



AGENDA

COMMITTEE OF THE WHOLE WORKSHOP BOARD OF COUNTY COMMISSIONERS

Board Chambers
Suite 100
Ernie Lee Magaha Government Building - First Floor
221 Palafox Place

March 12, 2015
9:00 a.m.

Notice: This meeting is televised live on ECTV and recorded for rebroadcast on the same channel. Refer to your cable provider's channel lineup to find ECTV.

1. Call to Order

(PLEASE TURN YOUR CELL PHONE TO THE SILENCE OR OFF SETTING.)
2. Was the meeting properly advertised?
3. Community Economic Development Association - Workforce Development Presentation
(Scott Luth - 20 min)
A. Board Discussion
B. Board Direction
4. Pensacola Bay Center, SMG, and the Ice Flyers
(Amy Lovoy - 45 min)
A. Board Discussion
B. Board Direction
5. RESTORE Update
(Keith Wilkins - 30 min)
A. Board Discussion
B. Board Direction

6. Bank on Escambia
(Commissioner Robinson/Charles Thornton, President, NAACP Pensacola Branch/George Hawthorne, Economic Development Committee Co-Chair, NAACP Pensacola Branch - 20 min)
 - A. Board Discussion
 - B. Board Direction

7. Jail Update (BACKUP TO BE DISTRIBUTED UNDER SEPARATE COVER)
(Jack R. Brown - 15 min)
 - A. Board Discussion
 - B. Board Direction

8. Beulah Beltway/I-10 Interchange Project Update and Direction (BACKUP TO BE DISTRIBUTED UNDER SEPARATE COVER)
(Colby Brown/David Forte/Greg Allen - 45 Minutes)
 - A. Board Discussion
 - B. Board Direction

9. Adjourn

Committee of the Whole

3.

Meeting Date: 03/12/2015

Issue: Community Economic Development Association - Workforce Development Presentation

From: Amy Lovoy, Interim Assistant County Administrator

Information

Recommendation:

Community Economic Development Association - Workforce Development Presentation

(Scott Luth - 20 min)

A. Board Discussion

B. Board Direction

Attachments

Workforce Development Presentation



Economic Development & Workforce Development

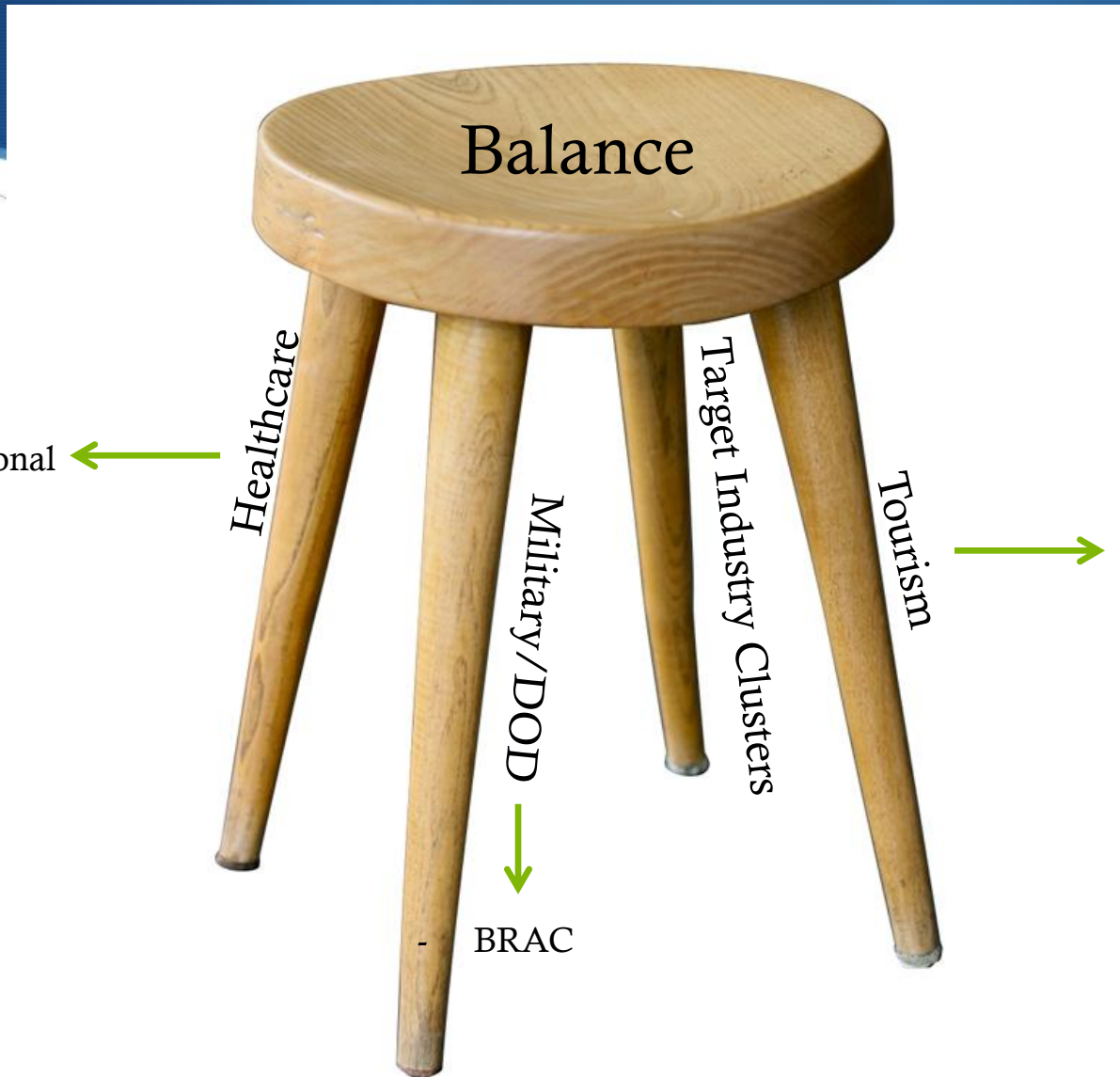
Greater Pensacola Area



Why Do Economic Development?



Diversification



Greater Pensacola Target Industries

- ◆ Aviation/Aerospace
 - ◆ Maintenance, Repair & Overhaul
 - ◆ Manufacturing
- ◆ Maritime
 - ◆ Maintenance, Repair & Overhaul
 - ◆ Manufacturing
- ◆ Information Technology
- ◆ Cyber Security
- ◆ Advanced Manufacturing

WHY THESE?

Return on Investment/Leveraging Assets

	Employment 2014	Avg earnings per job	Growth 2010-14	Forecasted Growth 2014 to 2024	Jobs Multiplier	Earnings Multiplier
1. Advanced Manufacturing	5,359	\$69,573	11.0%	-1.0%	2.18	1.53
2. Information Technology	1,129	\$67,860	16.1%	23.0%	1.84	1.39
3. Cyber Security	1,043	\$69,440	22.8%	25.0%	1.54	1.28
4. Aviation/Aerospace (manufacturing & MRO)	698	\$75,516	-18.2%	10.0%	1.93	1.39
5. Maritime MRO	303	\$36,694	32.7%	39.0%	1.49	1.4

Why Workforce Development?

Expansion & Relocation Factors:

1. **Availability of skilled labor**
2. Highway accessibility
3. **Labor costs**
4. Occupancy or construction costs
5. Availability of advanced ICT services
6. Available buildings
7. Corporate tax structure
8. State and local incentives
9. Low union profile
10. Energy availability

The Challenge

The need for skilled, well-educated workers is growing

Demand

is
up

1 in 3 U.S. workers is age
50 or older.

By 2015 a 15% decline is
projected in ages 35 – 44.

