Assistance in Evaluation of the Cost-Effectiveness of County Funds Provided to the Pensacola Bay Area Chamber of Commerce for Economic Development
County of Escambia
Disasters in past Eight Years

- Hurricane Ivan – 2004
- Hurricane Dennis – 2005
- Deepwater Horizon Oil Spill – 2010
- Tropical Storm Isaac - 2012
Tourist Attractions

Emerald Shores and White Sand Beaches

Pensacola Beach, Pensacola, FL.

Perdido Key, Florida
More Tourist Attractions

home to .....Blue Angels
Economic Development Funds

1. Business Recruitment & Expansion
2. Downtown Technology Park
3. Business Incubator Program
4. Tourism Marketing & Promotion
5. Armed Services Support
6. Community Events
Economic Development Funds

1. Tourist Development Tax ("Bed Tax")
2. Oil Spill Monies
3. General Fund
4. State of Florida Incentives
Reasons for the Project

• Growth in Tourism Development Tax Revenue
  = More Money to Chamber

  $2.3M.....$4.4M.....$5.3M

• Chamber Performance reports
  ....Lacked Substance and Measurements

• Project Results ....
  ....Recommendations to Strengthen Accountability
  and Measurability of the Chamber efforts
Trends & Opportunities Identified

- Strong Economy
  - Productive Economy
  - Strong Human Capital
  - Innovative Economy
  - Strong Business Assets/Investments
  - Strong Personal Income/Assets
Enhanced Accountability

1. Consistency & Validation of Reporting
2. Performance-based Contracting
3. Return on Investment
   …Positive for Programs, except…
   …Tourism Promotion
       – too many variables, limited time
4. Enhancement in Chamber Accounting System and Controls
Opportunities for Economic Enhancement

1. Performed Reasonably Well in Comparison to Other Similar Size Counties

2. Be Recognized Nationally for Performance Reporting
   …Planning
   …Performance Measurement
   …Data Collection & Analysis
   …Reporting
Capacity for Innovation

1. Capitalize on *Growth in Professional, Scientific & Technical Services* sector

2. Further recognize Universities and Post-secondary Institutions as Assets
   a) Have created unique identity for Tech Park

3. Further foster Entrepreneurship
   a) Minority Business
   b) Non-Employer Businesses
Strength of Human Capital

1. Higher Level of Educational Attainment
2. Ensure Understanding of Low Population Growth (1.1% over 10 years)
3. Focus on Success Attributes for 21% of Population that is Age 0-17
   a) Creativity
   b) Knowledge
   c) Educational Credentials
Strength of Business Assets/Investments

1. Continue Realizing Gains in *Knowledge Economy* Industries
2. Explore Decline in *Management of Companies and Enterprises* Sector
3. Continue work with *Defense* Industry
   a) High Value Contracts
   b) Cooperation - Tech Park & Saufley Field
4. Evaluate Role of Tourism – Viable Strategy to Increase Earnings & Wage Contributions
Extent of Personal Income/Assets

1. Strategy to...
   a) Ensure Continued Trend in Rise of Per Capita Income
   b) Reduce Level of Poverty (19.1%)
   c) Increase Per Capita Personal Income (< Statewide Ave.)

2. Owner-Occupied Housing Back to Pre-Recession Levels

3. Monitor *Direct Federal Expenditure* monies
   a) e.g., Federal Contract Procurement vs. Unemployment Payments
Results-to-Date

Fiscal Year 2013 contract with the Chamber
...specific language in the contract
...methodology for accountability and measurability
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