ENTERPRISE FLORIDA'S

Board Executive Committee Meeting

JANUARY 28, 2016
DOCUMENTS LIST

The following documents are being provided for your review prior to discussion and/or action

Tab 1
Executive Committee Agenda
Draft Board Agenda for January 29, 2016

Tab 2
Draft Minutes of October 21, 2015 In-Person Meeting
Draft Minutes of November 6, 2015 Conference Call
Draft Minutes of December 7, 2015 Conference Call

Tab 3
Consent Agenda for January 29, 2016 Board Meeting
Renewal of Existing Investors
New Board Investor
New Company Representatives
Financial Statements - 2nd quarter ending December 31, 2015
VISITFLORIDA Board Recommendations
Legislative Agenda
Enterprise Florida FY15-16 Operations Plan

Tab 4 – Appendix
Executive Committee Charter
Executive Committee Members
TAB 1
EFI Board Executive Committee Agenda

Enterprise Florida, Inc.
Board of Directors Executive Committee Meeting
Date: January 28, 2016
Time: 1:30 p.m. – 2:30 p.m.
Location: Augustus B. Turnbull III
FSU Conference Center, Room 114
555 W. Pensacola Street
Tallahassee, FL 32306

Dress: Business Attire

Presiding Officer: Alan Becker, Vice Chair

1. Welcome.................................................................Alan Becker (I)
   • Statement of Public Notice
     Al Latimer

2. Approve Minutes......................................................Alan Becker (A)
   • Draft Minutes of October 21, 2015 In-Person Meeting
   • Draft Minutes of November 6, 2015 Conference Call
   • Draft Minutes of December 7, 2015 Conference Call

3. Update on Review of Policies & Procedures.............................Alan Becker
   • Finance & Compensation Committee
     Marlin Hutchens (I)
   • Audit Committee
     Brian Lamb (I)

4. Proposed Consent Agenda Items............................................Alan Becker (D)
   • Renewal of Existing Investors
     Al Latimer
   • New At-Large Member
     Al Latimer
   • New Company Representatives
     Al Latimer
   • Financial Statements – 2nd quarter ending December 31, 2015
     Marlin Hutchens
   • VISIT FLORIDA board member approval
     Danny Gaekwad
   • Legislative Agenda
     Stan Connally/Mike Grissom
   • Enterprise Florida FY15-16 Operations Plan
     Crystal Sircy

5. Public Comment..........................................................Alan Becker (I)

6. Vote on Consent Agenda..................................................Alan Becker (A)

7. New Business.............................................................Alan Becker (D)

8. Reminders.................................................................Alan Becker (I)
   • 2016 Executive Committee Conference Call Dates
     Wednesday, April 13, 2016 @ 11:00 am
     Thursday, July 7, 2016 @ 11:00 am
     Wednesday, September 14, 2016 @ 11:00 am
   • 2016 Executive Committee Meeting Dates:
     Tuesday, May 10, 2016* Naples
     Wednesday, September 28, 2016 Orlando
     Tuesday, November 29, 2016* Sandestin

9. Adjourn.................................................................Alan Becker (A)

*Please note that these dates have changed and the meetings are being held Tuesday and Wednesday.
AGENDA

8:15 a.m. Welcome and Roll Call..........................................................Alan Becker, Vice Chair
8:30 a.m. Chairman’s Welcome..............................................................Governor Rick Scott
8:35 a.m. Job Creator’s Award.................................................................Governor Rick Scott
8:45 a.m. Finance & Compensation Committee Report..........................Marlin Hutchens, Chair
8:55 a.m. Audit Committee Report.........................................................Brian Lamb, Chair
9:05 a.m. House Legislative Update......................................................Representative Jim Boyd
9:15 a.m. Senate Legislative Update......................................................Senator Nancy Detert
9:25 a.m. Regional Update......................................................................Jeff Hendry
North Florida Economic Development Partnership
9:35 a.m. President’s Update & Q&A.......................................................Bill Johnson, EFI President & CEO
10:00 a.m. Team Florida Marketing Partnership Update.........................Eric Silagy, Chair
Joe Hice, Enterprise Florida, Inc.
10:30 a.m. DEO Update........................................................................Cissy Proctor, Department of Economic Opportunity
10:35 a.m. Presentation: P3’s in Florida..................................................Alan Becker
George Burgess, Becker & Poliakoff, P.A.
Diana Gonzalez, Enterprise Florida, Inc.
Yukiko Kojima, NOSSAMAN LLP
11:20 a.m. Action Items.......................................................................Alan Becker
11:30 a.m. Public Comment (Prior to Vote).............................................Alan Becker
11:35 a.m. Closing Remarks & Adjournment.........................................Governor Rick Scott

Save the dates:
May 10 – 11, 2016: Naples*
September 28 – 29, 2016: Orlando
November 29 – 30, 2016: Sandestin*

*Please note that these dates have changed and the meetings are being held on Tuesday & Wednesday.
A regular meeting of the Enterprise Florida, Inc. Executive Committee was held on October 21, 2015 at the Hyatt Regency in Orlando, Florida.

Members Present:
Alan Becker
Jesse Biter
Stan Connally
Julius Davis
Blake Gable
Marlin Hutchens
Bill Johnson
Brian Lamb
Paul Plofchan (for Luis Orbegoso)

On the Phone:
Brett Couch
Danny Gaekwad
Belinda Keiser

Guests Present:
Mike Esposito
Bill Hanson
Tom McCormick
Keisha Rice
Terry Sanks
David Zeckman

Staff Present:
Teresa Buckley
Al Latimer
Louis Laubscher
Noreen Levitt
Megan Plante
Crystal Sircy

Welcome & Call to Order
A quorum being present, Vice Chairman Alan Becker called the meeting to order at 1:35 p.m. He recognized and welcomed the prospective investors that were in attendance.

Statement of Public Notice
Al Latimer read the statement of public notice, announcing that the meeting was being held in compliance with Florida’s public record laws and was open to all who wish to attend.

Approval of Minutes
Marlin Hutchens motioned to approve the draft minutes from the August 19, 2015, Executive Committee conference call; Brian Lamb seconded the motion. There being no objections, the motion was approved unanimously.

Proposed Consent Agenda Items
- Audited Financial Statements for FY ending June 30, 2015:
  Brian Lamb reported on the outcomes of Enterprise Florida’s 401k and financial statements audits. Both were found to be without any noted exceptions. Most of the cash on the balance sheet is tied to the incentives escrow account and the Quick Action Closing Fund. He noted that there is no loan loss provision for the outstanding loans, and that it would be prudent to determine an appropriate level of reserve to set aside as a hedge against future loan losses, although Enterprise Florida has yet to experience a loss.
• Renewal of Existing Investors
  Al Latimer shared the names of the companies below as having renewed their membership for another year.

  Bank of America
  Bright House Networks
  Full Sail University
  JP Morgan-Chase

• New Company Representatives
  Latimer informed members that Tom McCormick, President & Co-Chief Executive Officer of BMG Money, Inc., would be the company’s new representative on the Enterprise Florida Board of Directors.

• Florida Opportunity Fund Appointments
  Louis Laubscher notified members that the re-appointment of Ken Wright and Rick Rosen to the Florida Opportunity Fund’s Board of Directors would be placed on the consent agenda for consideration by the Enterprise Florida Board.

DEO Goals & Ops Plan
Laubscher stated that prior to finalizing its FY 2015/2016 Goals & Operations plan, Enterprise Florida must sign a contract with DEO because the plan document builds on the contractual requirements outlined in the performance agreement between the two entities. The goals will be set internally and presented to the Committee at the next meeting. Becker asked if the performance measures would be different than the prior contract. Laubscher responded that within the new agreement are some changes and a few more deliverables. Bill Johnson remarked that thus far his meetings with legislators and presentations before legislative committees have been constructive and revealed more areas of agreement than disagreement. He noted that there are opportunities to grow as a state, and that to be competitive, Florida must stay abreast of what other states with which we compete the most are doing. One area where we are not as tactically ready is in the timing of our incentive investments. Companies don’t consider the fiscal year budget system when they are looking to relocate or expand. Incentive programs in some other states are structured so that they can make an incentive investment when it is needed. Here, if a deal isn’t completed before the end of the fiscal year, the money reverts back to the State.

Eric Silagy asked what progress was being made to educate legislators that the money in the incentives escrow account is already committed and not available for further deployment. Johnson responded he and Enterprise Florida EVP, Crystal Sircy continue to provide legislators, legislative staff and legislative committees with the facts and clarifying information they need to improve their understanding of the incentives escrow account.

Vote on Consent Agenda
There being no public comment, Jesse Biter made a motion to approve the consent agenda, Stan Connally seconded, and it was adopted without dissent.

Adjourn
With no further points of discussion or questions being raised, Brian Lamb motioned to adjourn the meeting and Brett Couch seconded. The meeting was adjourned at 2:19 pm.
A regular meeting of the Enterprise Florida, Inc. Executive Committee was held on November 6, 2015, via conference call.

Members Present:
Alan Becker
Jesse Biter
Stan Connally
Brett Couch
Julius Davis
George Foyo
Marlin Hutchens
Luis Orbegoso
Eric Silagy

Staff Present:
Mike Grissom
Sean Helton
Joe Hice
Louis Laubscher
Al Latimer
Noreen Levitt
Lisa McMillion
Megan Plante
Crystal Sircy

Agenda
I. Welcome and Call to Order
   • Statement of Public Notice
II. Update on 2016 Legislative Priorities
III. Public Comment
IV. Vote
V. Adjourn

Welcome & Call to Order
A quorum being present, Vice Chairman Alan Becker called the meeting to order at 2:30 p.m.