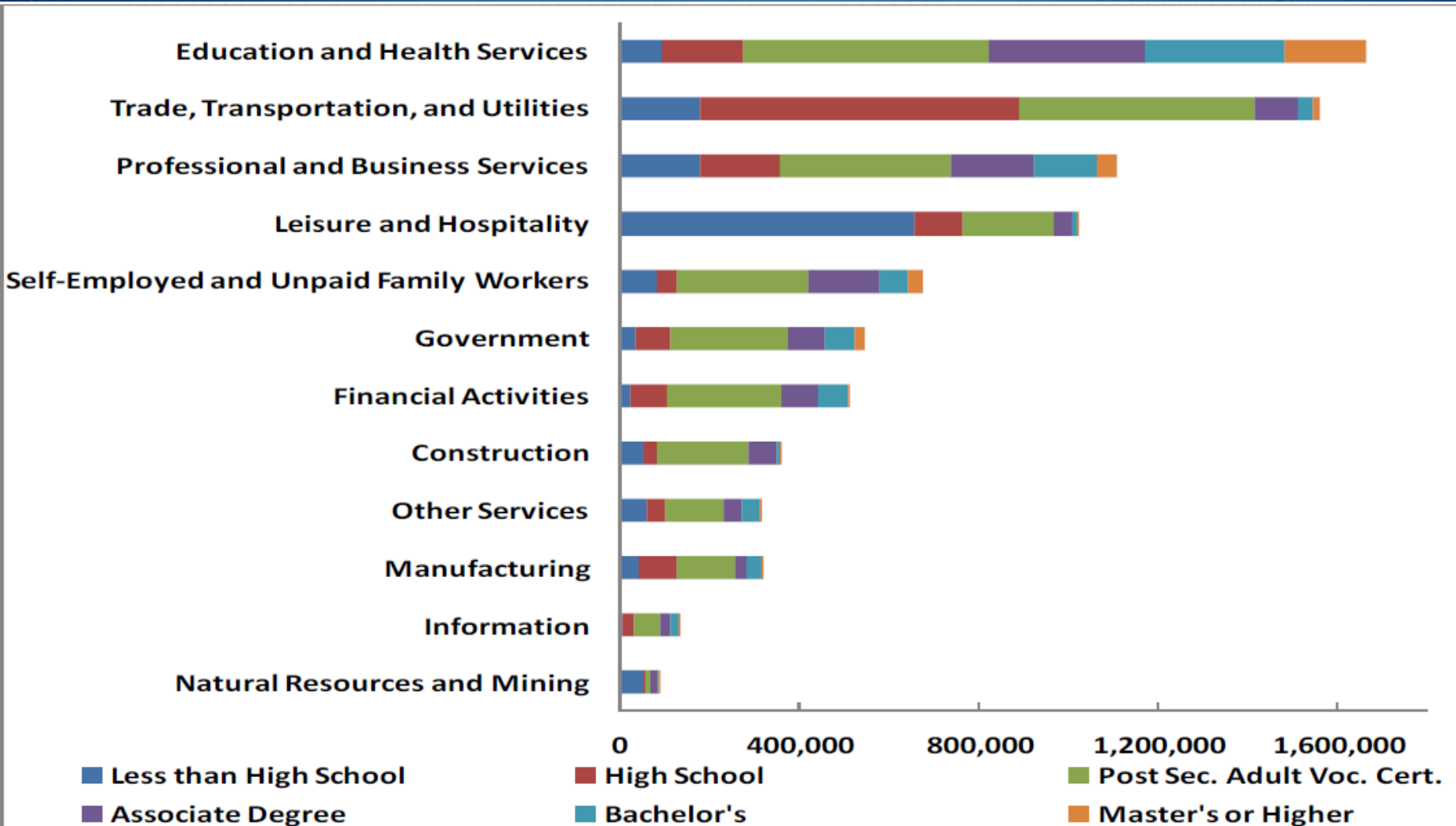
**“More than 70% of HR
executives say that incoming
workers with inadequate skills
are their most serious problem
over the next three years.”**

– Deloitte Consulting

Supply

is
down

FL Jobs by Education Requirement



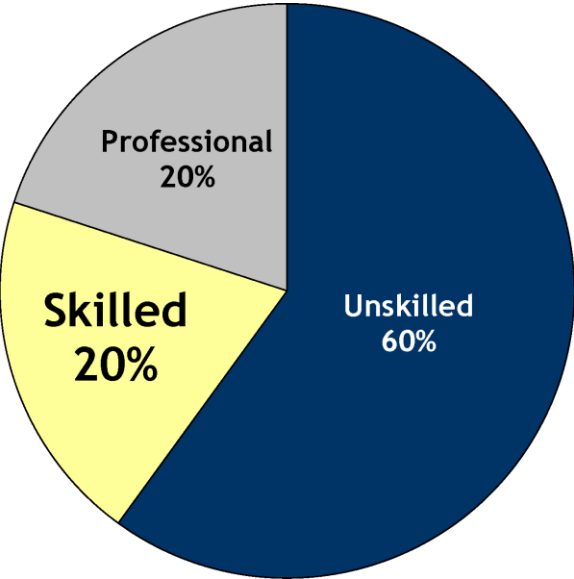
Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, Employment Projections Program, Forecast to 2021, released September 2013.

The Changing Workforce...

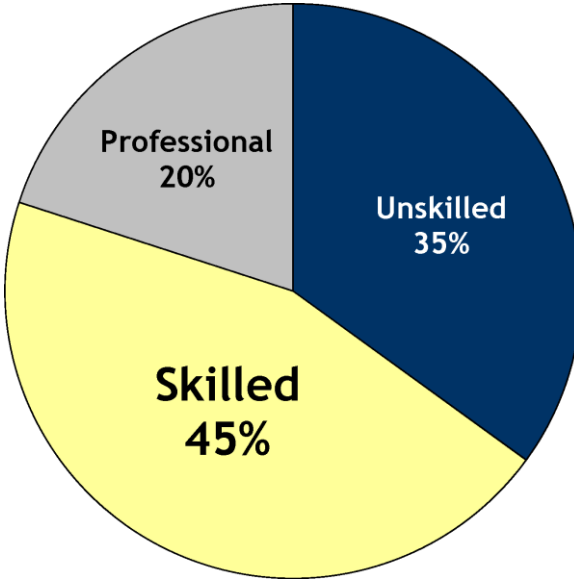
DEMAND TRIPLES

(% of Total Workforce)

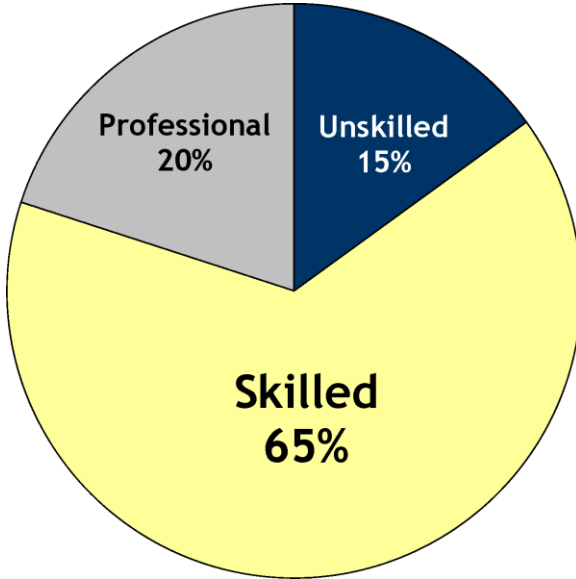
1950



1991



2000



The Goal - Alignment

WHERE 9TH GRADERS ARE HEADED

vs.

WHERE THE JOBS ARE



28%

will enter a 4-year college



20%

require a 4-year college degree



32%

will enter an associate degree program or advanced training



65%

require an associate's degree or advanced training



10%

will lack the skills needed for employment



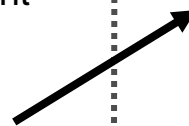
15%

require minimum skills for employment



30%

will drop out of the system before completing high school



Program of Work

short term / immediate

- ◆ Existing Industry Support – Workforce Resources:
 - ◆ Training Grants: *since 2010 – (in Escambia County)*
 - ◆ Incumbent Worker Training: \$330,000+
 - ◆ Quick Response Training: \$2.5+ million
 - ◆ On-the-Job Training: \$108,000
 - ◆ Hiring, Recruiting, Testing: CareerSource Escarosa
 - ◆ Data & Labor Market Analysis
 - ◆ Interns, Apprentices, etc.
 - ◆ Human Resource Managers Roundtable
- ◆ Rapid Project Response:
 - ◆ Examples: VT MAE, West Fraser, etc.
- ◆ Workforce Availability/Demographic Research

Program of Work

long term / strategic



◆ Research

◆ Labor Market Gap Analysis: *5 year demand for new & replacement workers*

◆ Information Technology: 1,092

◆ Advanced Manufacturing: 2,150

◆ Vertical Alignment of Training

◆ Convene all partners in education to identify opportunities for new training & revision of existing programs using a “demand/data driven” approach

◆ Training Pathways:

Career Academies → Tech Centers → State College → University

◆ Serve as liaison between business, education & community

Program of Work

long term / strategic



- 💧 Career Awareness

- 💧 www.greaterpensacolacareerpathways.com

- 💧 Career Awareness/Industry Specific Event Support:

- 💧 Worlds of Possibilities Career Expo

- 💧 Warrington Middle School Career Expo

- 💧 Cyberthon

- 💧 Manufacturing Day

- 💧 iTen Wired

- 💧 Counselors in the Workplace

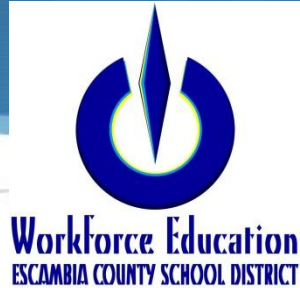
- 💧 Career Academy Awards

Program of Work

advocacy

- ◆ Serving as an advocate for business & representing the City of Pensacola and Escambia County
 - ◆ Focus areas:
 - ◆ Individual business
 - ◆ Local
 - ◆ Regional
 - ◆ State

Partners





**Jennifer McFarren, Director of
Workforce Development**

jmcfarren@pensacolachamber.com

850.292.9601

Greater Pensacola Chamber
117 West Garden Street | Pensacola
850.438.4081 | F: 850.438.6369
ChooseGreaterPensacola.com

Committee of the Whole

4.

