELOPMENT ORGANIZATION
April 11, 2018**

Agenda Item: 4a. **ECONOMIC DEVELOPMENT TEAM REPORT**

Presenter: Benjamin Dunn, Development Services Director
Taylor Benson, Economic Development Manager
Meghan DiGiacomo, Business Development Manager

**Recommended
Action:** Information Item

Attachments: A. January, February and March development reports
B. Proposed office budget for fiscal year 2018-2019



JANUARY ACTIVITY REPORT





COMPETITIVENESS

Strategic Assessment: VisionFirst Advisors presented assessment findings at the January IDA/EDC board meeting. Highlands County Economic Development presented findings individually to the Acting County Administrator and County Commissioners. Economic Development is working to schedule VisionFirst Advisors to formally present findings at a Board of County Commissioners meeting.

Florida Job Growth Grant Fund: Continuing to stay up-to-date on proposal review process. Reviewed proposal for local partner and provided letter of support. The first proposal in the state was approved and awarded this month to Manatee Technical College. The awarded \$201,500 will go towards the College's program of workforce training in Advanced Manufacturing and Production Technology.

Developers' Roundtable: Started organizing developers' roundtable to discuss the community's need for workforce, multi-family housing to maintain competitiveness for business expansion and retention. The Sebring Civic Center has been reserved for the discussion on Thursday, April 5 from 9 to 11 am. Pat Steed of the Central Florida Regional Planning Council will facilitate the conversation. The invitation list is still being fleshed out.

FloridaMakes Recovery Grant: Reached out to FloridaMakes about grant money they received to aid in disaster recovery efforts for hurricane impacted communities. Learned the money will not be distributed to businesses for recovery efforts, but rather to cover costs of evaluations and assistance for preparedness. Program is still being developed and additional information will be available in the near future. Established connection with our closest FloridaMakes contact who is based out of Tampa, and we are working to schedule an introductory meeting.



MARKETING

2017 Recep: Created video for Facebook recapping 2017 benchmarks.

Press Release: Distributed press release about the new retail development on US 27 to three retail publications. Also developed and distributed press release about new developments with Keystone Water Company.

Business in Focus: In process of participating in a feature by Business in Focus magazine regarding economic development in Highlands County, including our strengths, assets, recent wins, etc.

Aviation Sector Brief: Developed brochure with details on the aviation sector within Highlands County.



CULTIVATE RELATIONSHIPS

Meetings:

- Attended County Department Head quarterly meeting
- Lake Placid Chamber monthly luncheon
- Sebring Chamber monthly luncheon
- Meet and greet with owners and management of Lakeshore Mall
- Sebring Chamber monthly board of directors meeting
- Sebring Chamber annual banquet
- Meet and greet with William Wilson, Florida First Capital Finance Corporation
- Introductory call with John Schilling of DDA Development
- Introduction and program information call with Steve Fruit of RE/MAX Realty Plus II
- Meeting/discussion with Phil Attinger with the Highlands News-Sun
- Meeting with Michael Noel and Bill McKown with SBDC at USF



COMMUNITY COLLABORATION/OUTREACH

Lake Placid Burger King Ribbon Cutting: Attended ribbon cutting and met various councilmembers of the Town of Lake Placid as well as the CEO and marketing executive of Quality Dining, Inc., the franchisee restaurant company for the new Burger King.

Sebring Aviation Expo: The 14th annual expo was held Wednesday, January 24 through Saturday, January 27. Coordinated EDC sponsorship of the expo, including a sponsored breakfast for the exhibitors. Put together welcome bags for the exhibitors containing locally donated items: citrus from the Highlands County Citrus Growers Association, bottled water from Keystone Water Company, and caladium bulbs from Happiness Farms. Also included was the new Visit Sebring visitor's guide and pen, and a brochure on Highlands County's aviation sector. Highlands County Economic Development manned the expo's information booth all four days. CitraPac donated Fruit Pearls that were distributed to each exhibitor.

Regional Aviation Initiative: Had call with Central Florida Regional Planning Council (CFRPC) to discuss assistance in applying for the EDA's Economic Adjustment Program to help fund a feasibility study for aviation/aerospace collaboration within the region. CFRPC is on board to assist with the process due to their expertise in these programs. Working to review the grant proposal and connect with Bruce Lyons, the spearhead of the regional aviation discussion.

Florida Heartland Economic Region of Opportunity:

- Attended bi-monthly board meeting.
- Deleted all FHREDI related social media accounts that were still open.
- Provided input and edits for digital marketing content copy.
- Participated in discussions regarding a regional strategic plan.
- Coordinated FHERO visit to Enterprise Florida scheduled for February 14 in Orlando.

Information Requests:

- Needs assessment of Veterinarian Technician occupations in Highlands County for South Florida State College
- Top 10 Employers for Clerk of Courts office
- 2017 construction statistics for developer
- Provided photos for Planners on the Move article
- Detailed breakdown by industry of job creation trends for 2017
- Inquiry into need for county-specific minority business certification for bids
- Property tax exemptions for pre-schools (none exists)
- Identification of the most populous area of Highlands County and demographics report for area within a 5-mile radius.

ESF 18:

- Coordinated with Central Florida Regional Planning Council (CFRPC) to organize, staff, and identify invite list for two economic disaster recovery and preparedness slated for February. There will be one workshop for Highlands County and Polk County businesses in Sebring and one for leadership, economic developers, and other agencies and officials for Highlands and Polk County in Winter Haven.



BUSINESS DEVELOPMENT / PROJECTS

New Business Prospects:

- Continued discussions and support with manufacturing prospect including education on potential state programs, and had a meeting with a new business prospect at the Aviation Expo.

SunPure Holding: Met with company contact for general update. Company unfortunately had a problem with break-ins at the facility, but the situation was handled by the Sheriff's Department and the company had nothing but the upmost compliments as to how it was handled. Company contact has closed on a residence here in the county. Working to get the rest of their equipment in. Hoping to start production in the next few months. Encouraged the company to begin working with CareerSource Heartland to identify talent and discuss potential programs. Colleen with CareerSource was going to touch base with company. Also reminded the company of the state's sales and use tax exemption program on manufacturing machinery and equipment for cost savings.

CitraPac: Meet and greet with CitraPac. Provided an update on Highlands County Economic Development and how our office can assist in their future growth and connect them with pertinent resources. Received general update from the company. They are doing well as they ramp up various contracts.

Structural Plank Industries: Touched base with company after the new year for a general update. Things were slow for a few weeks during the holidays due to needing parts but many providers being closed. Indicated that their South Florida job sites were very busy.



OPERATIONAL

Leadership Training: Attended one-day leadership training presented by Robert Carrow of Carrow Group International. The session was very informative and well-received. Highlands County Economic Development came back with many takeaways, including insight into leadership styles and communication skills.

Memberships: Renewed annual memberships with the Florida Economic Development Council, Heartland Association of Realtors, Sebring Chamber of Commerce, and Highlands County Citrus Growers Association.