Statement of Public Notice
Al Latimer read the statement of public notice, announcing that the meeting was being held in compliance with Florida’s public record laws and was open to all who wish to attend.

Update on Legislative Priorities
Stan Connally informed members that the Legislative Policy Committee had previously reviewed the proposed legislative agenda with Bill Johnson and Mike Grissom, and that the committee had unanimously approved the item to forward it to the Executive Committee for their approval. He noted that the agenda reflects on the Governor’s proposed legislative reforms from the October 22 board meeting. These reforms include changes to the current economic development appropriation structure by replacing the Quick Action Closing Fund with the Florida Enterprise Fund and allowing a proposed $250M to stay in the fund until companies meet established metrics; recurring state funding for an ongoing marketing campaign to promote business recruitment and expansion; permanent elimination of the Manufacturing Machinery...
and Equipment (MM&E) sales tax; reauthorization of the Qualified Defense and Space Contractor Tax Refund (QDSC) to retain defense contractor jobs; full 2016-17 funding for VISIT Florida; full funding of Quick Response Training (QRT) grants; support of Space Florida’s legislative agenda, and other legislative proposals that allow Florida to remain competitive as a business destination.

Conally opened the discussion for questions, and Brett Couch inquired as to whether the one-time $250M would be reverted to legislative funds on an annual basis. Mike Grissom responded that the funds would renew yearly for three years to allow creation of a more sustainable approach and further accountability. Grissom also notified members that this strategy is based on best practices from competitor states.

Vote on Consent Agenda
There being no further questions or public comment, Connally submitted the item to the Executive Committee for approval. Silagy made a motion to approve, Brett Couch seconded, and it was approved unanimously to be ratified at the January 29, 2016, board meeting.

Adjourn
With no further points of discussion or questions being raised, the meeting was adjourned at 2:45 pm.
Welcome & Call to Order
A quorum being present, Vice Chairman Alan Becker called the meeting to order at 2:30 p.m.

Statement of Public Notice
Al Latimer read the statement of public notice, announcing that the meeting was being held in compliance with Florida’s public record laws and was open to all who wish to attend.

Board Investors and Membership Updates
Latimer reported that to-date, there were no new or lost members.

Marketing Partnership Report
Kim Wilmes reported that St. John & Partners, the creative agency selected to collaborate with the Team Florida Marketing Partnership on the state’s rebranding efforts, continues to work on the development of a marketing plan. She said that the rebranding campaign will be launched at the January Board of Directors meeting.

Finance & Compensation & Audit Committee Reports
As chairs of the Finance & Compensation and Audit Committees, Alan Becker asked Brian Lamb and Marlin Hutchens to review Enterprise Florida’s compensation structure, salary,
benefits, and bonus amounts. He also asked that they take a look at policies and procedures related to purchasing as well as employee expenses and reimbursements.

Leader Liaison Reports

Business Development
Luis Orbegoso reported positive metrics for business development despite having fewer Closing Funds dollars to work with this year as compared to last fiscal year. He shared that there are 279 active projects including 136 new and 56 established. He went on to discuss recent lead generation activities, including the Medica Trade Show in Dusseldorf, and the Governor’s Business Development Mission Trips, both of which generated project leads and established key relationships.

MaSBEC
Julius Davis stated that during the first and second quarters of the 2015-16 Fiscal Year, the MaSBEC program funded approximately $1.4M of State Small Business Credit Initiative transactions for six businesses. Five were minority-owned, and more specifically three were woman-owned firms. Within the same time frame, three microfinance loan guarantee transactions for minority businesses and one veteran-owned business were booked totaling $102,600. He went on to highlight the ten investments in excess of $1.2M that the Florida Opportunity Fund made in venture capital portfolios.

Sports Development
Blake Gable informed members that the Florida Sports Foundation grant program awarded 63 grants that will create over $ 414M in economic impact from the 400,000+ new visitors expected to come to Florida from other states in support of the assisted events. He also reported that both Tampa and Miami have been named as finalists to host the 2019 or 2020 Super Bowl, and that Florida will be hosting ten of the forty-one college football bowl games being held around the country this year. He reminded members that the Major League Baseball Grapefruit League schedule has been released, and that the Florida senior games state championships would be underway until December 13 in Pinellas County.

International Trade & Development
Manny Mencia told members that the division would be participating in nine trade events during the first half of 2016 that included development opportunities in Taiwan, Japan and Mexico. He remarked that Florida had the largest presence of all states at the Medica Trade Show with twenty-seven companies. He also reported that thirty-five companies participated in the trade mission to Honduras.

Legislative Committee
Stan Connally reported that support for Governor Scott’s legislative reforms is advancing. He mentioned that he has noticed increased backing from state leaders, mayors, commissioners and city councils as well. He stressed the importance of continuing dialogue around these initiatives with the legislature in order to keep Florida’s business climate and economy on a positive incline.

Education
Al Latimer reminded members of the January 29, 2016, Education and Workforce Talent Task Force meeting to be held at 7:00 a.m., and that George Foyo, Executive Vice President and Chief Administrative Officer of Baptist Health South Florida, and Marshall
Criser, Chancellor of the State University System of Florida Board of Governors, would be the speakers.

**Defense**
Carol Craig stated that subsequent to the signing of the National Defense Authorization Act (NDAA) in November, there has been an increase in defense spending. She also mentioned the possibility of a Base Realignment and Closure process (BRAC) in 2019, but stated that there is no provision in the FY 2016 NDAA authoring actions by the BRAC commission. Craig shared that the federal government would need to pass a budget by the December 11, 2015, deadline that meets the requirements of the FY 2016 NDAA, as they have been operating under a Continuing Resolution. She stated that the Florida Defense Support Task Force and the Principi Group continue to closely follow defense related activity in Washington that may affect Florida.

**Reminders**

**2016 Executive Committee Meeting Dates**
January 28, 2016 @ 1:30 p.m.
Wednesday, April 13, 2016 @ 11:00 a.m.
Thursday, July 7, 2016 @ 11:00 a.m.
Wednesday, September 14, 2016 @ 11:00 a.m.

**Adjourn**
With no further points of discussion, Marlin Hutchens made a motion to adjourn the meeting, and Carol Craig seconded. The meeting was adjourned at 3:22 pm.

**Post Meeting Follow-Up**
With the meeting still open to the public, the Finance & Compensation and Audit Committee Chairs, Marlin Hutchens and Brian Lamb reviewed the scope and goal of the assignment given to them by Alan Becker. They developed a list of documents and data needed to fulfill their charge. They agreed that their approach was to understand and review existing Enterprise Florida policies and procedures around staff compensation and expense reimbursements, then subsequent to that review, make recommendations for improvements. The post meeting discussion ended at 3:50 p.m.
TAB 3
Below is a list of items that are being considered for placement on the Consent Agenda for the upcoming board meeting. Subsequent to your action today, all approved items will be transferred to the Consent Agenda and voted on by the full Enterprise Florida membership. Board members are not allowed to vote on their own re-appointment or any issues for which they have a conflict of interest. Directors with an announced conflict of interest will be considered recused from these votes.

PROPOSED CONSENT AGENDA

1. Action Item
   Subsequent to board ratification, the following companies will continue as At-Large Members of the Enterprise Florida Board of Directors for a one-year term:
   - Becker & Poliakoff, P.A.
   - Craig Technologies
   - Florida Power & Light Co.
   - Kaplan, Inc.
   - Odebrecht Construction, Inc.
   - PNC Bank
   - TD Bank
   - The St. Joe Company
   - Walgreens – Orlando
   - Walt Disney Parks & Resorts, US

2. Action Item
   An affirmative vote on this issue will add the following new company as an At-Large member to the Enterprise Florida Board of Directors for a one-year term:
   - Florida Realtors – Bill Martin, Chief Executive Officer

3. Action Item
   Subject to an affirming vote by the board, Tom Pennekamp, City President and Government Relations Manager for SunTrust Bank; and Michael L. Dosal, Managing Director and Market Manager for JPMorgan Chase & Co. will become their respective company’s representatives on the Enterprise Florida Board.

4. Action Item
   Approve the 2nd quarter interim financial statements - ending December 31, 2015.

5. Action Item
   Confirm VISITFLORIDA’s recommendation of Toni Carracciolo, Vice President of Marketing & Sales, SeaWorld Parks & Resorts Orlando – SeaWorld, Discovery Cove and Aquatica, as well as, Samantha H. Padgett, General Counsel, Florida Retail Federation to its board of directors.

6. Action Item
   Ratify the decision made by the Executive Committee to adopt the legislative priorities as presented by the Legislative Policy Committee.

7. Action Item
At-Large Membership Renewals

Becker & Poliakoff, P.A.
Alan Becker
Attorney/Founding Shareholder

Craig Technologies
Carol Craig
Founder & CEO

Florida Power & Light Co.
Eric E. Silagy
President & CEO

Kaplan, Inc..
Andy Rosen
Chairman

Odebrecht Construction, Inc.
Gilberto Neves
President & CEO, USA
At-Large Membership Renewals

PNC Bank
Joe Meterchick
Regional President - Florida

TD Bank
Ernie Diaz
Regional President

The St. Joe Company
Jorge Gonzalez
President & CEO

Walgreens - Orlando
Marlin Hutchens
Market Vice President

Walt Disney Parks & Resorts, U.S.
Anthony Connelly
SVP, Operations – Disney Cruise Line
Bill Martin, 61, former chief executive officer of Michigan Realtors®, has joined Florida Realtors® as its new CEO. He holds the Realtor association Certified Executive (RCE) designation, earning top recognition for specialized industry knowledge, association achievements and experience.