Meeting Date: 03/12/2015

Issue: Pensacola Bay Center, SMG, and the Ice Flyers

From: Amy Lovoy, Interim Assistant County Administrator

Information

Recommendation:

Pensacola Bay Center, SMG, and the Ice Flyers

(Amy Lovoy - 45 min)

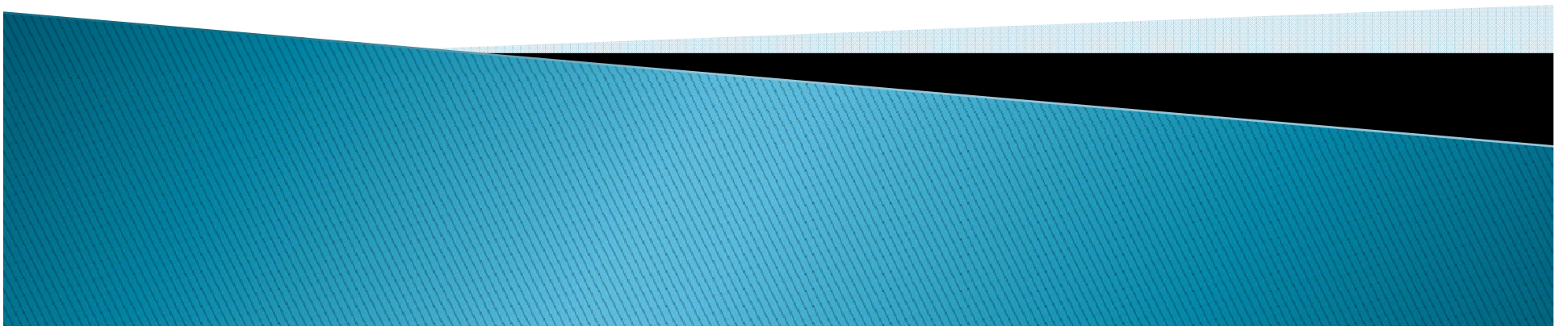
A. Board Discussion

B. Board Direction

Attachments

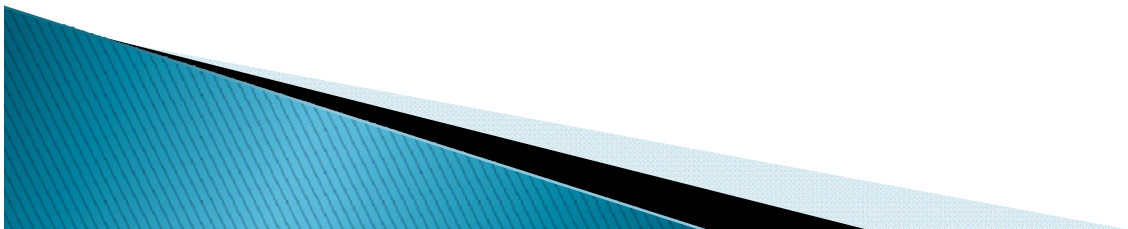
Pensacola Bay Center Presentation

Future of the Pensacola Bay Center

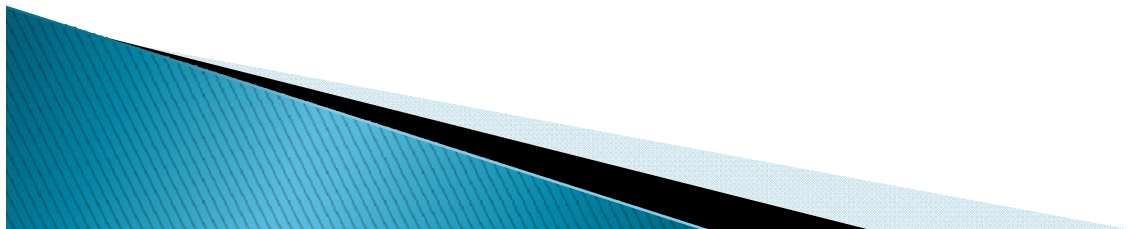
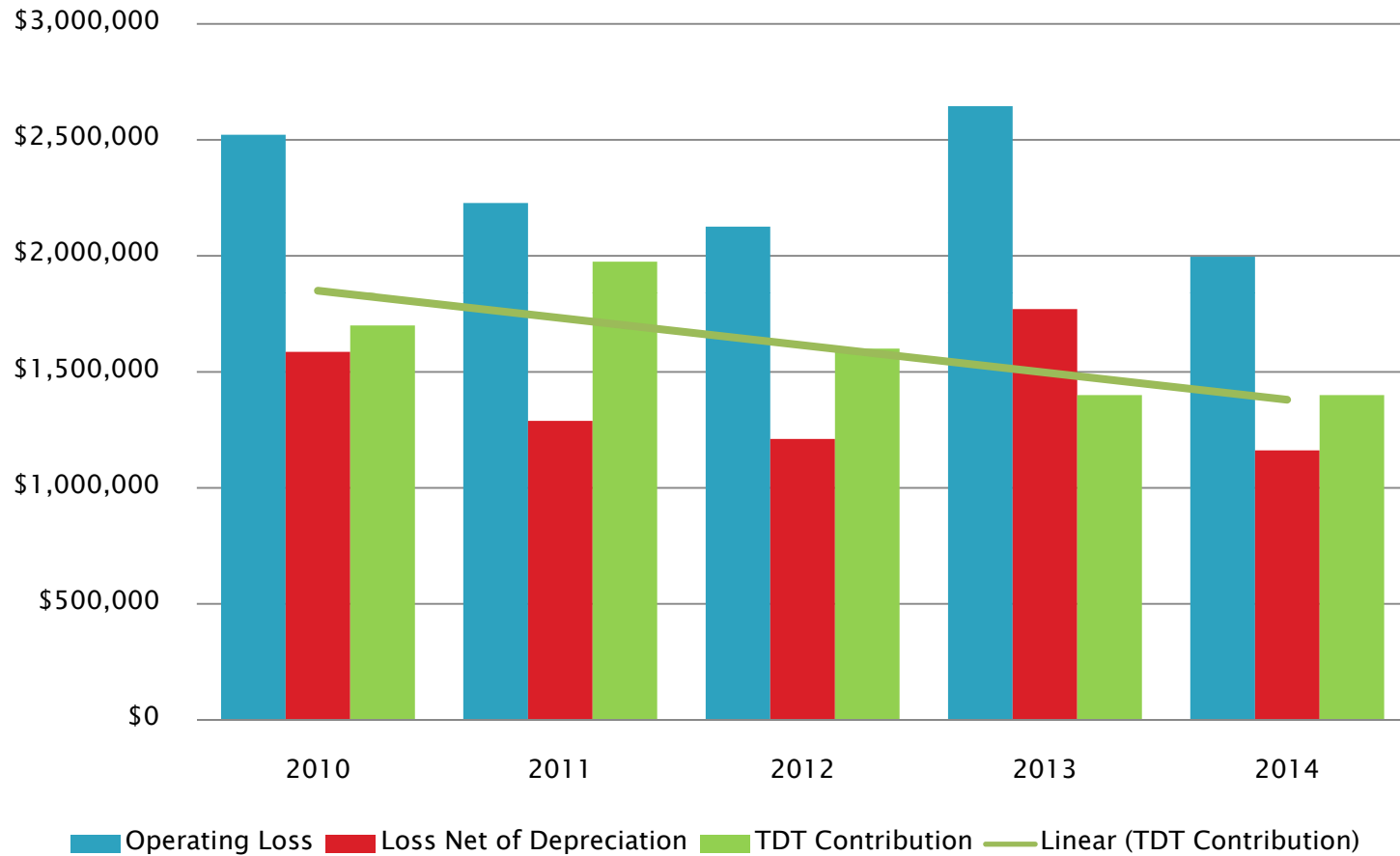


History

- ▶ The Bay Center is a 7,702 permanent seat civic arena constructed in 1984 with 20,000 square feet of exhibition space and 12 meeting rooms.
- ▶ Excluding hurricane related repairs, the last significant renovations to the building were done in 2003.
- ▶ There is \$1 in debt associated with the Bay Center.

