



Executive Committee Meeting, January 17, 2025, 08:30 – 10:30 am
Children’s Services Council of Martin County, 101 SE Central Pkwy, Stuart, FL 34994

Board of Directors Meeting, January 22, 2025, 08:30 – 10:30 am
Children’s Services Council of Martin County, 101 SE Central Pkwy, Stuart, FL 34994

ADDENDUM

Executive Committee (EC) Comments in Italics

This Addendum contains notes and recommendations from the Executive Committee.

1. 8:30 am **Call to Order and Roll Call**
 - a. Susan Rabinowitz – President of the Board, BDBMC
 - I. Welcomes

2. 8:40 am **Comments**
 - a. Public
 - b. BDBMC Partners
 - I. Investors
 1. Indian River State College
 2. Renewals

3. 8:50 am **Approvals**
 - a. Meeting Minutes
 - I. Executive Committee Meeting Minutes Nov. 8, 2024 pg. 4
 - II. Executive Committee Meeting Minutes Dec. 4, 2024 pg. 5
 - III. Board of Directors Meeting Minutes Nov. 13, 2024 pg. 6
Executive Committee recommends approval [Romence/Abbott]
 - b. Financials
 - I. November 2024 and December 2024 pg. 13
Executive Committee recommends to receive the report after it has been simplified [Romence/Kiehn]

4. 9:00 am **Reports & Presentations**
 - a. Employment Report – Mary Murphy, CareerSource Research Coast
 - b. Business Update – Kevin Crowder, BusinessFlare
 - c. Annual Pulse Report – Inez van Ravenzwaaij pg. 27
 - d. Post-Annual Award Update & 2025 Event Date - Inez van Ravenzwaaij pg. 30

5. 9:25 am **Board Member Items & Discussions**
 - a. Executive Committee – Attendance Policy
Executive Committee recommends presenting the Attendance Policy to the Board
 - b. Executive Committee – Board positions with voting privileges
Executive Committee recommends presenting the following to the Board:



Each municipality may appoint one non-elected individual from their business community to represent their interests as a voting board member.

They may also assign one publicly elected individual to serve as Liaison to the BDBMC Board; this is a non-voting position.

c. Open position on the Board

6. 9:30 am **BDB Philosophy Workshop (Vision, Mission, Priorities & Goals)**
 - a. Summary/Review of December 4, 2024, Workshop pg. 33
 - I. Adoption of Vision/Mission
Executive Committee recommends adoption of the updated BDB Vision & Mission statements [Kiehn/Abbott]
 - b. Goals
7. 10:25 am **Executive Director Comments**
 - a. William Corbin – Executive Director, BDBMC
8. 10:30 am **Adjournment**

Upcoming Meetings & Events

Manufacturing Roundtable | Wednesday, January 22, 2025, 5:00 pm – 7:30 pm
Talent Advancement Team Meeting | Thursday, January 30, 2025, 08:00 am – 10:00 am
Grind Hard Ammo Manufacturing Experience | Thursday, February 13, 2025, 09:00 am – 11:00 am
Executive Committee Meeting | Friday, February 21, 2025, 8:30 – 10:30 am
Board of Directors Meeting | Wednesday, February 26, 2025, 8:30 – 10:30 am



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 - a. Summary/Review of December 4, 2024, Workshop
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 - b. Goals

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 - a. William Corbin – Executive Director, BDBMC

 8. 10:30 am **Adjournment**

Upcoming Meetings & Events

Executive Committee Meeting | Friday, February 21, 2025, 8:30 – 10:30 am
Board of Directors Meeting | Wednesday, February 26, 2025, 8:30 – 10:30 am



Executive Committee Meeting Minutes

Friday, November 8, 2024

Children's Services Council of Martin County, 101 SE Central Pkwy, Stuart, FL 34994

Present: Susan Rabinowitz, Eric Kiehn, Dan Romence, Lauren Abbott, Ken Norman (Counsel)

Absent: David Rosendahl

Staff: Inez van Ravenzwaaij (Director, Programs & Partnerships), Brittany Truong (Office Administrator)