Martin was CEO of the Michigan association for the past 14 years. His extensive resume includes serving in the U.S. Army with the famed 101st Airborne Division, then as a trooper with the Michigan State Police. In 1987, Martin was elected to the Michigan House of Representatives serving Calhoun County; a position he held for four terms. In 1995, then-Michigan Governor John Engler appointed him Commissioner of the Michigan State Lottery; and in 1999 appointed him director and CEO of the state's largest department, the Michigan Department of Corrections. In that position, Martin managed 19,000 employees and oversaw a $1.7-billion budget.

Martin is a past board member of the Michigan Chamber of Commerce, Habitat for Humanity and a Trustee Emeritus at Western Michigan University, his alma mater. In 2014, Michigan Gov. Rick Snyder appointed him to the State Officers Compensation Commission. Also in 2014, the National Association of Realtors® (NAR) honored Martin with the William R. Magel Award of Excellence, which is a highly coveted award presented annually to an individual who has truly excelled as an association executive.

He and his wife of 36 years, Denise, have two adult daughters, Haley and Brittany, and three grandchildren. Martin said he’s certain that their new Florida home will be a welcome destination for his family and friends, especially the grandkids.
Tom Pennekamp serves as Senior Vice President, Government Relations for SunTrust Banks, Inc., and also serves as its City President in Tallahassee, Florida. In these roles he is responsible for the enhancement and protection of the bank’s interest in legislative and regulatory matters in Florida and South Carolina, and oversees SunTrust Tallahassee’s commitment to its clients and the community.

Tom began his banking career in 1987 after serving as a Field Artillery Officer in the United States Army. He joined SunTrust Bank in November, 1996, and has served in his Government Relations position since 2000 and as City President since October 2007.

Tom serves on the Florida Bankers Association’s Board of Directors, Government Relations Council and Political Action Committee, the South Carolina Bankers Association Government Relations Council, and the Florida Chamber Political Institute Advisory Council. Active in his community, Tom currently serves on the Boards of the Tallahassee Economic Development Council and the United Way of the Big Bend. He has served as Chairman of the Communities in Schools of Leon County, President of Woodland Hall Academy, President of The Friends of Florida State Parks and board member of the Make A Wish Foundation of South Florida.

Tom graduated from Florida State University in 1984 with a Bachelor of Science degree in Political Science.
Mike is the Manager of the Middle Market commercial banking group for the North Florida region, encompassing Jacksonville, Orlando and Tampa Bay regions. He provides accomplished local leadership and financial solutions to companies with revenues between $20 million and $500 million. Mike has over 30 years of banking experience in Florida and currently resides in Tampa.

Mike started his career at SunBank where he was a graduate of the Management Associate Program. He then became Vice President with particular emphasis on trade finance programs at Eximbank and foreign reverse investment. In 1985, Mike joined Barnett Bank as Manager for the International Department for the Central Florida region. This group was responsible for providing international banking services to companies in Central Florida. In 1992 Mike assumed the role of Vice President of Domestic Corporate Banking.

In 1998, Mike re-joined SunTrust Bank as a Relationship Manager for the Commercial Banking group and soon became the Senior Vice President and Commercial Banking Manager for Metro Orlando. In this role, he managed a team of bankers with a portfolio of over 300 commercial clients with revenues from $5 to $100 million.

Mike has formally served on the board of the Metro Orlando EDC, Second Harvest Food Bank, Boys & Girls Club of Central Florida and the Florida Community Loan Fund.

Mike graduated with a Bachelor of Arts degree in Economics from Davidson College in North Carolina. He also holds a Master of Business Administration degree from Duke University, The Fuqua School of Business in North Carolina.
The following financial information for the fiscal YTD period ending December 31, 2015 and 2014, is unaudited, and is derived from internally generated financial statements. This report is provided to the Board of Directors to assist in its understanding and analysis of EFI's financial performance and accountability. These statements have been generated by management.

Statement of Financial Position (Attachment A)

The Statement of Financial Position provides a comparison of the assets, liabilities and net assets of EFI as of December 31, 2014 and 2015, and is presented in a combined format on Attachment A-1. Operating funds are those directly related to the Company's agreement with the State of Florida Department of Economic Opportunity. Administered funds are those awarded by the State to various grantees, and subsequently administered by EFI. Corporate funding reflects investor activity and the related use of those funds. Restricted dollars represent funding earmarked for a specific purpose exclusively for programs such as Base Protection, Florida Defense Support Task Force, Small Business Technology Growth Fund, State Small Business Credit Initiative, Rural Strategic Marketing, and Technology related programs.

Statement of Activities (Attachment B)

The Statement of Activities provides a comparison of EFI's revenues and expenses compared to the budget approved by the Board. Information for the prior year is also presented for comparative purposes. Information is presented for the 6 month period ending December 31, 2015 and 2014 on Attachment B-1.

Revenues

Revenues include state funding, investor contributions, program fees, and interest. The revenues are either collected or billed by year-end. For the period ending December 31, 2015, the second quarter revenue from the state has been recorded and is expected to be received during February, 2016.

Corporate contributions were budgeted at $1,600,000 for FY 2015/16, which is equal to the amount budgeted for FY 2014/15. Contributions are budgeted on a straight-line basis throughout the fiscal year, with collections varying based on the anniversary dates of the investors.

Revenue earned and collected through the end of December, 2015 was slightly lower than budgeted ($775k v. $800k budget), as corporate contributions are billed and collected more in the third and fourth quarters based on the anniversary dates of the investors. Other Revenue is tracking $480k above budget YTD as a result of sports team license plate fees collected through the Florida Sports Foundation, $300k in excess of amounts budgeted. Other revenue lines are tracking at or near budgeted amounts, with minor differences attributable largely to timing.

Expenses

Through the end of 2015, EFI incurred expenses of $10.6 million compared to $10.3 million in 2014 and is under budget from a year-to-date perspective. Open positions at the start of the year have accounted for substantial savings in the Payroll and Related Costs line item, contributing to a favorable YTD variance of $700k. General And Administrative expenses are tracking favorably at $709k below budget; however, it is anticipated that timing of some trade shows and other events will diminish this variance over the remainder of the fiscal year. Most of the other expense categories are close to budget year-to-date, or only marginally over in large part again due to timing. Overall, Net Income is tracking favorably at $1.6mm in excess of budget.

For additional information, contact:
Rodney Ownby, Vice President, Finance and Accounting, or Teresa Buckley, Director, Finance and Accounting
T 407-956-5644 rownby@enterpriseflorida.com; T 407-946-5623 tbuckley@enterpriseflorida.com
### 2015/16 vs. 2014/15 Balance Sheet

<table>
<thead>
<tr>
<th></th>
<th>Enterprise Florida</th>
<th>Florida Sports Foundation</th>
<th>Total</th>
<th>Enterprise Florida</th>
<th>Florida Sports Foundation</th>
<th>Total</th>
<th>Annual Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted Cash</td>
<td>$5,871</td>
<td>$1,027</td>
<td>$6,898</td>
<td>$6,436</td>
<td>$673</td>
<td>$7,110</td>
<td>($212) (3.1%)</td>
</tr>
<tr>
<td>Restricted Cash</td>
<td>52,506</td>
<td>2,618</td>
<td>55,124</td>
<td>33,672</td>
<td>2,495</td>
<td>36,167</td>
<td>18,957 (34.4%)</td>
</tr>
<tr>
<td>Escrow Restricted Cash</td>
<td>130,354</td>
<td>86,291</td>
<td>216,645</td>
<td>86,291</td>
<td>693</td>
<td>93,224</td>
<td>44,063 (33.8%)</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>5,018</td>
<td>5,855</td>
<td>10,873</td>
<td>5,674</td>
<td>693</td>
<td>6,368</td>
<td>(513) (8.8%)</td>
</tr>
<tr>
<td>Loans Receivable-FSBTGF</td>
<td>450</td>
<td>450</td>
<td>900</td>
<td>450</td>
<td>450</td>
<td>900</td>
<td>0 0.0%</td>
</tr>
<tr>
<td>Investments-FSBTGF</td>
<td>603</td>
<td>603</td>
<td>1,206</td>
<td>603</td>
<td>603</td>
<td>1,206</td>
<td>0 0.0%</td>
</tr>
<tr>
<td>Accounts Receivable-SSBCI</td>
<td>2,216</td>
<td>6,012</td>
<td>8,228</td>
<td>6,012</td>
<td>31</td>
<td>6,043</td>
<td>(3,797) (171.4%)</td>
</tr>
<tr>
<td>Loans Receivable-SSBCI</td>
<td>17,531</td>
<td>26,265</td>
<td>43,796</td>
<td>26,265</td>
<td>31</td>
<td>26,576</td>
<td>(8,733) (49.8%)</td>
</tr>
<tr>
<td>Prepaids</td>
<td>228</td>
<td>279</td>
<td>507</td>
<td>224</td>
<td>31</td>
<td>255</td>
<td>24 8.6%</td>
</tr>
<tr>
<td>Leaseholds, Fixed Assets</td>
<td>729</td>
<td>755</td>
<td>1,484</td>
<td>728</td>
<td>33</td>
<td>761</td>
<td>(6) (0.8%)</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>215,506</strong></td>
<td><strong>4,560</strong></td>
<td><strong>220,065</strong></td>
<td><strong>166,355</strong></td>
<td><strong>3,925</strong></td>
<td><strong>170,282</strong></td>
<td><strong>49,782</strong> 22.6%</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts &amp; Grants Payable</td>
<td>481</td>
<td>3,231</td>
<td>4,712</td>
<td>415</td>
<td>2,503</td>
<td>2,918</td>
<td>312 9.7%</td>
</tr>
<tr>
<td>Accrued Liabilities</td>
<td>404</td>
<td>404</td>
<td>808</td>
<td>710</td>
<td>710</td>
<td>710</td>
<td>(306) (75.7%)</td>
</tr>
<tr>
<td>Escrow Payable</td>
<td>130,271</td>
<td>26,265</td>
<td>156,536</td>
<td>26,265</td>
<td>31</td>
<td>255</td>
<td>44,035 33.8%</td>
</tr>
<tr>
<td>Deferred Revenue</td>
<td>8,186</td>
<td>2,976</td>
<td>11,162</td>
<td>2,976</td>
<td>2,976</td>
<td>29,736</td>
<td>5,210 63.6%</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>139,342</strong></td>
<td><strong>2,750</strong></td>
<td><strong>142,092</strong></td>
<td><strong>90,337</strong></td>
<td><strong>2,503</strong></td>
<td><strong>92,840</strong></td>
<td><strong>49,251</strong> 34.7%</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>9,683</td>
<td>10,607</td>
<td>20,290</td>
<td>9,553</td>
<td>844</td>
<td>10,398</td>
<td></td>
</tr>
<tr>
<td>Temporarily Restricted</td>
<td>66,239</td>
<td>66,339</td>
<td>132,578</td>
<td>60,218</td>
<td>125</td>
<td>60,343</td>
<td></td>
</tr>
<tr>
<td>Change in Net Assets / Net Income YTD</td>
<td>242</td>
<td>1,027</td>
<td>1,269</td>
<td>6,248</td>
<td>453</td>
<td>6,701</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td><strong>76,164</strong></td>
<td><strong>1,809</strong></td>
<td><strong>77,973</strong></td>
<td><strong>76,019</strong></td>
<td><strong>1,422</strong></td>
<td><strong>77,442</strong></td>
<td><strong>531</strong> 0.7%</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES &amp; NET ASSETS</strong></td>
<td><strong>215,506</strong></td>
<td><strong>4,559</strong></td>
<td><strong>220,065</strong></td>
<td><strong>166,356</strong></td>
<td><strong>3,925</strong></td>
<td><strong>170,282</strong></td>
<td><strong>49,782</strong> 22.6%</td>
</tr>
</tbody>
</table>
Enterprise Florida & Florida Sports Commissions  
Consolidated Income Statement  
For the Six Months Ending Thursday, December 31, 2015  
Attachment B-1 ($s in Thousands)