Reemployment Taxes: Coordinated payment of reemployment taxes owed by the IDA to Cassandra Futrell.

Local Government Economic Development Incentives Survey for FY 2016-17: Submitted required annual report to the Florida Legislature's Office of Economic and Demographic Research.



ECONOMIC DEVELOPMENT COMMISSION

November and December Financial Reports: Coordinated completion and payment of the November and December financial reports. Reports produced by EDC bookkeeper.

Quarterly Board Meeting: Coordinate agenda packet for the EDC's quarterly board meeting.

EDC and EDO Annual Reports: Assisted with coordination of the required annual report filings for the EDC and EDO to the Florida Department of State.



NEWS BRIEFS

Highlands' graduation rate improves: The graduation rate continues to improve in Highlands County, but remains more than 10 percentage points below the state rate in the latest data released by the Florida Department of Education.

Statewide, the graduation rate improved from 80.7 percent for 2015-16 to 82.3 percent for 2016-17. The Highlands graduation rate improved from 68.1 percent for 2015-16 to 71.6 percent for 2016-17. The Highlands County School District ranks 60th among the state's 67 counties in graduation rate with mostly northern/panhandle counties lagging behind and DeSoto at 63.8 percent. – [Highlands News Sun](#) 01/12/2018



FEBRUARY ACTIVITY REPORT



HIGHLANDS COUNTY
ECONOMIC DEVELOPMENT



COMPETITIVENESS

FHERO Visit to Enterprise Florida: Organized a visit to Enterprise Florida (EFI) in Orlando for the six-county FHERO region on Wednesday, February 14. The goal of the visit was to meet the many new team members on the business development and marketing teams, and continue to build relationships with existing contacts at the organization. Another goal of the visit was to consolidate a six-county familiarization tour into one day by bringing everyone to EFI to provide updates on the region and each of our respective communities. Doing this keeps the FHERO region and our communities top-of-mind for economic development leads that come into the state and allows the EFI team to ask questions and learn more about our competitive advantages and recent successes.

Meeting with Merit Advisors: To take advantage of being in Orlando for the EFI visit, Highlands County Economic Development scheduled a meeting with site-selection consultant Rob Sitterley of Merit Advisors to discuss the advantages of doing business in Highlands County.

Florida Job Growth Grant Fund: Working with a third local partner as they work to put together a proposal for the grant fund. Provided insight from Enterprise Florida and will be providing a letter of support from the economic development office to include in the proposal document. On February 6, Governor Scott announced nine more project approvals totaling \$35 million.

Developers' Roundtable: Continuing to build the invitation list and include interested parties. Created a Save the Date postcard to help spread the word. The roundtable is slated for Thursday, April 5 from 9 to 11 a.m. at the Sebring Civic Center – 345 W. Center Ave., Sebring.



MARKETING

Business in Focus Magazine: Conducted interview for a Highlands County feature in Business in Focus Magazine. The article will be 4 to 8 pages in length and will discuss the economic benefits and assets of Highlands County, measures being taken to ensure the area's success, and will analyze the factors influencing the advancement of our community. The magazine has a monthly circulation of more than 468,000 industry readers in all areas of North American business including; Manufacturing, Technology, Food and Beverage, Healthcare, Logistics, Finance, Resource and Construction.



CULTIVATE RELATIONSHIPS

Meetings:

- Introductory meeting with FloridaMakes regional representative
- Meeting with Duke Energy Economic Development
- Meeting with Central Florida Development Council
- Meeting with Greater Sebring Chamber of Commerce President
- Introductory meeting with representative from StateBook
- Monthly Enterprise Florida Stakeholders call
- Meeting with Downtown Sebring CRA Director
- Defense Infrastructure Grant Pre-Response Conference Call



COMMUNITY COLLABORATION/OUTREACH

Lake Placid Breakfast Rotary: Taylor and Meghan presented on recent updates from the office and economic development efforts in Highlands County.

Heartland Association of Realtors: Taylor and Meghan presented on recent updates from the office and economic development efforts in Highlands County. Also went over the new sites & buildings database on www.highlandsbusiness.com and how the realtors can opt-in to automatically push their available listings to the site, and provided an overview of potential economic development programs that may be beneficial to their clients and when to engage the economic development team.

CareerSource Heartland Demand Occupations List: Provided recommendations as to which occupations should be added, kept, or removed from the 2018-2019 demand occupations list. Each year, the Department of Economic Opportunity and state and local CareerSource offices review data and propose additions and deletions to the demand occupations list. The demand occupations list governs how CareerSource Heartland will spend its training dollars.

Florida Heartland Economic Region of Opportunity:

- Facilitated printing of the organization's marketing brochure.
- Coordinated FHERO visit to EFI, including logistics, food orders, parking, etc.
- Shared/promoted new social media campaign components.

Information Requests:

- Consultant requested top 10 employers list.
- Provided available properties for a business potentially looking to locate in Highlands County.
- South Florida State College requested a needs assessment for landscaping and turf care occupations
- Referred two callers to the Housing Department for additional information on Rural Housing program.
- Assisted local partner with tracking down contact information.
- Consultant requested insight into CDBG process.
- Local broker requested information on fire assessment rates for commercial properties.
- Connected developer with interested property information.
- Assisted broker with information about fire assessment fees for commercial properties.
- Connected developer with the brokers of the site owned by Sam's Club.
- Facilitated meeting with developer and the county engineering department.

Planning Department & Economic Development: In its 90-day plan, the Planning Department proposed a collaboration with Economic Development to spur dialogue with utility providers to look at short-term, mid-term and long-term utility needs to support economic development initiatives. Economic Development provided a list of utility contacts and collaborated on a list of questions to discuss with utilities.

ESF 18: Coordinated with Central Florida Regional Planning Council (CFRPC) to organize, staff, and identify invite list for two economic disaster recovery and preparedness on February 15. The first workshop was for Highlands County and Polk County businesses in Sebring, and the second was for leadership, economic developers, and other agencies and officials for Highlands and Polk County in Winter Haven. Created Facebook event for the Sebring workshop.



BUSINESS DEVELOPMENT / PROJECTS

New Business Prospects (3): Continued support of potential manufacturing recruitment project at the Sebring Regional Airport by providing additional information on potential tax programs. Held initial meeting with a new business venture and referred them to the SBDC for feasibility and business plan assistance and provided information on February's Starting Your Business Class. Held initial conversation with prospect looking to develop land into small farm with potential agritourism component – connected it with SBDC and UF/IFAS Extension and provided zoning information. Began initial conversations with a firm out of South Florida considering the area for multi-family housing - lead came from Planning/Zoning.

Harder Hall: Continued support of the historic revitalization project and connecting the development group with local contacts and resources. Attended the auction on Saturday, Feb. 17 to show support and assist the developer in providing information to attendees (Newspaper article on the auction can be found in the News Brief section of the activity report). Invited developer contact and ownership group to attend the Developers' Roundtable – they are interested and hoping to attend. Drafted a Governor's Call Brief and will be working to initiate the scheduling process with the state.