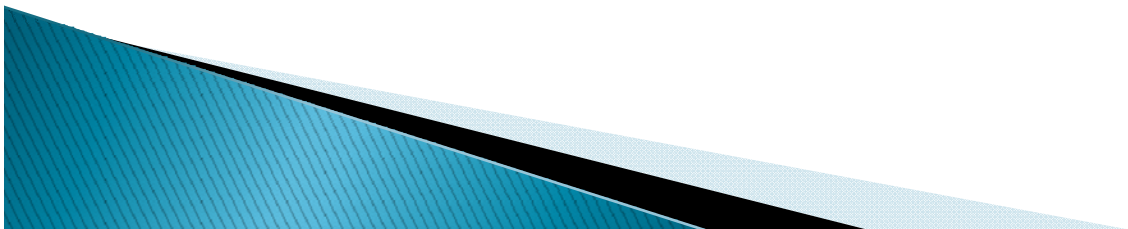


Bay Center Financial Information



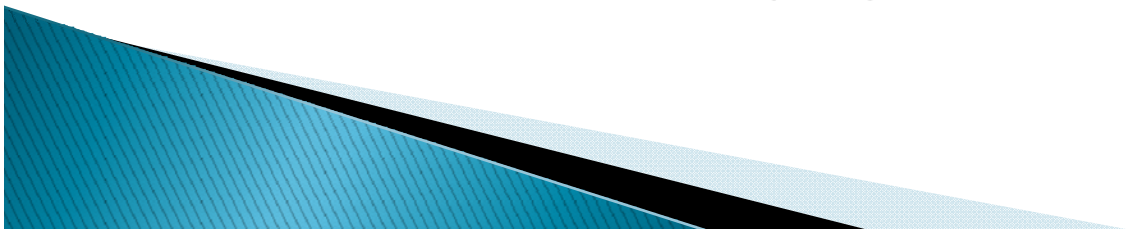
SMG

- ▶ On 8/21/14 the Board voted to extend the current management contract for 2 years making the expiration date 9/30/17.
- ▶ In 2007 SMG contributed \$300,000 towards the purchase of the marquees on display at the facility. If the SMG contract is terminated prior to 2019, the unamortized portion of this contribution must be refunded to SMG.
 - The current unamortized portion is \$148,400.
- ▶ The current SMG contract has 3 portions:
 - The fixed fee – In 2014 this was \$183,682.
 - Percentage of concessions – 5% of net concessions. The amount earned in 2014 was \$78,755.
 - The incentive – based on the reduction of the loss as measured for the last 2 fiscal years. In 2013 there was no incentive earned. In 2014 this amount is estimated to be \$158,969.
- ▶ Section 5.1.4 of the management agreement states that should the County unilaterally grant a waiver of any user fees or operational amounts, said amount shall be paid by the 4th Cent Tourist Development Tax.



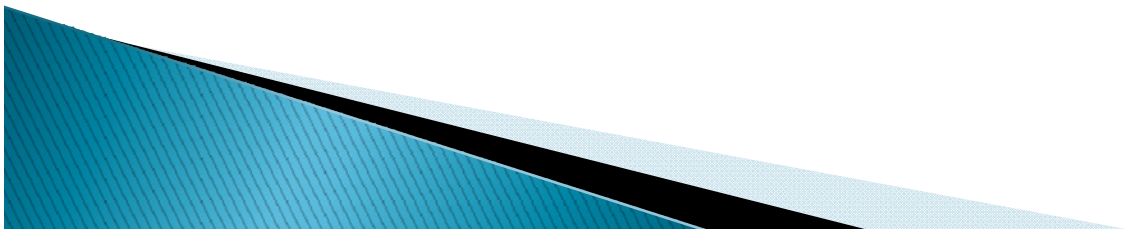
SMG (cont)

- ▶ SMG is offering to give the County \$350,000 to be used for capital improvements at the Bay Center. This money would be amortized on a straight-line, non-cash basis over a 10 year period. If the SMG agreement were terminated within this 10 year period, the unamortized portion of the advanced funding would be owed to SMG.
- ▶ SMG would also like to include a protection clause in their contract that if the Board waives any fees or provides any discounts under the terms of the new contract with the Ice Flyers, the County will agree to negotiate in good faith with SMG an appropriate adjustment to SMG's Net Operating Loss Benchmark used to determine SMG's incentive fee.



Ice Flyers

- ▶ The Pensacola Ice Flyers are a professional ice hockey team in the Southern Professional Hockey League.
- ▶ In 2012 the Board entered into a contract with the Ice Flyers for a 1 year contract with an option to extend that contract for 2 additional years.
 - The 2 year contract extension is set to expire at the end of the current hockey season.
- ▶ The Ice Flyers have proposed a series of changes to the contract for renewal purposes. The items that include significant financial or operational consequences are itemized in the following slides.

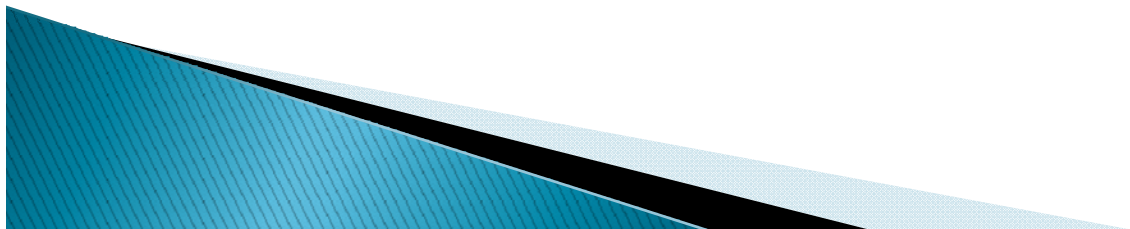


Ice Flyers Profitability to the Bay Center



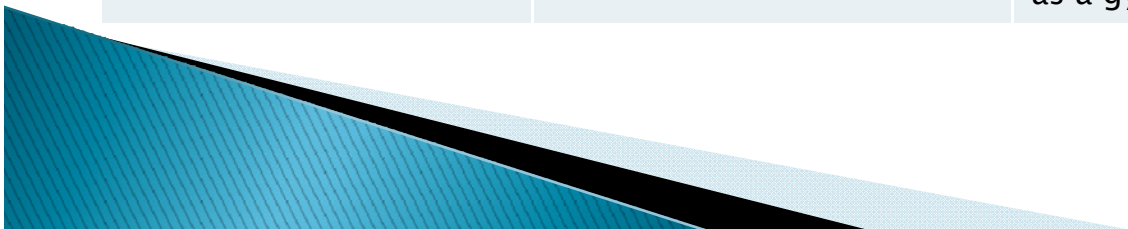
Ice Flyers Proposals

Item	Current	Proposed	Notes
Contract Term	1 year with 2 year extension upon mutual consent	3 year	The 2 year extension expires at the end of the current hockey season
Attendance incentive plan	None	Add an attendance incentive plan	See next slide
Sale of permanent signage sharing percentages	65% County/35% Team	75%County/25% Team	
Sale of signage on the zamboni	Not itemized	Team has exclusive right to sell	Although not itemized in the contract, the current practice is that the team has the right to sell this signage
Damage to Ice Flyers logos	Not addressed	If the logos are damaged by Bay Center personnel, the Team will be reimbursed for damages not to exceed \$1,000 per logo	



Ice Flyers Proposals (cont)

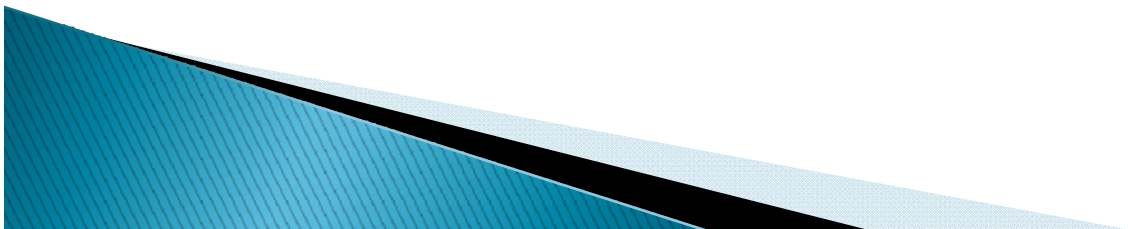
Item	Current	Proposed	Notes
Length of time between weekend scheduling	Not addressed	Available weekend dates shall not be more than 3 weekends apart unless due to extraordinary circumstances like acts of God.	
Bumping rights	County may bump a Flyer game 2 times without compensation to the Team. After that, if the County bumps a weekend game that must be scheduled to a weekday, the County must reimburse the Team \$7,500	Bumping a game will be compensated as shown:	Fri to a Mon -Thurs = \$15,000. Fri to a Sun = \$7,500 Sat to a Mon-Thurs = \$20,000 Sat to a Fri = \$7,500 Sat to a Sun = \$15,000 Sun to a Mon-Thurs = \$5,000
Comp tickets available to SMG	40	60	
Use of the old gym room	Not addressed	To be used by the team as a gym.	