<table>
<thead>
<tr>
<th></th>
<th>Actual Year To Date</th>
<th>Budget YTD Year To Date</th>
<th>Difference</th>
<th>Prior Year Year To Date</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Operating Assistance - EFI</td>
<td>$7,500</td>
<td>$7,500</td>
<td>$0</td>
<td>$7,700</td>
<td>($200)</td>
</tr>
<tr>
<td>State Operating Assistance - FSF</td>
<td>1,029</td>
<td>1,062</td>
<td>(33)</td>
<td>828</td>
<td>201</td>
</tr>
<tr>
<td>Private Revenue</td>
<td>750</td>
<td>800</td>
<td>(50)</td>
<td>613</td>
<td>137</td>
</tr>
<tr>
<td>Event Revenue</td>
<td>633</td>
<td>538</td>
<td>94</td>
<td>893</td>
<td>(260)</td>
</tr>
<tr>
<td>Management Fees</td>
<td>50</td>
<td>80</td>
<td>(30)</td>
<td>80</td>
<td>(30)</td>
</tr>
<tr>
<td>Other Income</td>
<td>1,874</td>
<td>1,393</td>
<td>480</td>
<td>1,556</td>
<td>318</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>11,836</strong></td>
<td><strong>11,373</strong></td>
<td><strong>461</strong></td>
<td><strong>11,670</strong></td>
<td><strong>166</strong></td>
</tr>
</tbody>
</table>

| **Expenses**              |                     |                         |            |                         |            |
| Payroll                   | 4,058               | 4,775                   | (718)      | 4,245                   | (188)      |
| General & Administrative  | 3,863               | 4,572                   | (709)      | 3,770                   | 93         |
| Program Costs - EFI       | 350                 | 193                     | 157        | 260                     | 90         |
| International Offices     | 1,034               | 1,035                   | 0          | 1,026                   | 8          |
| Professional Fees         | 649                 | 574                     | 75         | 507                     | 143        |
| Advertising & Marketing   | 319                 | 311                     | 8          | 309                     | 10         |
| Travel                    | 382                 | 298                     | 84         | 229                     | 153        |
| **Total Expenses**        | **10,630**          | **11,758**              | **(1,128)**| **10,346**              | **284**    |

**Change in Net Assets**  
1,206  
(385)  
1,591

**Change in Temporarily Restricted**  
(178)

**Change in Net Assets, end of Period**  
1,027

Revenue - Pass Through & Grants  
1,197

Expenses - Grants to Other Organizations  
1,197

Revenue - Temporarily Restricted  
2,150

Expenses - Temporarily Restricted  
2,329
TO: Bill Johnson, President & CEO, Enterprise, Florida, Inc.
FROM: Will Seccombe, President/CEO, VISIT FLORIDA
SUBJECT: VISIT FLORIDA Board of Directors Appointments
DATE: January 13, 2016

The following names are being presented to Enterprise Florida, Inc. for appointment to serve on the VISIT FLORIDA board of directors. DEO has approved these recommendations.

Terry Prather resigned from the board of directors as he retired from SeaWorld Parks & Entertainment. This has resulted in a vacancy for Seat 7, Region 3 which represents Brevard, Indian River, Lake, Okeechobee, Orange, Osceola, St. Lucie, Seminole, Sumter and Volusia Counties. The following name is being presented for appointment to serve on the VISIT FLORIDA board of directors with a term through June 30, 2018.

Toni Caracciolo
Vice President, Marketing and Sales
SeaWorld Parks & Entertainment
(Seat 7)

Rick McAllister resigned from the board of directors as he retired from the Florida Retail Federation. This has resulted in a vacancy for Seat 23, dedicated to the statewide association - Retail. The following name is being presented for appointment to serve on the VISIT FLORIDA board of directors with a term through June 30, 2016.

Samantha Padgett
General Counsel
Florida Retail Federation
(Seat 23)
January 12, 2016

Mr. Will Seccombe
President and CEO
VISIT FLORIDA
2540 West Executive Center Circle
Suite 200
Tallahassee, Florida 32301

Dear Mr. Seccombe:

Thank you for providing the list of tourism industry members recommended for appointment to the VISIT FLORIDA Board of Directors.

As required in section 288.1226(4), Florida Statutes, I have reviewed the individual bios and VISIT FLORIDA’s recommendation. I agree with your recommendation that these individuals should be appointed to the VISIT FLORIDA Board of Directors.

Please feel free to contact Karl Blischke at 850-717-8965 directly with any questions.

Sincerely,

Cissy Proctor
Executive Director

CP:kb
Toni Caracciolo is Vice President, Marketing and Sales for SeaWorld Parks & Entertainment’s (SEA) three Orlando Parks – SeaWorld, Discovery Cove and Aquatica. Her primary responsibilities include overseeing all advertising, sales, promotions, and partnership and publicity programs for the Orlando parks.

Caracciolo has more than 25 years’ experience in marketing and sales. She has been with the SeaWorld parks since 1990.

Prior to assuming her current role, Caracciolo was Vice President, Global Brand Management for SEA. Her primary responsibilities included defining, deploying and increasing the value of the company’s brands both in long-term planning and marketing communications. Caracciolo led the company’s advertising efforts for all 10 SEA parks, including the core brands SeaWorld, Busch Gardens and Discovery Cove, providing strategic direction, creative development, resource allocation and media planning / buying for domestic and international markets.

Before joining the corporate team, Caracciolo served as Senior Director of Marketing for Discovery Cove and Aquatica in Orlando and Adventure Island in Tampa, where she led the overall strategic marketing planning as well as guided the successful Aquatica park opening launch efforts.

Caracciolo is a member of several industry organizations, including 2014/2015 chair of Visit Orlando’s global marketing committee, vice-chair of Visit Florida’s advertising and internet committee and serves on the Chairman’s Council for Ronald McDonald House Charities and on the Board of Directors for Harbor House of Central Florida as well chair of fundraising committee.

Caracciolo holds a bachelor’s degree in journalism and an executive master of business degree from University of Central Florida.
Samantha H. Padgett
General Counsel
Florida Retail Federation

Samantha serves as chief legal counsel to the Florida Retail Federation and its brand divisions. She advises the Board of Directors and Executive Staff on legal matters pertaining to the Federation, including compliance with federal and state regulations. Samantha advocates on behalf of FRF and its members in front of Florida’s legislative and executive branches of government. Samantha manages the Sustainability Council, the Beauty Industry Council and the FRF Emergency Preparedness Network, and serves on the Board of Managers for FRF Benefits, LLC.

Prior to joining the FRF Team in 2007, Samantha was a member of the Florida Attorney General’s Honors Program. During this two-year program, she practiced in the areas of civil appeals, antitrust, child support and administrative law. She graduated cum laude from the University of Florida College of Law in 2005 and received her BA from Emory University in 2001.

Samantha lives in Tallahassee with her husband Ryan, son Grayson, and daughter Bradley.
In order to expand and diversify the state’s economy through high wage job creation and more accurately and adequately fund the state’s economic development toolkit a change to the current appropriations structure is necessary. This proposal will ensure stability for businesses which are due payments and also offer a clearer budgeting process for legislators entrusted with appropriating finite state resources. This involves the following changes:

- Creating the new Florida Enterprise Fund and dedicating a one-time $250 million to replace the Quick Action Closing Fund and allow those monies to stay in the fund until contract guidelines are reached, eliminating the future need for an escrow account.
- Dedicating those dollars to the Florida Enterprise Fund for more than a fiscal year which allows Florida to be more competitive on projects.
- Changing the approval process to ensure that the Speaker of the House and President of the Senate sign off on deals over $1 million while giving companies certainty by instituting a five day timeline to approve or reject a project.
- Having a consistent process for taxpayer return by changing from a 5 to 1 return on investment for Closing Fund projects to a full return within 10 years, plus a ten percent annualized rate of return.