Sun Pure Holding: Attended meeting with the company and Avon Park City Manager to discuss an agreement regarding the extension of water lines to the old Cargill Juice Plant. Also in discussions with the fire marshal. Connected company contact with Highlands News-Sun.

Aviation Expo Lead: International company considering opening U.S. sales office after the most recent Aviation Expo in January. Connected the company with the West Florida Consul of their base-country as they work to get acclimated with Florida.

Project Dennison: Confidential Enterprise Florida lead looking for large acreage. Highlands County Economic Development provided a response with potential sites and information on the community.



OPERATIONAL

Strategic Plan/Marcomm Plan: Developed scope of work for the strategic plan and marketing communications plan. Met with the Purchasing office to determine next steps for securing a consultant to lead the project.

Tools: Working to coordinate call with legal and general counsel to hash out agreement terms for CoStar. In final stages of obtaining state business data from DEO.

Shed: Taylor and Meghan cleaned out the old IDA/EDC shed out in Avon Park.

Training: Attended county budget software training.



ECONOMIC DEVELOPMENT COMMISSION

EDC and EDO Annual Reports: Assisted with coordination of the required annual report filings for the EDC and EDO to the Florida Department of State.

Aviation Expo Sponsorship: Coordinated payment to the Sebring Airport for the EDC's sponsorship on the aviation expo.



NEWS BRIEFS

Young pilot reaches for the sky

Like the Timbuk 3 song, “The Future’s So Bright,” what is in front of Joshua McNally is so bright that he has to wear shades — but make them aviators. This 17-year-old Lake Placid High School senior is at the top of his class and on top of the clouds and ready for a future in the aviation industry.

McNally first fell in love with heights and flying when friends of the family took him up in a plane. His first airborne experience was when he was about 6 years old and he went up in the air with the late Mason Smoak. – [Highlands News Sun 02/06/2018](#)

Auction at Harder Hall Attracts Many

Amy Campbell grew up in Clewiston, but from when she was a young child she remembers Harder Hall as a landmark. Campbell was among over 100 who showed up at the long vacant hotel for an auction of furniture and other items, in preparation for its transition to an independent living center for seniors.

Claudia Heritier, Vice President of Turnkey Development Services of Indianapolis, voiced confidence that the project will work. She said construction is scheduled to begin this fall and will last two years... Heritier allowed people to get a peek inside the building, but they were restricted from going very far because of safety concerns. – [Highlands News Sun 02/18/2018](#)



MARCH ACTIVITY REPORT



HIGHLANDS COUNTY
ECONOMIC DEVELOPMENT



COMPETITIVENESS

FHERO Strategic Plan: Helped organize and participated in an all-day, facilitated strategic planning session with the FHERO Board and our regional economic development organizations. The session included detailed discussion about strengths, assets, challenges, goals, action items, and more. The result will be a formal Strategic Plan for the region that will provide direction as we move forward with our regional FHERO efforts.

Opportunity Zones Program: Highlands County Economic Development is keeping tabs on this new program and its process. In December 2017, President Donald Trump signed the Tax Cuts and Jobs Act of 2017, which created a new tool for community economic development, the Opportunity Zones program. This new tool provides tax incentives, including a temporary deferral on capital gains taxes, when investors reinvest those gains in qualified Opportunity Funds. The funds must in turn be invested in low-income communities from designated census tracts, called Opportunity Zones. The act requests the governor of each state to nominate up to 25 percent of eligible low-income census tracts as Opportunity Zones by March 21, 2018. After receipt of the state's nomination, the U.S. Department of Treasury will have 30 days to certify the nominated Opportunity Zones or provide further guidance to the state. The Florida Department of Economic Opportunity is working with the office of Florida Governor Rick Scott to provide data on low-income census tracts as part of the nomination process. Additional information or data is not being requested or accepted from individual communities for the nomination process.

USDA Programs: Met with the USDA Area Specialist for our region to discuss application process for the USDA's Rural Business Development Grant, as well as other programs.

Strategic Assessment: Gray Swoope and Griff Salmon of VisionFirst Advisors presented the Strategic Assessment findings to the Board of County Commissioners at the March 20 meeting.

Florida Job Growth Grant Fund: Provided letter of support for a third local partner submitting for the fund. Reached out to state contacts to make them aware of the submission.

Workforce Housing: Continued coordination of Developers' Roundtable and researched housing studies conducted in other areas.



MARKETING

Business in Focus Magazine: Finalized information and pictures needed for feature. The magazine has a monthly circulation of more than 468,000 industry readers in all areas of North American business including; Manufacturing, Technology, Food and Beverage, Healthcare, Logistics, Finance, Resource and Construction.

Strategic Assessment Press Release: Distributed press release to local media with details of the strategic assessment findings. Phil Attinger with the News Sun was present for the presentation.

IEDC Webinar: Speakers included nationwide state and local economic development teams and their creative ideas and strategies for promoting economic development week and other award-winning tips.



CULTIVATE RELATIONSHIPS

Meetings:

- Call with Enterprise Florida to discuss potential participation in Florida pavilion at trade shows for next fiscal year
- Citrus Growers Association Banquet
- Sebring Chamber Luncheon
- Avon Park Chamber Luncheon
- Participated in Enterprise Florida Board Meeting via conference line
- Met with Ag Extension to discuss USDA grants and collaboration
- Attended Sebring Chamber Non-Profits Seminar and met our Highlands County SCORE (Service Corps of Retired Executives) representative
- Met with Joe Decerbo of Spring Lake Improvement District and Tanya Cannady of Sun N Lake
- Met with CareerSource Heartland to discuss workforce challenges and solutions
- Meeting to discuss Developers' Roundtable facilitated questions
- Call with Sean Malott for insight on Salesforce integration services
- Conversation with Hendry County Manager about Highlands County business that is working with a company in LaBelle
- Participated in Rural Economic Development Initiative (REDI) call



COMMUNITY COLLABORATION/OUTREACH

Florida Heartland Economic Region of Opportunity:

- Drafted CoStar memo and discussed other tools that may be beneficial for FHERO to acquire in order for the counties to realize the value of cost sharing.
- Participated in conference call to discuss Rural Development Grant and the Skills Gap Study scope of work

Information Requests:

- Provided findings gathered from state partners, DEO, and other resources regarding the Opportunity Zones Program to a board member, a developer, and an attorney.
- Provided 2017 building stats for a building contractor who is researching the area.
- County Profile and New Market Tax Credit District information for a developer who is researching the area.
- Compiled countywide affordable housing price range, multi-family unit average price, average rental rate, and average new construction home price.
- Provided County Profile to CRA Director to share with a developer.
- Assisted CRA Director in identifying census and other various data points for a client.
- Compiled details on agriculture industry within Highlands County to include citrus acreage and cattle production numbers as requested by a customer.
- Looked into site options for international company.
- HUBZone: CitraPac asked the office to request that the airport industrial park be designated as a HUBZone by the Small Business Administration. Currently, there is no provision in the law that allows governments/companies to petition the SBA to consider additional areas to be added as HUBZones. However, a law recently passed that will permit governors to petition for additional areas to be considered. However, they will not be able to do so until 2020.