Ice Flyers Proposals (cont)

Item	Current	Proposed	Notes
\$5 games	None	Permission to have 2 games at \$5 per ticket with no facility fee.	The current facility fee is \$3 per ticket. In the past the Board has granted permission for these games both with and without the \$3 facility fee.
Use of comp tickets	Up to 1,500 per game. Above this there is a \$1.00 per ticket overage fee.	Up to 3,000 on 4 games with no overage fee.	Would be used for 4 Military Appreciation Nights.


* Based on history waiving the \$3 facility fee for the \$5 game night would cost the Bay Center about \$14,500 in net lost revenue. (This nets the increases in concessions revenue due to increased attendance against the loss of the facility fee.)



Incentive Attendance Plan

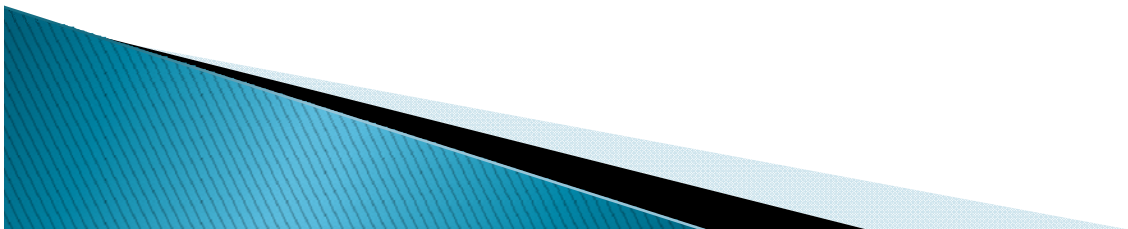
Paid Attendance	Facility Fee per Ticket
0-1999	\$3.00
2000-2499	\$2.75
2500-2999	\$2.50
3000-3499	\$2.25
3500-3999	\$2.00
4000-4499	\$1.75
4500-4999	\$1.50
5000-5499	\$1.25
5500-5999	\$1.00
6000-6499	\$.75
6500-6999	\$.50
>7000	\$0

* Based on the previous year's paid attendance, this incentive plan would cost the County about \$52,000 in lost revenue if enacted by itself. If the ICP is enacted along with the waiver of the \$3 facility fee for the \$5 game night, the net loss would be about \$33,000 because of the increased concessions associated with the \$5 game night.



Questions for the Board

- ▶ What is the Board's vision for the future of the Bay Center?
 - Does the Board want to allocate funding from the Tourist Development Tax (TDT) to conduct a study to determine what the best use for the site that encompasses the Bay Center?
- ▶ Does the Board want to accept the \$350,000 from SMG in exchange for a 10-year extension to their contract?
- ▶ Does the Board want to renew the Ice Flyers contract?
- ▶ Does the Board want to investigate financing strategies for capital investments in the Bay Center?
 - What type and level of investment is the County willing to make?



Committee of the Whole

5.

Meeting Date: 03/12/2015

Issue: RESTORE Update

From: Keith Wilkins, Department Director

Information

Recommendation:

RESTORE Update

(Keith Wilkins - 30 min)

A. Board Discussion

B. Board Direction

Attachments

IssuePaper-RESTORE Update-SelectionCriteria

Dewberry RESTORE Presentation v2.1

**March 12, 2015 Committee of the Whole
RESTORE Update – Project Selection Criteria
Issue Paper**

Executive Summary:

On July 11, 2014, the Escambia Board of County Commissioners engaged Dewberry to work with staff and the RESTORE Advisory Committee (RAC) to develop a Multi Year Implementation Plan (MYIP) for Direct Allocation Projects. The RESTORE Act calls, among other things, for a selection criteria to be established before projects can be chosen. This discussion topic is so the Project Selection Criteria can be solidified for the MYIP.

At its regular meeting on August 21, 2014, the Board approved Resolution R2014-80 amending Section 3 of Resolution R2012-150 relating to the duties of the Escambia County RESTORE Act Advisory Committee. SECTION 3. C. of Resolution R2014-80 states, “The Committee shall recommend ranking criteria for its review of project proposals. The Board of County Commissioners shall review and approve the ranking criteria developed by the Committee prior to the ranking of project proposals.”

Background:

1. The current Scope of Work for Dewberry is to work with staff and the RESTORE Advisory Committee (RAC) to develop the Project Selection Criteria and recommend to the Board of County Commissioners
2. The RAC, Dewberry and staff have taken numerous hours developing a Needs Assessment document for Escambia County. This document was used as a support to develop the Project Selection Criteria.
3. Dewberry developed a draft Project Selection Criteria and the RAC thoroughly discussed each criteria. The Committee confirmed each criterion was addressing a need and was defined properly.
4. The RAC has listened to the public voice through many workshops and meetings, RESTORE@myescambia, and a public survey.

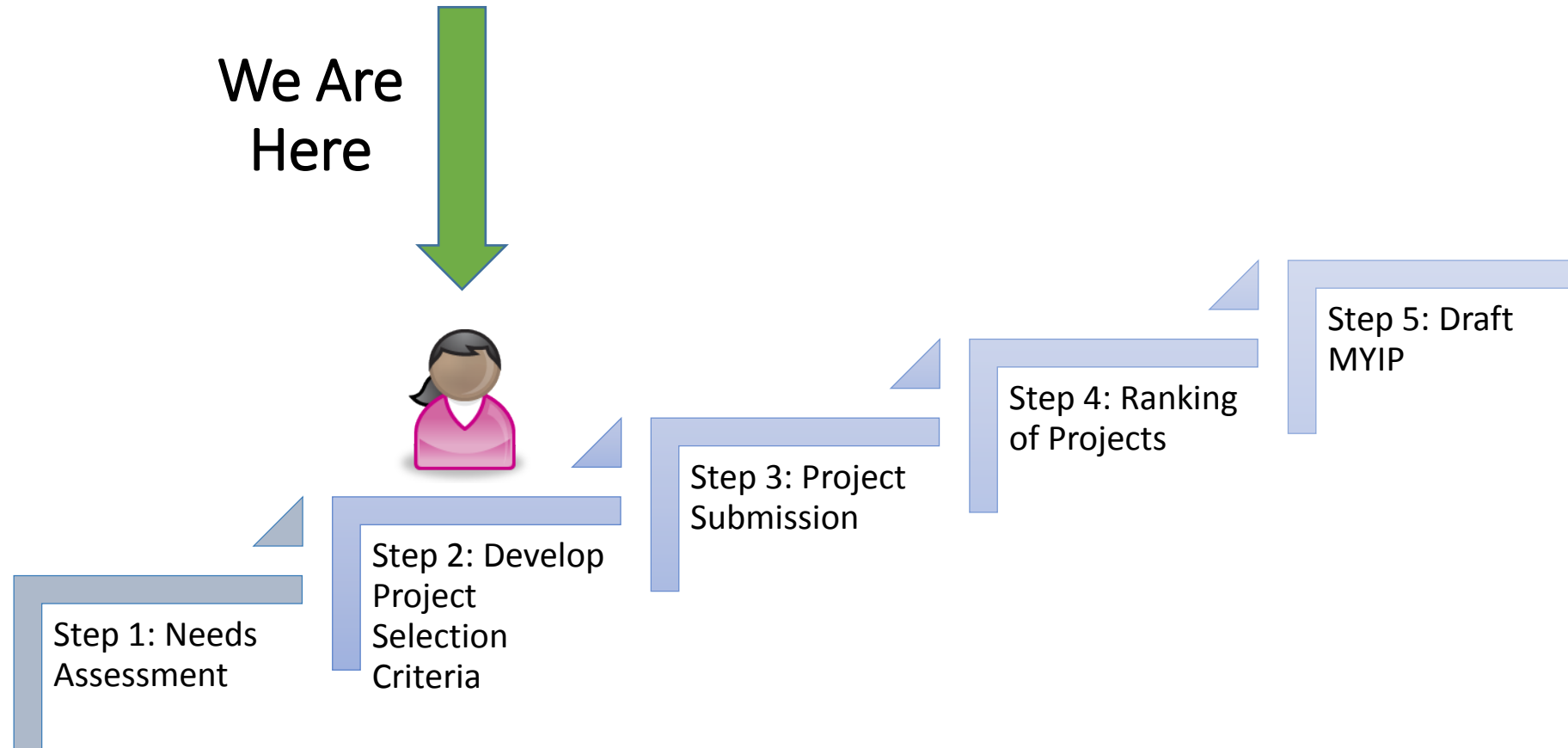
Direction Desired:

For information purposes only in preparation for the April 16 Workshop. No direction requested at this time.