EFI supports the revamping of the economic development structure and supports the Governor’s budget recommendation of $250 million for the Florida Enterprise Fund.

Florida has an established ongoing marketing campaign to promote the state for business recruitment and expansion, both domestically and internationally, to key audiences. A 2012 Competitiveness Study showed that the state was at a serious disadvantage in its ability to compete, because no funds were budgeted to “tell the Florida story.” EFI led a private fund raising initiative to raise seed money for this campaign and worked with economic development partners to create the Team Florida Partnership to support this initiative. For the first time, the Florida legislature funded this program during Session 2015.

EFI supports the states appropriation of $8.5 million recurring and $1.5 million nonrecurring to be set as recurring in order to sustain an ongoing campaign and marketing effort to promote the state for business.
| **MM&E Sales and Use Tax** | In 2013 the Legislature supported one of Governor Scott’s top priorities, removing the sales and use tax on manufacturing machinery & equipment. However, the removal was only for a period of 3 years.  
**EFI supports a permanent removal of the Manufacturing Machinery & Equipment (Sales and Use Tax (MM&E)).** |
| **QDSC Reauthorization** | The Qualified Defense and Space Contractor Tax Refund (QDSC), established in 1996 and sunset in 2015, serves to attract new high quality, high wage jobs for Floridians in the defense and space industries. Tax refunds are made to qualifying, pre-approved businesses bidding on new competitive contracts or consolidating existing defense or space contracts. The program has been is an important incentive in a rapidly growing sector.  
**EFI supports reauthorization until June 30, 2020 for the QDSC program; it is the only defense contractor incentive that helps to retain jobs.** |
| **VISIT Florida** | Florida’s tourism industry remains an important aspect of Florida’s economy, support for funding VISIT Florida.  
**EFI supports the full funding of Visit Florida for 2016-2017** |
| **Quick Response Training Grants** | Training of workers continues to be a critical part of the economic development process and full funding is needed. Support for funding of QRT grants.  
** EFI supports the full funding of QRT grants for CareerSource Florida.** |
| **Space Florida** | Support of Space Florida’s legislative agenda. |
| **Business Climate** | Support of legislative proposals that advance Florida’s competitiveness from our business advocates including the Florida Chamber of Commerce, Florida Economic Development Council, Florida Council of 100, Florida TaxWatch and the Manufacturers Association of Florida. |
OPERATIONS PLAN
FY 2015-16
ENTERPRISE FLORIDA, INC.

Mission of Enterprise Florida
the state’s lead economic development agency

Facilitate job growth for Florida’s businesses and citizens leading to a vibrant statewide economy

EFI internal performance measures for management and staff
Enterprise Florida, Inc. FY 2015-16

INTRODUCTION

BACKGROUND

Enterprise Florida, Inc. has served as the lead economic development organization for the State of Florida since 1996. Established as a public-private partnership led by a Board of Directors, it uses the resources and leadership of both government and business for guidance. The organization was restructured in 2011, in order to coordinate all state-funded offices and agents that supported job creation:

- The Florida Sports Foundation and the Minority Business Development Board were consolidated into EFI;
- EFI’s appointed Board members were given the additional assignment of serving on the Space Florida Board;
- VISIT FLORIDA was made a part of EFI as the Division of Tourism Marketing; and,
- Five program divisions were defined in law with additional reporting requirements. Florida Statutes § 288.901.

The 2011 changes established a new state agency, the Department of Economic Opportunity to coordinate state services and resources that support economic development: business, workforce and land use. DEO has the responsibility of developing and writing a statewide Strategic Plan for Economic Development that guides and measures the DEO services.

FUNDING

EFI is funded by state appropriation, investments from private sector companies, sponsorships, and fees for services. The state funds are subject to a contract with DEO and its division of Strategic Business Development. This agreement is negotiated and executed on an annual basis and provides the legal mechanism for the drawdown of EFI’s annual appropriation.

GOVERNANCE

EFI is governed by a Board of Directors as laid out in legislation. The Board is composed of public and private sector leaders. Twelve private sector members are appointed by the Speaker of the House, President of the Senate and the Governor. Other private sector leaders are investors in EFI. The Governor is the Chairman of the Board and a business leader is the Vice Chair.
GUIDING PRINCIPLES

MISSION

Facilitate job growth for Florida’s businesses and citizens leading to a vibrant statewide economy

VISION

Enterprise Florida serves its customers by stimulating job growth through aggressive marketing to recruit, retain and expand businesses and investment in Florida and by diversifying the economy. EFI seeks to grow Florida’s economy by adding high paying jobs throughout the state.

OPERATIONS PLAN

EFI has operated with a Board approved Operations plan since 2003. The purpose is to establish business operation and administration metrics for EFI in addition to those goals and deliverables laid out in the funding agreement between EFI and the State. The performance measures are used to measure staff performance, evaluate the organization’s leadership and, when appropriate, to award incentives for performance at all levels.

Per F.S. 288.923 (5) Section 288.905 does not apply to the Florida Tourism Industry Marketing Corporation for the award of bonus payments and is not in the OPS Plan.

The 2015-2016 OPS Plan focuses on the primary mission: the creation and expansion of jobs in Florida. The plan includes the development and use of programs and resources to support jobs development through the economic development process. Support resources are linked to the roles of the business units:

- national and international business recruitment;
- expansion of international trade for Florida businesses;
- global marketing of Florida’s business brand;
- capital resources for minority or small business financing;
- private sector investment for EFI;
- retention of the Federal defense investment;
- development of the sports industry; and
- administration of the EFI business.

The driver of success for each unit is customer service. Each unit has measures that are achieved with a “customer” as the focus of the services provided.
LEADERSHIP STRUCTURE

ENTERPRISE FLORIDA ORGANIZATIONAL CHART

BOARD OF DIRECTORS

Bill Johnson
Secretary of Commerce
EFI President & CEO

Executive Vice President & Chief Operating Officer

Marketing & Communications

Business Development

International Trade & Development

Strategic Partnerships

Administration

Sports Development

Entrepreneurship & Innovation

External Affairs

Tourism Marketing * VISIT FLORIDA * Via Contract
LEADERSHIP ACCOUNTABILITIES

Leadership Accountabilities reflect the key focus of each unit. The leaders of EFI are chosen to focus on job creation. Units that do not directly work on job development projects work on strengthening the organization in order to facilitate job creation activities.

 EFI Board of Directors
  • Leadership and guidance
  • Commitment to resource development for EFI and economic development
  • Policy review and recommendation

 President and Chief Executive Officer (CEO)
  • Serve the Governor as Secretary of Commerce
  • Leadership and coordination of EFI Board and programs
  • Promote Enterprise Florida to legislative, business, and industry leaders
  • Work to ensure that EFI has the financial and human resources to accomplish its mission

 Executive Vice President and Chief Operating Officer (COO)
  • Develop a competitive sales team with a commitment to customer service
  • Oversee day to day operations that support core mission
  • Organizational and tactical support for the CEO

 Senior Vice President, Marketing and Communication, Chief Marketing Officer (CMO)
  • Identify and market Florida to decision makers and influencers through media, events, and relationships to increase deal flow
  • Develop, coordinate and implement a statewide marketing plan for Florida brand recognition that creates awareness of state’s pro-business proposition
  • Develop and direct a statewide partnership program that supports cooperative marketing of the state for business
  • Direct media, key partner, and public relations as well as other strategic communications activities
  • Support the Secretary of Commerce in key communications to government leaders

 Senior Vice President, Business Development
  • Leadership and coordination of national and international business recruitment
  • Manage national and international investment projects to increase capital investment and jobs
  • Facilitate the most effective use of business incentives
  • Assist existing businesses to expand jobs and capital investment
Senior Vice President, International Development
- Manage international trade programs to expand number of Florida companies exporting Florida products and services.
- Oversee international events for marketing and promotion of Florida trade and investment
- Manage key relationships to improve Florida’s international business and global reputation
- Oversee EFI’s International Representation network

Senior Vice President, Florida Sports Development & CEO Florida Sports Foundation
- Strengthen the economic impact of sports events through grants
- Identify business expansion or development opportunities linked to Sports development
- Develop, foster, and coordinate services and programs for Florida amateur sports.
- Develop and promote Florida’s participatory sports industry, including, but not limited to, the fishing, boating, and golf industries.

Senior Vice President, Strategic Partnerships
- Retain and maximize opportunities to enhance Dept. of Defense investment in Florida through management of Defense grants programs, the Florida Defense Alliance and the Florida Defense Support Task Force activities
- Maintain and enhance relationships with primary partners and stakeholders to strengthen support of economic development initiatives and increase job growth
- Maintain and expand investor support and Board participation

Senior Vice President, Administration, and Minority and Small Business, Entrepreneurship, Capital (MaSBEC)
- Manage effective accounting, reporting, contracts management, and internal audit programs
- Administer EFI operation’s support services, i.e. HR, MIS, Offices, and Equipment
- Leadership and coordination of capital programs, i.e. FL Opportunity Fund, FDFC and SSBCI
- Support programs for Minority Business growth and access to capital and markets

Senior Vice President, Entrepreneurship & Innovation
- Develop and direct strategy to promote entrepreneurship throughout the state
- Manage programs and outreach to promote innovation and job growth in rural communities
- Leadership and coordination with all departments, divisions and partners to execute EFI’s commitment to providing resources and support to small businesses and entrepreneurs

Senior Vice President, External Affairs
- Develop and execute strategy for advancing EFI’s legislative priorities.
- Manage media relations and government outreach for EFI and its partners.
MEASURES OF SUCCESS

EFI has two standards for its measures of success.