Planning Department & Economic Development: Continued discussions with Planning Department to work out details of the effort to engage utility partners regarding future infrastructure plans and goals. The Planning Department is also looking in to grant opportunities for a housing study.

Workforce Development Meeting: Meeting with Sebring Airport Authority, CareerSource Heartland, and Highlands County School Board to discuss program development and opportunities to prepare and engage students for employment opportunities with our existing businesses at the airport and throughout the county.



BUSINESS DEVELOPMENT / PROJECTS

New Business Prospects: Manufacturing prospect out at the airport is moving along nicely and is looking promising as the company has come across an opportunity to realize some cost savings for the project.

Sugar Sand Distillery: The distillery is set to open on Saturday, April 7. When initial contact started with the prospect, Highlands County Economic Development informed the company of the state's sales and use tax exemption on manufacturing machinery and equipment which includes distilling machinery and equipment. With this information, the company was able to realize nearly \$11,000 in sales and use tax savings. Highlands County Economic Development also connected the company with our sister tourism office and they were able to serve their first distilled batch at this year's Race Gala and will also be participating in the Sebring Soda Festival Pop & Fizz cocktail party.

Harder Hall: Governor's call brief was finalized and sent to Enterprise Florida to begin process of scheduling with the Governor's office.

Sun Pure Holding: Held meeting with the company, the fire marshal, building, economic development and engineering to discuss separation of manufacturing process and inventory and fire wall requirements. Also discussed update on agreement process regarding City of Avon Park extending water and sewer lines to the facility.

Biorefinery Prospect: Organized a site visit for a Georgia-based company as they look for a location for their first commercial facility. Met with the Sebring Airport Authority and discussed potential site options, also met with the Highlands County Citrus Growers Association, Sebring Gas, CareerSource Heartland, and Highlands County Development Services. Provided follow up information on potential programs. After the first visit, the company seemed very pleased.

Nucor: The nation's largest steel manufacture has selected Frostproof as the location for their newest micro mill. Highlands County Economic Development (HCED) arranged a site visit for the company of a property in Highlands County that was ultimately was not selected, but the Frostproof selection is the next best alternative. HCED is continuing to work closely with Polk County and the company for any needs as this project progresses. This is an excellent opportunity for the region, and will provide many opportunities for our community and our local workforce. Full release provided at the end of this activity report.

Multi-Family Housing Prospect: Met with a Community Relations Liaison with a law firm out of Miami. He originally met with the planning and zoning departments about a site in south Sebring, but had a second meeting to continue conversations regarding that potential site, but also others in the county and our need for workforce/market rate multi-family housing. Provided information on the multi-family housing market for Highlands, as well as average new construction costs, rental price ranges, etc.



OPERATIONAL

Employee Interaction Meeting: Participated in meeting with the County Administrator, Commissioner Elwell, and fellow county employees to discuss ideas, comments, and suggestions.

Tools: Amidst the delays of the agreement process, CoStar's price for two users has doubled. To make up for the price increase, CoStar is offering access to information for the six county FHERO region. Highlands County Economic Development has approached FHERO to see if there is interest in pursuing the tool for the region. CoStar drafted a FHERO agreement and HCED drafted a memo about the tool for the FHERO board who will make the final decision. Completed the process of obtaining data from the Department of Economic Opportunity that we have been working on since June. Started conversations with a CRM implementation firm to get an idea of services for consideration.

Office Budget: Developed proposed budget and the required packet for fiscal year 2018 – 2019.

Reemployment Tax Payment: Finalized payment to DEO for reemployment taxes filed by previous employee.

IDA Files: Continued sorting through IDA files to organize and purge in accordance with public record retention schedules

Events Committee: Taylor was volunteered to participate in the BOCC's event committee. The purpose of the committee is to create a coordinated effort for all county departments when hosting or participating in community events.

Website Committee: Taylor was also volunteered to participate in the BOCC's website committee. The purpose of the committee is to coordinate the development of a new website for the county.



ECONOMIC DEVELOPMENT COMMISSION

EDC April Meeting: Coordinated agenda packet for April meeting.

Financials: Coordinated financial reports and addressed potential dormant account fee for the EDO account. Harbor Community Bank is continuing to waive the fee that typically would be applied to accounts that have no activity for at least 24 months.



NEWS BRIEFS

Florida Ranked Best State in the Nation for Higher Education by U.S. News & World Report (for the second year in a row)

Governor Rick Scott today made the below statement regarding U.S. News & World Report ranking Florida as the best state in the nation for higher education. The ranking was determined based on several factors, including the time it takes Florida students to complete two and four-year higher education programs, the cost of tuition and fees, and the burden of debt for college graduates. This is the second year in a row Florida has ranked number one. For information on the study, click [HERE](#). Governor Scott said:

"It is great news that Florida has again ranked first in the nation for higher education. Over the past seven years, we have made major investments in our higher education system and challenged colleges and universities to become more affordable while fully preparing students to be ready for a great job upon graduation. A leading higher education system helps strengthen our state as the best place for families, students and job creators to succeed. We will continue to work together to hold the line on tuition and support our state colleges and universities so families and students can continue to achieve their dreams in Florida."

Nucor to Build Rebar Micro Mill in Florida

CHARLOTTE, N.C., March 12, 2018 /PRNewswire/ -- Nucor Corporation (NYSE: NUE) announced today that it will build a rebar micro mill in Frostproof, Florida, which is located in Polk County. This is a \$240 million investment and is the second rebar micro mill Nucor is constructing. In November 2017, Nucor announced a rebar micro mill project in Sedalia, Missouri.

"Nucor has always focused on growing our business to better serve our customers. We are building this rebar micro mill in a great and growing market where demand is strong and there is currently an abundant supply of scrap, a good portion of which is handled by our scrap business, The David J. Joseph Company," said John Ferriola, Chairman, CEO & President of Nucor Corporation.

"Consistent with our planned strategy of being a low-cost producer, this micro mill will give us a cost advantage over our competitors who are shipping rebar into the region from long distances."

The rebar micro mill is expected to employ approximately 250 people and pay an average annual salary of \$66,000. The micro mill will have an estimated annual capacity of 350,000 tons and construction is expected to take two years, pending permit and regulatory approvals.

"We would like to thank the many state and local officials, leaders and partners who have assisted us with the project," said Dave Sumoski, Executive Vice President of Merchant and Rebar Products. "Identifying the right location is an essential part of our rebar micro mill strategy, and this part of central Florida met all the criteria we evaluate. We look forward to becoming a member of the community."