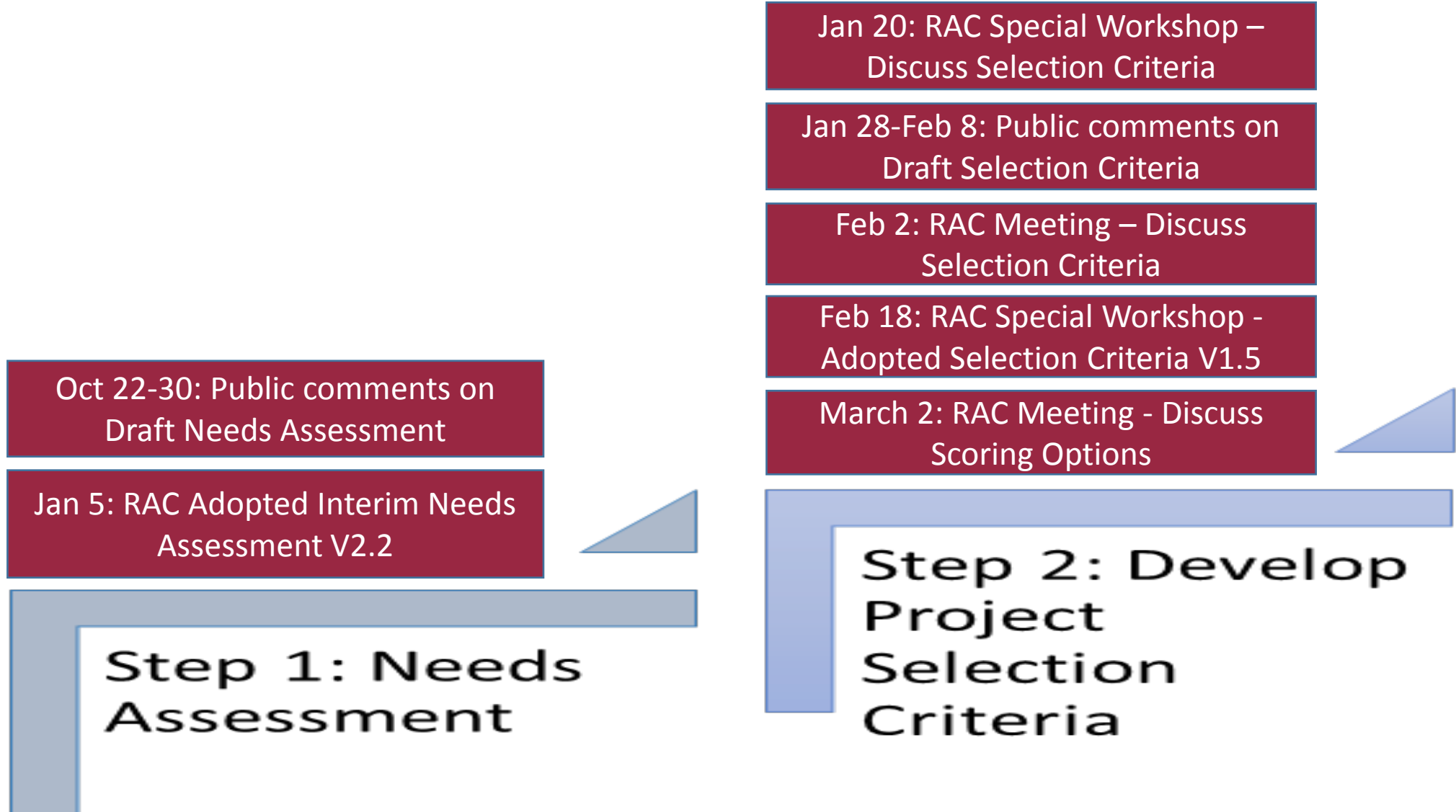
March 12th, 2015 BCC Committee of the Whole

- Status Overview
- 2nd Public Survey
- What's Next?

Escambia County RESTORE MYIP Development



Recent Meetings and Outreach



Summary of Public Survey Results/Comments (non-scientific nor statistically valid)

- 233 Survey Responses

- 101 written comments on specific criteria
- 57 overall write-in comments

- 6 emailed comments

- 7 Commenters at 2/2 RAC Meeting

- Conclusions:

- 41% of respondents found baseline criteria to be important/very important
- 57% of respondents found environmental criteria to be important/very important
- 37% of respondents found economic criteria to be important/very important
- 42% of respondents found infrastructure criteria to be important/very important
- 23% of respondents found bonus criteria to be important/very important

Cont.. Highest Ranked Criteria from Survey

- 93% Budget Justification
- 88% Water Quality Improvement
- 84% Habitat Conservation and Preservation
- 83% Habitat Restoration
- 65% Flooding Improvements
- 63% Community Resilience
- 62% Workforce Development
- 61% Job Creation

What's Next?

- April 6: RAC Discuss Selection Criteria and Scoring
- April 16: BCC/RAC Joint Workshop
- April 30: Gulf Power NGO Workshop
- May 4: RAC Meeting
 - Adopt Selection Criteria and Scoring
 - Presentations
 - Erin Deady – RESTORE Standard Terms and Conditions – Legal overview
 - Claudia Simons – County Procurement Process
 - Dewberry - RESTORE Standard Terms and Conditions – Program Implications
- May 21: BCC Adopt Selection Criteria and Scoring
- June: Public Workshops on Project Submittal

Questions?

Escambia RAC Adopted Selection Criteria

Baseline Criteria

- 1. Regulatory Compliance.** Applicant has described how proposed project will conform to all applicable federal, state, and local laws and codes including, but not limited to American's with Disabilities Act, Rehabilitation Act of 1973, U.S. Access Board, National Environmental Policy Act, National Historic Preservation Act, Davis-Bacon Act, Florida Building Code, and Escambia County Land Development Code.
- 2. Project Justification.** Proposed project is adequately described to determine feasibility and the budget includes reasonable and justifiable costs.
- 3. Timing.** Proposed project can be implemented and benefits realized within a reasonable and acceptable timeframe.
- 4. Public Interest.** Proposed project is in the public interest.
- 5. Monitoring Plan.** Proposed project includes a comprehensive monitoring and success measurement plan.

Project must score at least 1 in each Baseline Criteria. If not do not proceed with scoring.

Escambia RAC Adopted Selection Criteria

Environmental Criteria

1. Habitat Restoration. Proposed project improves, enhances, or restores the structure and function of upland, coastal, bays, bayous, wetlands, rivers, lakes, streams, or marine natural systems, benefiting native flora and fauna.

2. Habitat Conservation and Preservation. Proposed project maintain or improves the structure and function of upland, coastal, bays, bayous, rivers, lakes, streams, or marine natural systems, benefiting native flora and fauna.

3. Water Quality Improvement. Proposed project reduces point and nonpoint sources of pollutants entering local waterways, provides treatment to improve water quality, or proposes other measures which will improve water quality.

4. Natural Systems Resiliency. Proposed project increases ability of natural systems to withstand disasters and adapt to changing environmental conditions due to climate change, associated sea level rise, and other factors.

0

Escambia RAC Adopted Selection Criteria

Economic Criteria

1. Tourism and Tourism Opportunities. Proposed project provides for increases in tourism activity through new or additional marketing efforts, improvements to existing attractions, or addition of new destinations or attractions.

2. Job Creation. Proposed project provides for new seasonal, temporary, part time, full time, and/or higher wage jobs within the County.