1. **State contract.** Contract Measures are set in the contract that EFI executes with DEO at the start of each fiscal year. The measures are linked with the economic development priorities in the State of Florida Job Creation Plan, State Strategic Plan for Economic Development i.e. SPED). These measures are written for the EFI Divisions defined in FS §288.92 (1).

2. **Operations (OPS) Plan.** These measures are set by the Board of Directors with their annual approval of the OPS Plan. The measures of the OPS Plan address the business performance goals and management requirements of the organization. The OPS Plan includes the State Contract Measures referenced above, and the complementary unit measures from EFI management that are approved by the Board.

Each organizational Department or Division (“Unit”) and the Executive Office (“Executive”) have 2-4 metrics that focus on their contribution to success of the OPS Plan. The incentive payments for all staff performance are based on achieved results of the Corporate Measures, their Unit’s measures, and their personal performance measures.

The OPS Plan recognizes that success is achieved through effective customer service and that EFI has many customers and Stakeholders, to include Consultants, Clients, Partners, Staff, and Investors. Stakeholders have a stake in the success of EFI and include economic development organizations, military and defense-dependent communities and investors, board members, government leaders and legislators, and ultimately the citizens of Florida. Each unit focuses on success with their customers and stakeholders to ensure success of the organization.

OPS PLAN STRATEGIES

1. Position the state to retain jobs and aggressively compete for recruitment and expansion of private and public investment and job-generating projects.

2. Partner with Stakeholders to promote initiatives that positively impact job growth.

3. Aggressively market Florida and build a recognizable business brand that makes a significant impression on business leaders and influencers.

4. Secure adequate, sustainable public and private-sector investment and participation to promote Florida and create jobs.

5. Create a culture of customer service for professional economic development staff and maintain business resources necessary to support the organization’s mission.
## OPS PLAN: CUSTOMERS, OUTREACH METHODS, SERVICES PROVIDED, AND RESULTS

<table>
<thead>
<tr>
<th>Executive</th>
<th>Business Development</th>
<th>International Trade</th>
<th>Marketing &amp; Communication</th>
<th>MaSBEC</th>
<th>Florida Sports</th>
<th>Strategic Partners</th>
<th>Administration</th>
</tr>
</thead>
</table>
| • Legislators  
• Business leaders  
• EDO Stakeholders  
• Corporate Decision Makers | • National and international investment project decision makers | • Florida businesses interested in international trade.  
• Communities seeking to expand their export base.  
• Foreign companies interested in Florida products. | • Business Development, International Trade Development, corporate site selectors, expanding FL businesses | • Minority-led and small businesses and entrepreneurs. | • Florida Counties and Sports – service Regions | • Board members; Defense-dependent communities and issue leaders; EDO Stakeholders | • EFI staff and vendors |
| Outreach Methods | • All communication outlets; including face to face, speeches, conferences and business meetings | • Team Florida events  
• Consultant events  
• Sales missions  
• Other sector-specific marketing | • Bi-weekly e-newsletter to 9,000+ Florida contacts  
• 7 trade offices statewide. EDO partners and international trade associations.  
• Global partner network, trade events, specialized publication. | • Co-sponsor minority/business events; partner with small business orgs.; Manage loan portfolio | • Meet with Sport’s National Governing Bodies, Profess/Amat’r Sports Groups, etc.  
• Bid on events and projects that create visitors and jobs. | • Defense grants, FDA  
• Defense Support Task Force.  
• Board and stakeholder meetings | • Intranet  
• all staff meetings  
• direct communication |
| Service Provided | • Provide information, contacts and resources to facilitate the Florida decision  
• Explain and promote the value of EFI  
• Promote economic development to leaders | • Economic Development project management/leadership  
• Incentives negotiation  
• Sector-specific lead generation | • One-on-one consultations to companies and information on foreign markets, distribute qualified export sales leads  
• Overseas trade shows/missions; Governor’s Missions; local trade workshops/seminars  
• Develop market diversification support and grants. | • Establish business brand  
• Develop statewide promotional network  
• Develop traffic to EFI websites and leads for Business Development. | • Respond to small business requests, coordinate with other organizations to avoid duplication of services  
• Resources that include venue options identify transportation options, permit needs, housing needs and grant funding for clients. | • Outreach to board members and business leaders  
• Support connections with defense linked EDOs  
• Strengthen linkages with the Defense community | • Provide business locations, tools and resources for staff to improve their performance and support the goals of EFI |
| Results | • Better legislative, business and statewide support and cooperation | • Job creation/investment from competitive retention expansion/improvement projects | • Export sales  
• High client satisfaction in end of event reports and annual customer satisfaction survey. | • Increase leads and projects due to more interest in Florida as a business location | • Better resources for minority and small businesses, increase venture capital for entrepreneurs | • Good customer service results in new and repeat groups (events) choosing Florida as their host state. | • Increase in Board investors, retain and expand DoD investment in FL, support by EDO/partners | • Better work environment, equipment,and resources to improve work output |
OPS PLAN PROCESSES FOR CUSTOMER SERVICES

**Competitive project customers.** EFI competes with other states and countries to recruit national and international businesses. Their decisions to open offices in Florida increases the tax base, creates jobs for Florida citizens, and supports the development of new Florida businesses and the diversification of skills and wages for jobs.

In developing good customer service, EFI markets to business leaders and decision makers. More than just placing an advertisement, this involves as many contacts as possible until a project is opened. Once a project is opened, a team of project managers works with the project leaders to demonstrate the value of a Florida location. This includes coordination with EFI’s local partners (communities) for business requirements and state agencies (Department of Economic Opportunity, CareerSource Florida, Department of Transportation, etc.) When successful this leads to an announcement of the business’ decision to locate or expand in Florida (Ex.1).
Facilitated business customers, including Services after the sale*. These customers are part of the facilitated job growth in Florida. All Florida businesses, whether long term, newly created, or recruited, are provided support that helps them to grow, create jobs and to stay in Florida. This support is another way that EFI facilitates job growth in Florida. These programs support existing businesses, or locations with strategic investments, like military and defense bases, or sports facilities. (Ex.2)

Exhibit 2

Develop and distribute financial assistance to minority and small businesses
Increase exports sales by FL businesses
Retain and expand Defense investment in Florida
Facilitate client growth
Increase tourism (VISIT FLORIDA)
Expand national Sports presence

Some units at EFI are focused on customers that are not related to a recruitment and retention project. These units support the maintenance of the organization, assisting it with establishing and strengthening the structure and resources that enable other units to work with business clients. (Ex. 3)

Exhibit 3 – the business of EFI

Identify and recruit private sector leaders to Board
Establish and maintain stakeholder support
Maintain support of government leaders for business climate
Maintain EFI business infrastructure, human resources, financial stability and accountability
DEO’s Division of Strategic Business Development manages the contract between EFI and the state of Florida. With the development of the Statewide Strategic Plan for Economic Development, DEO established measures that link the Contract Measures and the Strategic Plan measures. They reflect measures for the Divisions of EFI as defined in FS §288.92 (1).

These Contract measures are designed to direct EFI’s program outcomes in five (5) areas and measure the use of the state’s investment. At the same time EFI has the responsibility and authority to develop its resources to achieve these measures. The standards for FY 15-16 are linked to the priorities of the state’s strategic plan for economic development. Measures below with an asterisk are continued from previous state contract measures.