Nucor and its affiliates are manufacturers of steel products, with operating facilities primarily in the U.S. and Canada. Products produced include: carbon and alloy steel -- in bars, beams, sheet and plate; hollow structural section tubing; electrical conduit; steel piling; steel joists and joist girders; steel deck; fabricated concrete reinforcing steel; cold finished steel; steel fasteners; metal building systems; steel grating; and wire and wire mesh. Nucor, through The David J. Joseph Company, also brokers ferrous and nonferrous metals, pig iron and HBI/DRI; supplies ferro-alloys; and processes ferrous and nonferrous scrap. Nucor is North America's largest recycler. <http://www.nucor.com/investor/news/?rid=2337547>



FOR IMMEDIATE RELEASE

Taylor Benson, Economic Development Manager
tbenson@hcbcc.org | 863-402-6924

Economic Development Office Presents Strategic Assessment to Commissioners

SEBRING, FL (MARCH 20, 2018) – What does it take to spur economic development in Highlands County?

This is the question the county’s economic development office faces every day as it works to create and support a diverse economy throughout the county.

There are numerous entities that play a role in economic development. The economic development office serves as the link that keeps these players connected and working in tandem toward the ultimate goal of a prosperous community.

A critical component of the economic development process is uniting these stakeholders and the community together to agree upon a defined mission, vision and long-term strategic plan for economic development efforts in Highlands County.

“Far too often economic development organizations become all things to all people,” said Gray Swoope, VisionFirst Advisors president and CEO. “They have limited resources and those resources are being pulled in multiple directions to solve problems better suited to be handled by other entities. The byproduct of getting off mission is invariably that the core mission is neglected. Not by choice, but based on capacity.”

As a first step in the strategic planning process, the economic development office recently teamed up with VisionFirst Advisors to conduct an economic development strategic assessment of the county.

The assessment provides the office, the Board of County Commissioners, the Industrial Development Authority, and countywide stakeholders with a high-level, unbiased view of the current organization, the community, its receptiveness to economic development, the county's competitive advantages and disadvantages, etc.

Following is an overview of the findings from the assessment.

INPUT

As part of its research, the VisionFirst team conducted more than 20 interviews with local government officials, elected officials, business leaders, and the Industrial Development Authority. Key findings from its research include:

- ***Confidence in the new economic development team and structure:*** Leaders and businesses recognize the improvements within the new structure and the passion of the new team.
- ***[Sebring] Airport/multi-modal park is an asset for growth and economic development:*** The airport has proven to be a good partner for local businesses.
- ***Availability & training of workforce is a challenge:*** Businesses have a hard time finding labor to fill positions.
- ***There are populations in the county that do not want to see development:*** Not a lot of opportunities for young people to stay and get involved in the community.
- ***Infrastructure is a barrier for business:*** Need more forward thinking and aggressiveness to change the perceptions of the business climate.

BENCHMARKING

Part of competition is knowing how an organization stacks up against its competitors. The assessment provided an in-depth look at typical benchmarks companies use to evaluate the competitiveness of a community, such as population, home values, household income, poverty level, educational attainment, labor force participation, disconnected youth and average age.

By understanding where Highlands County stands today, it begins a conversation among leaders across the city, county, economic development, education and workforce on how all the individual entities can come together to make improvements collectively to benefit residents.

“As you see in the assessment, availability and training of workforce is a challenge,” Swoope said. “You have a low labor force participation rate and a high rate of disconnected youth. The challenge is to determine a way to engage these disconnected populations to increase your workforce. Fortunately, you have many agencies in the community that are tasked with training or workforce development initiatives. For transformative change to occur, these agencies need to continue to partner together to develop possible solutions to workforce needs.”

SWOT ANALYSIS

Based on the conversations with stakeholders and research, the VisionFirst team identified the area’s strengths, weaknesses, opportunities and threats regarding the county’s economic development efforts and competitiveness as a location for business.

- **Strengths:** New organization with a passionate staff; supportive county leadership for economic development team & staff; destination for retirees & the quality of life for the retirees; unique downtowns; and Sebring Airport & Multimodal Center.
- **Weaknesses:** Aging population; need to define county-wide economic development vision; decreased budget; congested infrastructure; and need for more cooperation among entities with a role in economic development.
- **Opportunities:** supportive of business formation programs; creation of existing industry & plant manager group; defining the role of the IDA board & encouraging engagement; and new county school superintendent.
- **Threats:** size of workforce; workforce training opportunities; perceived layers of government; conflicting visions for county’s future (growth vs. no growth); and labor force participation rates.

NEXT STEPS

The office is now using the findings from the strategic assessment to proceed with the process of defining vision and mission statements for economic development efforts in Highlands County as well as developing and implementing a strategic plan and marketing communications plan.

“Highlands County has many assets to offer a business,” said Commissioner James Brooks, county commissioner district I and industrial development authority liaison. “While some may think we’re in the middle of nowhere, we’re actually in the middle of it all. We’re located right in the center of some of Florida’s largest cities – Orlando, Tampa, Fort Myers, West Palm Beach - and 86 percent of Florida’s population is located within a two-hour radius of the county. This equates to more than 17 million consumers plus the millions of tourists who visit Florida each year. Economic development is an endurance race. We have a lot going for us. This strategic planning process will strengthen our competitiveness and ensure our longevity as we continue in the race.”

The full report is available on the publications page of www.highlandsbusiness.com.

###

The Highlands County Board of County Commissioners’ Economic Development office works to create and support a diverse economy in Highlands County that is conducive to the prosperity of all residents by optimizing the most desirable opportunities for economic expansion, better jobs, and revenue.



Highlands County
Expenditures By Cost Center - Detail 1 Year

Center: 2810 OFFICE OF ECONOMIC DEVELOPMENT

Fund	Account	Proj/Acct	Title	2017 - 2018 Budget	2017 - 2018 Actuals	Current EOY Projection	2018 - 2019 Request	Variance
005	51200	55200	REGULAR SALARIES & WAGES	\$134,188	\$66,646	\$134,188	\$133,294	(0.7%)
005	52100	55200	FICA TAXES	\$10,289	\$5,025	\$10,289	\$10,219	(0.7%)
005	52200	55200	RETIREMENT CONTRIBUTIONS	\$10,651	\$5,278	\$10,651	\$11,034	3.6%
005	52300	55200	LIFE & HEALTH INSURANCE	\$12,654	\$7,354	\$12,654	\$12,654	0.0%
005	52400	55200	WORKERS' COMPENSATION	\$323	\$161	\$323	\$320	(0.9%)
005	52500	55200	UNEMPLOYMENT COMPENSATION	\$0	\$4,225	\$4,225	\$0	100.0%
Personnel Expenditures				\$168,105	\$88,689	\$172,330	\$167,521	(0.3%)
005	53100	55200	PROFESSIONAL SERVICES	\$17,000	\$12,711	\$17,000	\$23,000	35.3%
			<i>DOMAIN FEES</i>				\$100	
			<i>GRAPHIC DESIGN</i>				\$1,020	
			<i>MARKETING PLAN</i>				\$18,000	
			<i>WEBSITE</i>				\$2,500	
			<i>WEBSITE HOSTING</i>				\$1,380	
005	53100Z	55200	PROJECT PROFESSIONAL SVC	\$67,442	\$0	\$67,422	\$67,442	0.0%
			<i>ROLLOVER PROJECT ECO DEV - STRATEGIC PLAN</i>				\$67,442	
005	53400	55200	CONTRACTUAL SERVICES	\$3,000	\$0	\$3,000	\$11,000	266.7%
			<i>CONTRACTUAL SERVICES - SMALL BUSINESS DEVELOPMENT CENTER CONTRACT</i>				\$11,000	