3. Industry and Business Growth. Proposed project directly contributes to expansion of existing industry/business or siting of a new industry/business in local targeted industries.

4. Workforce Development. Proposed project provides innovative higher education, job training, or other workforce training/career development which increases the total skilled workforce pool and advances opportunities for higher wage employment.

Escambia RAC Adopted Selection Criteria

Infrastructure Criteria

1. Transportation Network Improvements. Proposed project components of existing transportation network or adds new to transportation network such as roads, sidewalks, bike lanes, multi-use paths or trails, streetlights, and urban/street landscaping.

2. Flooding Improvements. Proposed project provides structural improvements or additions which will reduce flooding to homes and businesses, thereby reducing overall disaster costs and increasing economic resilience.

3. Community Resiliency. Proposed project increases community resiliency by strategically retrofitting, upgrading, or replacing critical infrastructure, utilizing renewable energy, or by implementing other disaster preparatory mechanisms.

Escambia RAC Adopted Selection Criteria

Bonus Criteria

- 1. *Benefits Traditionally Underserved Persons or Areas.*** Proposed projects improves opportunities for disadvantaged or traditionally underserved persons or areas, such as low-income areas, areas of minority concentration, persons with disabilities, persons with limited English proficiency, etc.
- 2. *Community Health.*** Proposed project improves physical or mental health of the community through health improvement programs or health education.
- 3. *Neighborhood Benefits.*** Proposed project provides neighborhood benefit such as increased affordable housing, reduction in crime, or significant aesthetic improvements.
- 4. *Local Preference.*** Proposed project utilizes local labor force or promotes local small businesses.
- 5. *Education and Awareness.*** Proposed project enhances childhood education.
- 6. *Environmental Outreach.*** Proposed project includes environmental outreach component.

Escambia RAC Adopted Selection Criteria

Bonus Criteria

7. Cultural and Historic Resources. Proposed project provides for preservation, protection or restoration of cultural, historical, or archaeological significant resources above and beyond minimum regulatory requirements.

8. Consistency with Local Plans. Proposed project is consistent with implements existing adopted plans.

9. Green Design. Project incorporates green design elements such a Leadership in Energy & Environmental Design (LEED) principles or ot energy and water efficiency/ conservation measures.

10. Leverages funds . Proposed project provides for in-kind or ot supplemental funding, increasing fund leveraging.

11. Sustainability and Efficiency. The project approach utilizes e measures and provides long term benefits.

12. Planning and Partnerships. Project planning and design are complete; project includes beneficial partnership.

Committee of the Whole

6.

Meeting Date: 03/12/2015

Issue: Bank on Escambia

From: Grover Robinson, District 4 Commissioner

Information

Recommendation:

Bank on Escambia

(Commissioner Robinson/Charles Thornton, President, NAACP Pensacola Branch/George Hawthorne, Economic Development Committee Co-Chair, NAACP Pensacola Branch - 20 min)

A. Board Discussion

B. Board Direction

Attachments

Bank on Escambia Overview

From “Advocacy to Action”



NAACP
Pensacola Branch

“Bank On Escambia”

An overview of the Pensacola NAACP Economic Development Committee’s newly launched initiative to help low-income and underserved communities gain access to mainstream financial institutions and bank accounts to benefit the community by making citizens more financially stable and educated.

Presented on January 20, 2015 by:

**NAACP Pensacola Branch
Charles Thornton
President**

**NAACP Pensacola Branch
George Hawthorne
Economic Development
Committee Co-Chair**

Table of Contents

The Problem: People in Poverty Without Bank Accounts falling prey to predatory fringe financial services (Payday, Pawn, Check Cashing).....	3
Research helped build a local business case for the “Bank On Escambia” initiative. ...	3
The NAACP Pensacola Branch “Bank On Escambia” Financial Empowerment Initiative.....	4
The National “Bank On” initiative Background and History	4
What is “Bank On Escambia”?	5
Why “Bank On Escambia” and the NAACP?.....	5
What Are the Main Goals of “Bank On Escambia”?.....	5
Who Are the Key Partners, and What Do They Do?.....	6
How was “Bank on Escambia” originated?.....	6
What Are the Intended Outcomes?.....	6
Why the NAACP Economic Development Committee is coordinating this initiative? ...	7
Key Findings from initial Bank On Escambia research.....	8
To participate in Bank On Escambia, financial institutions must at minimum do the following:	8

"Bank On Escambia"

The Problem: People in Poverty Without Bank Accounts falling prey to predatory fringe financial services (Payday, Pawn, Check Cashing)

The Pensacola NAACP Economic Development Committee estimates that one in five Escambia County adults, -- and half of the County's Blacks and Latinos -- did not have bank accounts. These primarily working poor County residents face a big disadvantage because they lacked this basic financial tool. In fact, many unbanked Escambia residents reported paying 5 to 10 percent of their income just to cash their paychecks.

We have determined that an estimated 50,000 lower-income individuals (of all races and minorities in particular) did not have bank accounts and faced institutional and perceived barriers to opening them. An estimated 50 percent of black and Latino adults lacked bank accounts:

- For African Americans, appearance on ChexSystems is a major barrier to opening accounts.
- From further research, we learned that unbanked Latinos often do not realize that federal regulations allow financial institutions to accept Mexican or Guatemalan Consular Identification cards to open accounts.

Through our research, we found that many Escambia residents without bank accounts had a deep desire to participate in the financial mainstream.

Families without accounts do not have a safe place to keep their money. They walk around with wads of cash in their pockets or it is at home in a coffee can. Robberies can be more prevalent around check cashing outlets and a disaster, like a house fire or a hurricane, leaves unbanked families even less able to cope in the face of an emergency.

Research helped build a local business case for the "Bank On Escambia" initiative.

President Thornton and the Economic Development co-chairs convened a working group to examine this problem. They learned that there are other costs to being unbanked, costs that are not readily apparent

Initial research was pivotal to shaping the Bank On Escambia strategy. It helped initiative leaders (1) understand the target market and the challenges they face, (2) build the business and political cases for the initiative, and (3) set clear goals.

Maps showing the direct correlation between high unbanked rates and a saturation of check cashers in low-income neighborhoods prompted the NAACP Executive Development Committee to enact a community

empowerment initiative effectively providing mainstream financial services in these neighborhoods. Research also demonstrated that it is expensive to be without a bank account.

In addition, when the locations of mainstream banks and credit unions were layered onto the maps, it was clear that, in Escambia at least, a lack of brick-and-mortar banks was not a major reason that people lacked bank accounts. In fact, most low-income consumers live within a two miles of a bank or credit union. Banking the unbanked began to emerge as an issue of equality and access as opposed to consumer preference or geography.

The NAACP Pensacola Branch "Bank On Escambia" Financial Empowerment Initiative

Perhaps most importantly, a bank account is the first step to financial security. Without one, it is harder to save and to get well-priced car loans, credit cards, or mortgages the exact financial tools needed to climb the economic ladder. Families then stay stuck going to costly alternatives like pawn shops, payday loans and rent-to-own stores.

To address this problem, the NAACP Economic Development Committee will collaborate with financial institution leaders to join with the NAACP and their community partners to create and launch **"Bank On Escambia"**, a first-in-the-region effort to bring 10,000 of the county's low-income and unbanked residents into the financial mainstream. The NAACP will implement the "Bank On Escambia" initiative based upon the following principles:

1. NAACP leaders want to offer low-income residents alternatives to check-cashing outlets by increasing the supply of starter bank accounts with easy, affordable ways to deposit paychecks, pay bills, and save.
2. The NAACP and local community organizations will mobilize a grassroots marketing campaign to promote these accounts to unbanked Escambia residents and inform them about how they could open one.
3. By combining the influence of local NAACP leadership, the regulatory power of the Federal Reserve Bank, the market drive of mainstream financial institutions, and the credibility and reach of community organizations, Bank On Escambia aims to move the marketplace of available financial products and services to bank the unbanked.
4. The NAACP and other community partners will develop a coalition of banks and credit unions united to bank 10,000 unbanked Escambia residents in two years, the pilot program will be launched in February 2015.