### EFI Measures FY 2015-16

<table>
<thead>
<tr>
<th></th>
<th>BUSINESS DEVELOPMENT – Proposed Job Creation</th>
<th>Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a.</td>
<td>Total number of proposed jobs to be created by businesses assisted by Enterprise Florida</td>
<td>27,500</td>
</tr>
<tr>
<td>b.</td>
<td>Number of proposed jobs to be created by businesses assisted by Enterprise Florida in rural communities (partial subset of a.)</td>
<td>800</td>
</tr>
<tr>
<td>c.</td>
<td>Number of proposed jobs to be created by businesses assisted by Enterprise Florida in distressed urban communities (partial subset of a.)</td>
<td>2,300</td>
</tr>
<tr>
<td>d.</td>
<td>Number of proposed jobs to be created by businesses assisted by Enterprise Florida by international businesses (partial subset of a.)</td>
<td>1,400</td>
</tr>
<tr>
<td>e.</td>
<td>Number of proposed jobs to be created by businesses assisted by Enterprise Florida by small and/or minority businesses (partial subset of a.)</td>
<td>12,000</td>
</tr>
<tr>
<td>f.</td>
<td>Number of proposed jobs to be created by businesses assisted by Enterprise Florida with incentives (partial subset of 1.a.) Incentives: QTI, CLOSE, HIPI, IIF, CICT, BROWN and RIF</td>
<td>18,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>INTERNATIONAL TRADE – International Trade Assistance</th>
<th>Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a.</td>
<td>Number of Florida based businesses assisted by Enterprise Florida for international trade</td>
<td>2,250</td>
</tr>
<tr>
<td>b.</td>
<td>Number of companies with export sales attributable to activities conducted by Enterprise Florida (partial subset of 2.a.)</td>
<td>215</td>
</tr>
<tr>
<td>c.</td>
<td>Amount (US dollar value in millions) of projected export sales attributable to the activities conducted by Enterprises Florida</td>
<td>$ 675</td>
</tr>
<tr>
<td>EFI Measures FY 2015-16</td>
<td>Standards</td>
<td></td>
</tr>
<tr>
<td>-------------------------</td>
<td>-----------</td>
<td></td>
</tr>
<tr>
<td><strong>3. MARKETING FLORIDA</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Web traffic to EFI’s website – enterpriseflorida.com—overall traffic in visits</td>
<td>250,000</td>
<td></td>
</tr>
<tr>
<td>b. Positive media hits</td>
<td>500</td>
<td></td>
</tr>
<tr>
<td>c. Total Social Media followers</td>
<td>21,000</td>
<td></td>
</tr>
<tr>
<td><strong>4. MINORITY and/or SMALL BUSINESS, ENTREPRENEURSHIP, CAPITAL (MaSBEC)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment in Small and/or Minority Business through financial assistance, venture capital and grants.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Number of businesses that received financial assistance</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td>b. Amount (US dollar value) of funds invested (in millions)</td>
<td>$17.0</td>
<td></td>
</tr>
<tr>
<td><strong>5. FLORIDA SPORTS (Division of Sports Industry Development, Enterprise Florida)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Florida Senior Games and Florida Sunshine State Games (In-State)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Economic impact to communities as a result of Florida Sports Foundation hosting of Florida Senior Games and Florida Sunshine State Games (in millions)</td>
<td>$7.00</td>
<td></td>
</tr>
<tr>
<td>b. Number of participants (athletes and families) at the Florida Senior Games and Florida Sunshine State Games</td>
<td>40,000</td>
<td></td>
</tr>
<tr>
<td><strong>Regional and Major Sporting Event Grants (Out-of-State)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Economic impact to communities as a result of Florida Sports Foundation’s funding of Regional and Major Grant Events (in millions)</td>
<td>$200.0</td>
<td></td>
</tr>
<tr>
<td>b. Number of attendees at the Regional and Major Grant Events</td>
<td>300,000</td>
<td></td>
</tr>
<tr>
<td><strong>6. ENTERPRISE FLORIDA – GENERAL</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfaction of businesses served with investment or trade assistance provided by EFI.</td>
<td>95%</td>
<td></td>
</tr>
<tr>
<td>Number of strategies in the Florida Statewide Strategic Plan for Economic Development being implemented by EFI.</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Response rate for Business Development/International trade Development customer satisfaction survey.</td>
<td>30%</td>
<td></td>
</tr>
</tbody>
</table>
EFI MEASURES PER OPERATIONS (OPS) PLAN STRATEGIES

The OPS Plan measures are designed to complement the corporate measures and provide metrics for all units of the organization. The EFI measures are accomplished at the Executive and Unit level. At the levels they are set so that staff understands that their personal measures link to their Unit measures. The measures linked to the strategies are:

1 Position the state to retain jobs and aggressively compete for recruitment and expansion of investment and job-generating projects.
   - Facilitate the establishment of 25,000 jobs during the 15-16 fiscal year.
   - Establish 160 new businesses development projects.
   - Provide 115 project leads to EDO partners.
   - Capture $2.25 billion in capital investment related to projects.
   - Facilitate exports of $495 million in high value cluster products and services.

2 Partner with appropriate stakeholders to promote EFI’s mission and support economic development initiatives that positively impact all types of job growth.
   - Support and advocate for legislation that supports business growth and entrepreneurship.
   - Support the Defense Task Force with administration and logistics assistance.
   - Promote Florida as host for national and international amateur sports competitions.
   - Establish new international trade clients in target industry clusters.
   - Assist FL regions to recruit and host sports events.
   - Contract-required reports and communications are on time and accurate.

3 Aggressively market the state and build Florida’s business brand, targeting business leaders and decision makers drive economic development.
   - Launch Florida’s new business brand campaign.
   - Increase number of positive messages about Florida across all media.
   - Increase traffic across all of EFI’s websites to bring attention to the state programs and opportunities.
   - Develop a competitive sales team with a commitment to customer service

4 Secure adequate, sustainable public and private-sector participation to advance the mission of the organization.
   - Secure private investor funds by Board investors of $1.75 million
   - Secure public sector funding in excess of FY 2015-16: $29,900,000
   - Support and advocate for legislation that improves Florida’s business climate and competitiveness

5 Create a culture of customer service for professional economic development staff and maintain resources necessary to support the organization’s mission.
   - Develop an Economic Development sales team focused on recruitment and expansion of businesses in Florida
   - Ensure that information and communication tools and networks are flexible and cost efficient
   - Satisfaction by EFI staff for admin support in MIS, HR, Payroll, equipment/ facilities management
EFI BUSINESS UNITS FOR OPS PLAN EXECUTION

For purposes of executing this Plan, EFI has nine business units including the Department of Tourism Marketing which is managed and staffed by VISIT FLORIDA. And therefore not included in the EFI Ops Plan.

The units' names and abbreviations are;

**EXEC** - Executive (includes Pres/CEO, EVP/COO and External Relations)

**BD** – Business Development

**ITD** – International Trade & Development

**MC** – Marketing and Communications

**MaSBEC** – Minority and Small Business, Entrepreneurship, Capital

**FS** – Florida Sports Development

**SP** - Strategic Partnerships

**ADM** - Administration

*Tourism Marketing* - VISIT FLORIDA *(metrics not included here)*
<table>
<thead>
<tr>
<th>Area</th>
<th>Measures</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Executive</strong></td>
<td>27,500 jobs</td>
<td>Support and advocate for legislation that improves business and job growth</td>
</tr>
<tr>
<td><strong>Business Development</strong></td>
<td>Establish 160 projects</td>
<td>$2.25 billion in capital investment</td>
</tr>
<tr>
<td><strong>International Trade</strong></td>
<td>1,800 unique consultations in target sectors</td>
<td>$505 million in actual and expected export sales from target sectors over the FY</td>
</tr>
<tr>
<td><strong>Marketing &amp; Communication</strong></td>
<td>Launch a new business brand campaign.</td>
<td>Increase traffic to all EFI websites</td>
</tr>
<tr>
<td><strong>MaSBEC</strong></td>
<td>Implement a bonding assistance program with a total of no fewer than six training seminars for the year</td>
<td>Invest (commit for follow on) at least $5 million in venture capital-type funding.</td>
</tr>
<tr>
<td><strong>Florida Sports</strong></td>
<td>Assist Florida regions with bidding on and hosting 15 new projects/events per quarter that produce economic impact for the State of Florida</td>
<td>Produce Sports Tourism jobs from Grant related and Amateur Sports events of at least 4,000, based on the State of Florida’s standard of 1 job per every 85 visitors.*</td>
</tr>
<tr>
<td><strong>Strategic Partners</strong></td>
<td>Board member retention 92% of August 2015 members</td>
<td>Administer Defense Support Task Force: facilitate compliance with EFI policies</td>
</tr>
<tr>
<td><strong>Administration</strong></td>
<td>Staff satisfaction survey for: IT services and resources; HR services; Office services</td>
<td>Comply fully and timely all administration n financial responsibilities.</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------------------------</td>
<td>------</td>
<td>----------------------</td>
</tr>
<tr>
<td>Comply with delineated tasks within DEO Funding Agreement</td>
<td>CORP</td>
<td>95%</td>
</tr>
<tr>
<td>Facilitate job growth</td>
<td>EXEC</td>
<td>36,000</td>
</tr>
<tr>
<td>Secure public funding to match FY appropriation (in millions)(^2)</td>
<td>EXEC</td>
<td>$19.9</td>
</tr>
<tr>
<td>Support and advocate for legislation that improves Florida’s business climate</td>
<td>EXEC</td>
<td>100%</td>
</tr>
<tr>
<td>Staff satisfaction survey for: IT services and resources; HR services; Office services</td>
<td>ADM</td>
<td>95%</td>
</tr>
<tr>
<td>Deadlines achieved x% of the time for reports and financial obligations</td>
<td>ADM</td>
<td>95%</td>
</tr>
<tr>
<td>Established Projects</td>
<td>BD</td>
<td>160</td>
</tr>
<tr>
<td>Project leads referred to Partners</td>
<td>BD</td>
<td>110</td>
</tr>
<tr>
<td>Project-related capital investment (in $ millions)</td>
<td>BD</td>
<td>$1,980</td>
</tr>
<tr>
<td>Client consultations in target industry sectors(^3)</td>
<td>ITD</td>
<td>1,800</td>
</tr>
<tr>
<td>Contracted and expected export sales from target sectors over the FY (in $ millions)</td>
<td>ITD</td>
<td>$495.0</td>
</tr>
<tr>
<td>Develop and launch a new business brand campaign by January 31, 2016(^4)</td>
<td>MC</td>
<td>N/A</td>
</tr>
<tr>
<td>Positive messages across all news &amp; trade media as a direct result of EFI efforts</td>
<td>MC</td>
<td>250</td>
</tr>
<tr>
<td>Website traffic – number of hits across all EFI websites</td>
<td>MC</td>
<td>N/A</td>
</tr>
<tr>
<td>Commit at least $5 million to loan support programs for small or minority-owned businesses</td>
<td>MaSBEC</td>
<td>$17 million</td>
</tr>
<tr>
<td>Invest (Follow-on or New Investment) at least $5 million in VC-type funding for small or minority-owned businesses</td>
<td>MaSBEC</td>
<td>$6 million</td>
</tr>
<tr>
<td>Assist in Florida regions with bidding on and hosting 15 new projects/events per quarter that produce economic impact for the State of Florida</td>
<td>FS</td>
<td>60</td>
</tr>
</tbody>
</table>

\(^1\) This number reflects only the jobs announced as a result of EFI business development project efforts. EFI also monitors an additional metric of “Jobs Facilitated”—a number based on private sector investment using established formulas for jobs including Florida Sports impact of 1 job for every 85 visitors, or exports impact of 6 jobs per million in sales (E&Y 2011 ROI for EFI). Last year’s “Jobs Facilitated” total was 41,978.