Highlands County
Expenditures By Cost Center - Detail 1 Year

Center: 2810 OFFICE OF ECONOMIC DEVELOPMENT

Fund	Account	Proj/Acct	Title	2017 - 2018 Budget	2017 - 2018 Actuals	Current EOY Projection	2018 - 2019 Request	Variance
005	54000	55200	TRAVEL AND PER DIEM	\$6,087	\$1,996	\$5,783	\$6,212	2.1%
			AIRFARE (5 @ 300/EA)				\$1,500	
			AIRPORT PARKING (5 @ \$40/EA)				\$200	
			LODGING - FEDC CONFERENCE (2 @ 2 NIGHTS @ \$135/NIGHT)				\$540	
			LODGING - INDUSTRY TRAININGS/MEETINGS (1 @ 16 NIGHTS @ \$135/NIGHT)				\$2,160	
			LODGING - RURAL ECONOMIC DEVELOPMENT SUMMIT (2 @ 2 NIGHTS @ \$135/DAY)				\$540	
			PER DIEM - FEDC CONF (2 @ 3 DAYS @ \$38/DAY)				\$228	
			PER DIEM - INDUSTRY TRAININGS/MEETING (1 @ 17 DAYS @ \$38/DAY)				\$816	
			PER DIEM - RURAL ECONOMIC DEVELOPMENT SUMMIT (2 @ 3 DAYS @ \$38/DAY)				\$228	
005	54100	55200	COMMUNICATIONS & FREIGHT	\$1,217	\$420	\$1,035	\$1,217	0.0%
							\$300	
			CELL PHONE SVC (2 @ \$25/MO)				\$600	
			CISCO PHONE SYS. CIRCUIT CHGS				\$53	
			CISCO PHONE SYS. DEVICES (2)				\$141	
			CISCO PHONE SYS. DID (2)				\$25	
			IT BANDWIDTH				\$98	
005	54500	55200	INSURANCE	\$470	\$0	\$470	\$470	0.0%
			EMPLOYEE LIABILITY (2 @ \$235/EA)				\$470	
005	54600	55200	REPAIR & MAINTENANCE	\$17,866	\$0	\$17,866	\$22,906	28.2%
			CARASOFT PREPAID MAINTENANCE				\$2,000	
			CHMURA ECONOMIC & ANALTI SOFTWARE PREPAID MAINT.				\$7,000	
			COSTAR				\$4,740	
			EXECUTIME LICENSES (2)				\$28	

Highlands County
Expenditures By Cost Center - Detail 1 Year

Center: 2810 OFFICE OF ECONOMIC DEVELOPMENT

Fund	Account	Proj/Acct	Title	2017 - 2018 Budget	2017 - 2018 Actuals	Current EOY Projection	2018 - 2019 Request	Variance
005	54600	55200	REPAIR & MAINTENANCE	\$17,866	\$0	\$17,866	\$22,906	28.2%
			<i>GIS COST SHARING</i>				\$1,500	
			<i>GIS PLANNING INC SOFTWARE PREPAID MAINT.</i>				\$7,000	
			<i>IT - PC LICENSES & MAINT. (2)</i>				\$26	
			<i>IT- USER/MAIL LICENSES & MAINT. (2)</i>				\$612	
005	54700	55200	PRINTING AND BINDING	\$1,152	\$207	\$1,095	\$3,500	203.8%
			<i>BUSINESS CARDS (4 @ 250 @ \$50)</i>				\$200	
			<i>COUNTY PROFILES</i>				\$500	
			<i>INDUSTRY BRIEFS</i>				\$900	
			<i>PROSPECT KITS</i>				\$1,000	
			<i>STATIONARY</i>				\$900	
005	54800	55200	PROMOTIONAL ACTIVITIES	\$2,000	\$120	\$1,960	\$3,400	70.0%
			<i>PROMOTIONAL MATERIAL</i>				\$3,400	
005	54800Z	55200	PROJECT PROMOTIONAL ACT	\$25,000	\$0	\$25,000	\$25,000	0.0%
			<i>PROJECT PROMOTIONAL ACT</i>				\$25,000	
005	55100	55200	OFFICE SUPPLIES	\$550	\$77	\$495	\$550	0.0%
			<i>COPY PAPER (10 CASES @ \$30/CASE)</i>				\$300	
			<i>OFFICE SUPPLIES</i>				\$250	
005	55200	55200	OPERATING SUPPLIES	\$12,124	\$8,245	\$12,124	\$2,000	(83.5%)
			<i>ADOBE CREATIVE CLOUD</i>				\$840	
			<i>ANALYTICAL TOOLS</i>				\$1,080	
			<i>UPS BACKUP (1 @ \$80)</i>				\$80	

Highlands County
Expenditures By Cost Center - Detail 1 Year

Center: 2810 OFFICE OF ECONOMIC DEVELOPMENT

Fund	Account	Proj/Acct	Title	2017 - 2018 Budget	2017 - 2018 Actuals	Current EOY Projection	2018 - 2019 Request	Variance
005	55211	55200	FUEL	\$552	\$0	\$552	\$550	(0.4%)
			<i>GAS (220 GALS @ \$2.50/GAL)</i>				\$550	
005	55400	55200	PUBLICATIONS/SUBSCRIPTION	\$500	\$0	\$475	\$225	(55.0%)
			<i>FLORIDA TREND</i>				\$25	
			<i>SUBSCRIPTIONS</i>				\$200	
005	55403	55200	EDUCATION & TRAINING	\$5,770	\$171	\$5,482	\$5,235	(9.3%)
			<i>FEDC ANNUAL CONFERENCE (2 @ \$400/EA)</i>				\$800	
			<i>GIS TRAININGS</i>				\$880	
			<i>INDUSTRY TRAININGS/MEETINGS</i>				\$3,000	
			<i>RURAL ECONOMIC DEVELOPMENT SUMMIT (3 @ \$185/EA)</i>				\$555	
005	55404	55200	DUES & MEMBERSHIPS	\$12,185	\$3,900	\$12,185	\$2,060	(83.1%)
			<i>AVON PARK CHAMBER</i>				\$150	
			<i>CITRUS GROWERS ASSOC</i>				\$100	
			<i>DEO SPECIAL DISTRICT FEE FOR IDA</i>				\$175	
			<i>FEDC MEMBERSHIP</i>				\$600	
			<i>HEARTLAND REALTORS ASSOC</i>				\$125	
			<i>IEDC MEMBERSHIP (1)</i>				\$610	
			<i>LAKE PLACID CHAMBER</i>				\$150	
			<i>SEBRING CHAMBER</i>				\$150	
Non Personal Expenditures				\$172,915	\$27,848	\$171,944	\$174,767	1.1%
Center: 2810 OFFICE OF ECONOMIC DEVELOPMENT				\$341,020	\$116,537	\$554,104	\$342,288	0.4%