The National "Bank On" initiative Background and History

Ten years ago, San Francisco public officials challenged financial institution leaders to launch Bank On San Francisco, a first-in-the-nation, to provide low-income residents alternatives to check-cashing outlets by increasing the supply of starter bank accounts with easy, affordable ways to cash paychecks, pay bills, and save. San Francisco officials and local community

organizations would then enact a grass roots marketing campaign to promote these accounts to unbanked San Francisco residents and inform them about how they could open one. Today, an estimated 80,000 starter bank accounts are active and open, and this local success has sparked a national movement. Approximately 100 cities have started or are planning Bank On initiatives and six states California, Connecticut, Florida, Illinois, Indiana, and Mississippi have launched statewide Bank On initiatives. The National League of Cities has started Bank On Cities, San Francisco and New York City launched the Cities for Financial Empowerment coalition, which has 11 member cities. And in 2010, the Obama Administration announced its intentions to create a national Bank On USA initiative.

As the Bank On Escambia model is replicated after the "Bank On" initiatives across the country, it is important to the "Escambia experience" to learn these efforts. The NAACP intends to review the lessons from Bank On operating-model, incorporate what went well and eliminate what did not, and implement ways to strengthen the local Bank On Escambia initiative and support national initiatives to bank the unbanked.

What is "Bank On Escambia"?

Bank On Escambia is a NAACP-led "public-private partnership" that helps unbanked Escambia residents open starter bank accounts. The goal is to financially empower lower-income consumers by making it easier and more affordable for them to deposit their paychecks, pay their bills, and

start saving. Bank on Escambia aims to "move the market" by partnering with participating financial institutions to offer starter accounts with features for unbanked individuals and reach out to unbanked consumers through a grass roots marketing campaign.

Why "Bank On Escambia" and the NAACP?

President Charles Thornton and Pensacola NAACP Economic Development Committee were concerned that too many Escambia adults did not have bank accounts and therefore lacked a safe, affordable way to cash their paychecks, pay their bills, and save. They considered this to be a local market failure and believed that the NAACP could play a catalytic role in addressing it.

- On the supply side of the market, the NAACP's influence and relationships with financial institutions to increase the availability of starter accounts with features that address the needs of unbanked consumers.
- On the demand side, the NAACP and community groups could act as trusted messengers to reach out to unbanked city residents about how they could open accounts and why they should consider doing so.
- The NAACP acts as a conduit to provide technical assistance, community engagement and credible leadership to all stakeholders.

What Are the Main Goals of "Bank On Escambia"?

To help Escambia residents enter the financial mainstream, NAACP leaders aim to:

1. Increase the supply of starter account products that work for the low-income unbanked market by developing baseline product criteria that all participating financial institutions will offer;
2. Raise awareness among unbanked consumers about the benefits of account ownership and encourage them to open accounts; and
3. Raise awareness countywide of the unbanked problem and its potential solutions.
4. Secondary goals are to clamp down on the proliferation of check cashers and payday lenders and make quality money management education more easily available to low-income Escambia residents.

Who Are the Key Partners, and What Do They Do?

NAACP Economic Development Committee. NAACP leaders will play a catalytic role in bringing all partners to the table and keep everyone driving toward goals. They will to manage the day-to-day operations and expand their work to include an array of financial empowerment initiatives.

Financial institutions. A broad range of national and regional banks and credit unions offer starter accounts with a set of features that are required for participation. The features were chosen to help unbanked Escambia residents overcome barriers to opening and managing accounts.

Community Partner Stakeholders. A broad-range of non-profit, civic

associations, public officials and governmental agencies will help implement and shape the initiative; assist the financial institutions; and provide general expertise, experience, and credibility in working with and assisting underserved markets. They host meetings and receive and track quarterly performance data from financial institutions.

How was “Bank on Escambia” originated?

The NAACP Economic Development Committee brought the original concept for Bank On Escambia to the President and will lead the planning and start-up periods. A local program development and consulting company, Diversity Program Advisors, helped develop the financial education strategy and provided subject matter expertise about lower-income consumers. A broad range of nonprofits that help low-income consumers will serve as “trusted-messengers” and let people know how they can open a starter account through Bank On Escambia.

What Are the Intended Outcomes?

- Over two years, Bank On Escambia has demonstrated strong participation by consumers and financial institutions.
- Over 10,000 accounts opened and 90 percent remain active and open after 2 years.
- The average account balance is \$1,000.
- Participating financial institutions represent 75 percent of all retail financial institutions in the County.
- The City and County pass a moratorium on new check cashing

- and payday lending institutions
- Help credit unions launch and market a low-cost, alternative payday loan
- 1,000 families and single-parents have taken advantage of money management learning opportunities
- The NAACP establishes and operates the Financial Education Program, to improve the quality of financial education offerings.

Why the NAACP Economic Development Committee is coordinating this initiative?

The NAACP is an effective convener. The NAACP plays a unique role because it can convene disparate groups into functioning coalitions. No other entity has the ability to summon community stakeholders, private for-profit corporations, and government agencies to the same table and task

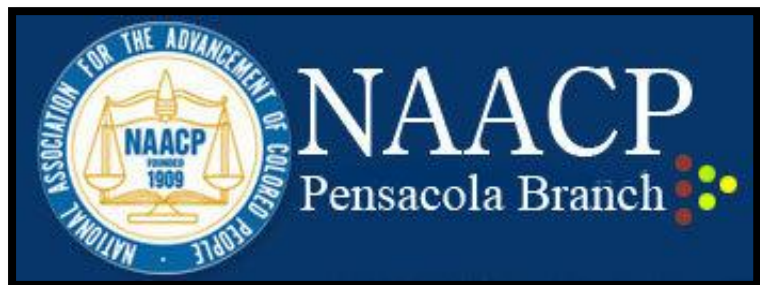
this diverse group with developing a solution. This ability has proved invaluable when many community challenges arose or compromises were necessary.

The NAACP is a "strong connector" to community partners that work with unbanked populations in other ways. In addition to the power of the public message,

The NAACP also has influence with community groups. The NAACP can effectively communicate with executive directors and case managers in public agencies and community organizations to consider access to financial products and education as important as access to public benefits, such as food stamps, and other strategies for reducing poverty. Also, the NAACP can partner with local utility companies, schools, and unions to reach unbanked Escambia residents.

CONTACT INFO:

For More Information or to become a "Bank On Escambia" community partner of participant please contact NAACP Pensacola Branch Economic Development Co-Chair, at 251-504-7313 or email him at grghawthorne@yahoo.com



Key Findings from initial "Bank On Escambia" research

- 1. Poor credit (afflicting nearly all of the unbanked) was a source of significant frustration and regret.**
- 2. The idea of a "second-chance" account resonated deeply with the unbanked.**
- 3. All of the unbanked used check cashing outlets (official and unofficial) and believed check cashers charge excessively high fees.**
- 4. Building credit was seen as an important goal, and unbanked recognized that they were penalized because of their credit problems.**
- 5. The unbanked thought regular bank accounts were too expensive because of their hidden costs and fees, especially those related to minimum balances and overdrafts.**
- 6. The unbanked reacted positively to the idea of a special no- or low-cost bank account available for people with credit problems who could not otherwise open accounts.**
- 7. The unbanked thought that \$10 to \$15 a month was a reasonable fee for having an account. Several said that a free account aroused suspicion.**
- 8. The women viewed money management classes as a benefit; whereas the men thought it could be a waste of time.**
- 9. The unbanked felt that the official endorsements by the NAACP lent credibility to these accounts and increased the belief that these accounts would be different.**

To participate in "Bank On Escambia", financial institutions must at minimum do the following:

- 1. Keep fees low (\$10 to \$15 a month; free with direct deposit).**
- 2. Accept Mexican Matricula and Guatemalan Consular ID cards as primary identification.**
- 3. Open accounts for those whose nonsufficient funds/overdraft history on ChexSystems is more than a year old.**
- 4. Open accounts for those on ChexSystems for less than one year if client completes financial management training.**
- 5. Waive one set of NSF/OD fees per year.**
- 6. Require no monthly minimum balance.**

Committee of the Whole

7.

Meeting Date: 03/12/2015

Issue: Jail Update

From: Jack Brown, County Administrator

Information

Recommendation:

Jail Update (BACKUP TO BE DISTRIBUTED UNDER SEPARATE COVER)

(Jack R. Brown - 15 min)

A. Board Discussion

B. Board Direction

Attachments

No file(s) attached.

Committee of the Whole

8.

Meeting Date: 03/12/2015

Issue: Beulah Beltway/I-10 Interchange Project Update and Direction

From: Joy D. Blackmon, P.E., Department Director

Information

Recommendation:

Beulah Beltway/I-10 Interchange Project Update and Direction (BACKUP TO BE DISTRIBUTED UNDER SEPARATE COVER)

(Colby Brown/David Forte/Greg Allen - 45 Minutes)

A. Board Discussion

B. Board Direction

Attachments

No file(s) attached.