\(^2\) Private funding secured includes private sector contributions and in-kind contributions.

\(^3\) Unique consultations—duplicate consultations with the same client are eliminated from the number reported.

\(^4\) This metric refers to a new business brand campaign that is funded for the first time in EFI’s annual appropriation. As this is the first time the effort has been funded, there is no historical data.
This Operations and Performance Plan was prepared for management of EFI by the Executive Vice President and Chief Operating Officer with assistance from the Administration department.

Recommended by: __________________________________
Bill Johnson, President & CEO Enterprise Florida, Inc.

Approved by Enterprise Florida Board of Directors on _________________ 2016
Alan Becker, Vice Chair

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Produce ROI from three grant programs of at least $150:$1 in economic impact to the State of Florida.</td>
<td>FS</td>
<td>$250:1</td>
<td>$351:1</td>
<td>$150:1</td>
</tr>
<tr>
<td>Produce Sports Tourism jobs from Grant related and Amateur Sports events based on the State of Florida’s standard of 1 job per every 85 visitors.</td>
<td>FS</td>
<td>4,000</td>
<td>7,360</td>
<td>4,000</td>
</tr>
<tr>
<td>Board member retention 85% of August 2014 members</td>
<td>SP</td>
<td>85%</td>
<td>92%</td>
<td>92%</td>
</tr>
<tr>
<td>Funds invested in EFI $1.6 (in millions)</td>
<td>SP</td>
<td>$1.6</td>
<td>$1.87</td>
<td>$1.75</td>
</tr>
<tr>
<td>Administer Defense Support Task Force: facilitate compliance with EFI policies and legislative guidelines</td>
<td>SP</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Enterprise Florida (EFI), Florida’s lead economic development organization is led by public and private leaders on its Board of Directors. Its mission is to aggressively develop and facilitate the growth of current and future jobs for Florida’s citizens. The Board may establish committees or councils to help with the mission of EFI. A primary committee for the Board is the Executive Committee. The Board may establish other committees as needed.

The Executive Committee (EC) provides information and recommendations to the EFI Board, supports the development of Board investors, reviews operations and management issues, monitors relationships with linked organizations and establishes the consent agenda for each board meeting. It may assume any function or role assigned by the Board except for the election of the Vice Chair-elect; selection or removal of the President; determining the compensation paid to the President; and adopting, amending or repealing the bylaws.

**Membership**

The EC is composed of no less than 5 and no more than 20 voting members. The membership is concurrent with the two year term of the Vice Chair. The incoming Vice Chair submits the list of EC issue experts or chairmen to the Board for approval at the first meeting of his/her term. The issue experts and issue chairman roles are linked to the business and program functions of the organization.

The EC is led by the Board Vice-chair and includes the Board chair or his designee, and the immediate past Vice Chair in year one, replaced by the Vice chair-elect for year two. Ten (10) EC members are responsible for reporting on EFI essential business issues as they relate to three areas:

**EFI operations**

1. Education/Workforce Talent
2. International Trade & Development
3. Minority and Small Business, Entrepreneurship, Capital (MaSBEC)
4. Defense
5. Business Development
6. Sports Development
7. Strategic Partnerships
8. Team Florida Marketing Partnership (Reporting)

**EFI management and information**

8. Finance and Compensation
9. Audit
10. Legislative Policy

**EFI responsibility with linked organizations**

11. Tourism Marketing
12. Space Florida

Additionally, ex-officio members include: President of Enterprise Florida, and Vice-chair of Stakeholders’ Council. The ex-officio members do not have a vote on the EC. A quorum consists of one more than half of the active number of Executive committee members.
Operations

A meeting of the Executive Committee (EC) shall be held at least four times each fiscal year, either in person or by teleconference. The Committee may arrange for regional, special or other meetings as appropriate.

Authority

The authority of the Executive Committee is vested in the EFI By-laws (2011). All meeting rules that apply to the Board apply to the EC. The Vice Chair of the Board chairs the EC and he or she selects the Executive Committee leader-liaisons and issue chairs to serve during the Vice Chair’s two year term. EC members may be re-appointed.

Responsibilities

Subject to applicable corporate governance laws, the principal responsibilities and functions of the EC are as follows:

- Review essential business reports of each member serving as liaisons for topics in Operations Issues, Management and Information Issues and Linked Organizations
- Complete the consent agenda for Board meetings, including essential business information reports
- Maintain Enterprise Florida's focus on its mission of business development through expansion, recruitment and creation
- Support the development of new Board investors
- Recommend new and renewals of at-large members for Board approval
- Identify essential business development issues for in depth review by the full Board

The EC may act on behalf of the Board, except as noted in the Purpose statement above, when assigned by the Board. Unless the authority is assigned by the Board, all EC decisions are scheduled to be ratified at the next Board meeting.

Staff Support

The Executive Committee is assisted by the Strategic Partnership Division of Enterprise Florida.

Al Latimer, SVP Strategic Partnerships
Phone: 407.956.5602
Email: alatimer@enterpriseflorida.com
Members:

<table>
<thead>
<tr>
<th>Executive Committee</th>
<th>Issue Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alan Becker</td>
<td>Vice Chair</td>
</tr>
<tr>
<td>Marlin Hutchens</td>
<td>Finance &amp; Compensation Chair</td>
</tr>
<tr>
<td>Eric Silagy</td>
<td>Team Florida Marketing Partnership</td>
</tr>
<tr>
<td>George Foyo</td>
<td>International Trade</td>
</tr>
<tr>
<td>Jesse Biter</td>
<td>Space</td>
</tr>
<tr>
<td>Carol Craig</td>
<td>Defense and Military Retention</td>
</tr>
<tr>
<td>Brian Lamb</td>
<td>Audit Committee</td>
</tr>
<tr>
<td>Julius Davis</td>
<td>Minority and Small Business, Entrepreneurship, Capital (MASBEC)</td>
</tr>
<tr>
<td>Luis Orbegoso</td>
<td>Business Development</td>
</tr>
<tr>
<td>Belinda Keiser</td>
<td>Education/Workforce Talent</td>
</tr>
<tr>
<td>Stan Connally</td>
<td>Legislative Policy/Vice Chair Elect</td>
</tr>
<tr>
<td>Danny Gaekwad</td>
<td>Tourism</td>
</tr>
<tr>
<td>Blake Gable</td>
<td>Sports</td>
</tr>
<tr>
<td>Brett Couch</td>
<td>Immediate Past Vice-chairman</td>
</tr>
<tr>
<td>Frank Collins</td>
<td>Governor’s Designee</td>
</tr>
<tr>
<td>Bill Johnson (ex-officio)</td>
<td>EFI President &amp; CEO</td>
</tr>
<tr>
<td>Nathan Sparks (ex-officio)</td>
<td>Vice Chair of Stakeholder Council</td>
</tr>
</tbody>
</table>

Enterprise Florida Executive Committee Staff Contacts:

<table>
<thead>
<tr>
<th>MASBEC</th>
<th>Louis Laubscher</th>
<th>Senior Vice President</th>
<th>407.956.5631</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Bill Spivey</td>
<td>Vice President</td>
<td>407.956.5695</td>
</tr>
<tr>
<td>Sports</td>
<td>John Webb</td>
<td>President &amp; CEO</td>
<td>850.922.4493</td>
</tr>
<tr>
<td>Business Development</td>
<td>Crystal Sircy</td>
<td>Senior Vice President, EVP &amp; CMO</td>
<td>407.956.5640</td>
</tr>
<tr>
<td>International</td>
<td>Manny Mencia</td>
<td>Senior Vice President</td>
<td>305.808.3672</td>
</tr>
<tr>
<td>Audit &amp; Fin &amp; Comp</td>
<td>Louis Laubscher</td>
<td>Senior Vice President</td>
<td>407.956.5644</td>
</tr>
<tr>
<td>Marketing</td>
<td>Joe Hice</td>
<td>Senior Vice President &amp; CMO</td>
<td>407.956.5628</td>
</tr>
<tr>
<td>Legislative Policy</td>
<td>Mike Grissom</td>
<td>Senior Vice President</td>
<td>850.298.6630</td>
</tr>
<tr>
<td>Tourism</td>
<td>Will Seccombe</td>
<td>President &amp; CEO</td>
<td>850.205.3803</td>
</tr>
<tr>
<td>Military &amp; Defense</td>
<td>Rocky McPherson</td>
<td>Vice President</td>
<td>850.298.6652</td>
</tr>
<tr>
<td>Stakeholders Council</td>
<td>Al Latimer</td>
<td>Senior Vice President</td>
<td>407.956.5602</td>
</tr>
<tr>
<td>Entrep. &amp; Innovation</td>
<td>Diana Gonzalez</td>
<td>Senior Vice President</td>
<td>305.808.3590</td>
</tr>
<tr>
<td></td>
<td>Lisa McMillion</td>
<td>Chief of Staff</td>
<td>305.808.3581</td>
</tr>
</tbody>
</table>

- 2016 Executive Committee Conference Call Dates:
  - Wednesday, April 13, 2016 @ 11:00 am
  - Thursday, July 7, 2016 @ 11:00 am
  - Wednesday, September 14, 2016 @ 11:00 am

- 2016 Executive Committee Meeting Dates:
  - Tuesday, May 10, 2016* Naples
  - Wednesday, September 28, 2016 Orlando
  - Tuesday, November 29, 2016* Sandestin

*Please note that these dates have changed and the meetings are being held Tuesday and Wednesday.