**ECONOMIC DEVELOPMENT COMMISSION/
ECONOMIC DEVELOPMENT ORGANIZATION
April 11, 2018**

Agenda Item: 5a. Developers' Roundtable

Presenter: Meghan DiGiacomo

At the November 2017 EDC meeting, the EDC board asked the Economic Development office to draft a concept for a Developers' Roundtable. Based on feedback provided by Florida Hospital, the School Board of Highlands County, South Florida State College, and other community members, the EDC recognizes that there is a shortage of residential rentals available for workforce within Highlands County. Most rentals in the county are at capacity and prices are inflated because of the demand from seasonal residents.

The EDC hosted a roundtable with developers to determine what is needed from the developers' perspective to make rental projects economically feasible in the county. Pat Steed, executive director of the Central Florida Regional Planning Council, facilitated the meeting. The participants included private developers, builders, real estate brokers, investors, and representatives from financial institutions.

Recommended Action: Information Item

Attachments: None

**ECONOMIC DEVELOPMENT COMMISSION/
ECONOMIC DEVELOPMENT ORGANIZATION
April 11, 2018**

Agenda Item: 5b. Strategic Assessment/Plan Update

Presenter: Taylor Benson

Gray Swoope, president and CEO of VisionFirst Advisors, and Griff Salmon, principal of VisionFirst Advisors, presented the Economic Development Strategic Assessment to the Board of County Commissioners at the March 20 board meeting. The commissioners had no questions and were pleased with the direction of Economic Development office and the Industrial Development Authority / Economic Development Commission.

The economic development is working to secure a consultant to lead the office, the Board of County Commissioners, the IDA/EDC, and other stakeholders through the process of establishing a vision for economic development efforts in Highlands County as well as establishing a strategic plan and marketing communications plans. The economic development office submitted a scope of work for the project to the purchasing department on February 6. The office is still working through the procurement process.

Recommended Action: Information Item

Attachments: Economic Development Vision, Strategic Plan, and Marketing Communications Plan Scope of Work

ECONOMIC DEVELOPMENT STRATEGIC PLAN & MARKETING COMMUNICATIONS SCOPE OF WORK

The Highlands County Board of County Commissioners' Economic Development Office (HCED) is seeking a consultant team to define the mission and vision for economic development in Highlands County as well as develop an economic development strategic plan and marketing communications plan. The plans will focus on deliberate, thoughtful economic growth in Highlands County for the next five years, with a focus on the next two years. The goal is to develop economic development programs, initiatives, and policies to support business, grow the county's real estate and sales tax base, retain businesses and jobs, grow the workforce, and strategically grow targeted business sectors.

The successful firm will identify and analyze data from both the internal and the external environments and assist HCED in thoughtful interpretation of the data, which should guide the development of all materials.

The consultant team will work with the community to understand the community's economic development concerns and interests and to help guide the discussion about what is feasible in Highlands County with respect to economic development. It is expected that the plans will contain specific goals, strategies, and an implementation plan that outlines timing, anticipated costs, and funding sources for each implementation action. Ultimately, the consultant team should recommend the activities that have the greatest potential for creating and retaining jobs, as well as strengthening the local tax base in Highlands County. The county views effective public and business community outreach, and high-quality, user-friendly graphic design documents as important to the creation of this plan.

All efforts developed must be unique to Highlands County and must contribute to helping Highlands County stand out from the hypercompetitive economic development crowd. There are thousands of communities and economic development organizations throughout the United States. Highlands County faces many challenges as a rural community, so it is crucial that the consultant team helps create a unique identity that sets it apart from all other communities.

Task I: Countywide Demographic and Economic Assessment

A countywide demographic and economic analysis should be incorporated in to the plan. Highlands County recently had an economic development strategic assessment completed. Task I should expand upon the recently completed assessment. It should provide the local and regional context for preparing a targeted approach and marketing plan to attract specific industry clusters to Highlands County. The consultant team will provide a summary analysis that interprets the data and draws meaningful conclusions for the county's consideration for an overall economic development strategy.

This portion of the project should include, but is not limited to:

- **Review of Existing Data:** The consultant team will review existing demographic and socioeconomic data, employment data and labor force characteristics, and other pertinent economic and market data and studies, such as the Central Florida Regional Planning Council's Comprehensive Economic Development Study.
- **Target Industry Analysis:** The analysis should include a review of the county's targeted industry analysis that was conducted in 2010 to determine if the analysis is still applicable to the county or suggest new appropriate industries that emerge from the analysis. The consultant team will analyze:
 - County industry sectors by employment size, wages, tax generation, and other relative metrics. The analysis should be placed in the context of regional trends.
 - Which sectors would be most attracted to the county and that the county could realistically compete to locate and grow.
 - The competitiveness of Highlands County's business parks, and industrial and commercial properties, in terms of lease rates, rent structures, supply and quality of product, tenant mix, and performance in the context of the region.
 - The analysis will contain specific industries and user/tenant profiles that might be interested in locating and/or expanding in Highlands County, and a brief explanation for why.
- **Stakeholder Focus Groups:** If deemed necessary, the consultant team should incorporate findings from community stakeholders in its analysis. Suggested stakeholders include, but are not limited to:
 - The Board of County Commissioners
 - The Highlands County Industrial Development Authority / Economic Development Commission
 - Representatives of the community's target industries: Manufacturing, Healthcare, Distribution & Logistics, Agriculture, and Aviation
 - Representatives of the county's three municipalities - City of Avon Park, City of Sebring, and Town of Lake Placid
 - School Board of Highlands County
- **Analysis Report:** The consultant team will prepare a report for public distribution that summarizes the key findings from Task I. As public documents, the report and the final strategic plan should be user-friendly, easy-to-understand documents that are organized around graphics, tables, and charts. An executive summary section will describe the county's economic context, highlight the most significant findings, and identify major topics to guide public discussion.

Task 2: Define Mission and Vision Statements for Economic Development Efforts in Highlands County

There are numerous organizations that play a role in economic development within the county. As a result, there are an array of definitions of economic development throughout the community. As such, HCED seeks to bring together the stakeholders that each play a role in economic development to define the overall mission and vision statements for economic development efforts in the county. The mission and vision are intended to align all stakeholders to create a vibrant community for future generations.

Task 3: Economic Development Strategic Plan and Implementation Plan

The consultant team will guide HCED and the appropriate stakeholders through the strategic planning process to create a strategic plan for the organization. The plan should include, but is not limited, to the following:

- **Asset Mapping:** Define the assets that set the county apart from its competitors.
- **Targeted Business Sectors:** Define the sectors that have the most opportunity to make an impact in the county.
- **Product Assessment and Development:** Provide an evaluation of current industrial sites and buildings based on their values to targeted industries. Provide recommendations on the needed improvements to current product and/or develop new product.
- **Primary goals and objectives** that will guide the county's economic development efforts through the next two (short-term) and five years (longer-term). All efforts should be developed with the current staff capacity in mind and should be realistically implementable with the county's current resources.
- The plan should also include key performance measures that the office and its stakeholders will use to measure performance and success.

The implementation plan will identify specific actions, a lead organization or department, supporting agencies and partners, funding sources, and time frames. The consultant team will present an administrative draft of the strategic plan and implementation plan to county staff for review and comment. Both documents are intended to be "user-friendly" and easy-to-understand documents that are organized around graphics, tables, and charts.

After receiving comments from county staff, the consultant team will deliver a revised draft strategic plan to be presented to the Industrial Development Authority/Economic Development Commission, Board of County Commissioners, and community.

Task 4: Marketing Communications Plan

The Highlands County Economic Development office is a relatively new office that is in the process of establishing its strategic vision, plan, and program of work. As part of the process, it seeks to define its identity, brand, core communications assets and collateral, and its marketing communications plans.

The overall outcomes of the project should include, but are not limited to:

- Refine the office's brand and identity, if deemed needed, and develop brand standards.
- Define the county's value proposition.
- Develop and implement a comprehensive marketing communications plans. The plan should include, but is not limited to:
 - Identify key target audiences and develop tactics to reach each audience.
 - Build messaging and visuals that are appropriate for the various channels that will be used to reach target audiences.
 - Increase Highlands County's profile/brand awareness to position the county as a prime location for relocation and expansion in key target industries.
 - Develop and design essential material templates and branded collateral, such as stationary, prospect kits, target industry brief templates, report templates, presentation templates, visual display templates, and a photo library.
 - Suggest appropriate revisions and enhancements to the economic development website, www.highlandsbusiness.com (if deemed needed).
 - Develop and maintain targeted media lists (local, trade, national and international).
 - Propose and develop database of users, influencers, and providers for public relations campaign and engagement.
 - All materials created should include the appropriate elements for distribution across multimedia channels, including print, website, social media, email, etc.

Miscellaneous

This scope of work provides the minimum goals the office is working to achieve by defining a vision, strategic plan, and marketing communications plan. However, the office seeks a consultant team that will provide visionary leadership. The office encourages additional recommendations and ideas that are outside the minimum goals outlined in this scope of work.

**ECONOMIC DEVELOPMENT COMMISSION/
ECONOMIC DEVELOPMENT ORGANIZATION
April 11, 2018**

Agenda Item: 5c. U.S. Sport Aviation Expo

Presenter: Janet Barber, Chair

The economic development office worked with the Sebring Airport to coordinate the EDC sponsorship and office support that was most needed by the airport at the U.S. Sport Aviation Expo. The office visited each exhibitor to provide the vendor with a welcome gift and information about the business climate in Highlands County. Rather than having an individual booth, the office helped the airport by manning the information booth. The EDC sponsored a breakfast bar for the vendors as well.

The department received help sourcing items for the welcome gifts. The welcome bags featured: a selection of oranges, tangerines and grapefruits donated by the Highlands County Citrus Growers Association; caladium bulbs donated by Happiness Farms; bottled water donated by Keystone Water Company; and brochures about the aviation industry within in Highlands County. CitraPac also donated a selection of FruitPearls that were distributed to all expo exhibitors. The efforts resulted in one lead.

Recommended Action: Information Item

Attachments: Sponsorship Thank You Letter

Wednesday, February 14, 2018

Dear Taylor,

It is with great pride we share the good news that the 2018 US Sport Aviation Expo concluded with glowing reports from our exhibitors, media sources and daily attendees. Increases in leads and pending sales made it a benefit to the industry and, for the second year, almost 1,000 local students were exposed to a cadre of world-class speakers to inspire them toward careers in the aerospace fields. The Sebring Drone Races are now a part of that sport's yearly calendar and the Forums took a huge leap into expanding our educational influence, by adding accredited seminars for pilots.

Much of this was made possible because of the generosity and support of the Economic Development Council. Thank you for being a valued Sponsor of the US Sport Aviation Expo. Your contribution was an important part of our being able to reach out to our exhibitors, provide them a friendly breakfast each day and successfully deliver a positive and successful business experience.

Warmest regards and thanks, The 2018 Sebring Expo Team

Secher Rausch

[Handwritten initials]

Janice Rausch
[Handwritten signature]

**ECONOMIC DEVELOPMENT COMMISSION/
ECONOMIC DEVELOPMENT ORGANIZATION
April 11, 2018**

Agenda Item: 5d. Schedule Change

Presenter: Janet Barber, Chair

Consider adjusting the 2017/2018 FY meeting schedule to move the October meeting to September so that the budget can be approved before the new Fiscal Year.

Recommended Action: Approve adjusted schedule as presented.

Attachments: A. Updated Schedule

2017 – 2018 EDC Meeting Schedule

NOVEMBER

Time/ Date: ~~7:30 a.m. ▪ Wednesday, November 8, 2017~~

Location: ~~Sebring Airport Authority
128 Authority Lane
Sebring, FL 33870~~

Feature: ~~Central Florida Regional Planning Council – Comprehensive Economic
Development Strategy
Sebring Airport Authority~~

JANUARY

Time/ Date: ~~7:30 a.m. ▪ Wednesday, January 10, 2018~~

Location: ~~County Engineering Training Room – Second Floor
501 South Commerce Avenue
Sebring, FL 33870~~

~~Feature: Strategic Assessment Presentation~~

APRIL

Time/ Date: ~~7:30 a.m. ▪ Wednesday, April 11, 2018~~

Location: ~~South Florida State College
Boardroom – Building F (Room 102)
600 West College Drive
Avon Park, FL 33825~~

~~Feature: South Florida State College – Advanced Manufacturing Program~~

JULY

Time/Date: 7:30 a.m. ▪ Wednesday, July 11, 2018

Location: Heartland Educational Consortium
1096 U.S. 27 N., Lake Placid, FL 33852

Feature: TBD

SEPTEMBER

Time/ Date: 7:30 a.m. ▪ September 12, 2018

Location: TBD

Feature: TBD

**ECONOMIC DEVELOPMENT COMMISSION/
ECONOMIC DEVELOPMENT ORGANIZATION
April 11, 2018**

Agenda Item: 6a. Introduction of Curtis Knowles

Presenter: Curtis Knowles

Curtis Knowles is the new Disaster Recovery Coordinator for the Central Florida Regional Planning Council. The position was created as part of the U.S. Department of Commerce's Economic Development Administration grant to support economic recovery efforts in Florida in the wake of Hurricane Irma.

**Recommended
Action:** Information Item

Attachments: None