- 1. Call to Order, Pledge of Allegiance and Roll Call:** Susan Rabinowitz called the meeting to order at 8:30 AM. A quorum was established by roll call.
- 2. Comments**
 - a. Public Comments:** None
 - b. Partner:** None
- 3.** No motions or recommendations. The Executive Committee broadly discussed to bring the next full board meeting the cadence of future meeting, performance measures and goals for 2025 Board members and the organization.
- 4. Adjourn:** 9:20 AM



Executive Committee Meeting Minutes

Wednesday, December 4, 2024

Children's Services Council of Martin County, 101 SE Central Pkwy, Stuart, FL 34994

Present: Eric Kiehn, Dan Romence, Lauren Abbott, Ken Norman (Counsel), George Stokus

Absent: Susan Rabinowitz, David Rosendahl

Staff: William Corbin (Executive Director), Inez van Ravenzwaaij (Director, Programs & Partnerships), Brittany Truong (Office Administrator)

1. **Call to Order, Pledge of Allegiance and Roll Call:** Dan Romence called the meeting to order at 8:34 AM. A quorum was established by roll call.
2. **Comments**
 - a. **Public Comments:** None
 - b. **Partner:** None
3. No motions or recommendations. The Executive Committee broadly continued discussing the cadence of future meetings.
4. **Adjourn:** 8:57 AM



Board of Directors Meeting Minutes

Wednesday, November 13, 2024

Jensen Beach Community Center – 1912 NE Jensen Beach Blvd, Jensen Beach, FL 34957

- Present:** Susan Rabinowitz, Eric Kiehn, Dan Romence, Lauren Abbott, Brian Bauer, Angela Browning, Mayor Carmine Dipaolo, Patrick Gleason, Ron Rose, William 'David' Snyder, Ed Weinberg, Ken Norman (Counsel), George Stokus
- Absent:** David Rosendahl, Marshall Critchfield, Ransom “Reed” Hartman, Commissioner Sean Reed, Tyson Waters
- Staff:** William Corbin (Executive Director), Inez van Ravenzwaaij (Director, Programs & Partnerships), Brittany Truong (Office Administrator)

1. **Call to Order, Pledge of Allegiance and Roll Call:** Susan Rabinowitz called the meeting to order at 8:34 AM. A quorum was established by roll call.
 - a. Introduction of BDBMC Office Administrator Brittany Truong
2. **Comments**
 - a. **Public Comments:** Jill Marasa, Ashley Capital, thanked the Board for support at the Board of County Commissioners on November 12, 2024.
 - b. **Partner –** Raul “Mo” Molina, CareerSource Research Coast, helps veterans find employment through a federally funded program, provided details on a job fair aimed towards vetrans.
3. **Round Robin -** Each member of the Board introduced themselves and provided what they would like the Board to accomplish.
4. **Approvals**
 - a. **Minutes – Board of Director’s Meeting – October 23, 2024:** Eric Kiehn moved approval of the October 23, 2024, meeting minutes as presented. Seconded by Mayor Carmine Dipaolo. The motion passed unanimously.
 - b. **Financials Reports:** William Corbin, Executive Director, presented and summarized the financials. Eric Kiehn moved approval of the Financials Reports. Seconded by Mayor Carmine Dipaolo. The motion passed unanimously.
5. **Reports & Presentations**
 - a. **Employment Report –** Mary Murphy, CareerSource, briefed the BDB Board on employment covering Martin, St. Lucie, and Indian River Counties.



- As if 2023 the region's population increased by 9.9% since 2018, growing by 63,412. Population is expected to increase by 8.1% between 2023 and 2028, adding 56,918.
 - Jobs grew by 21,382 over the last 5 years and projected to grow by 15,847 over the next 5 years.
 - Regional average earnings per job are \$19.9K below the national average earnings of \$82.5K per job.
 - From 2018 to 2023, jobs increased by 9.4% in 3 Florida Counties from 228,044 to 249,426. This change outpaced the national growth rate of 3.6% by 5.8%. As the number of jobs increased, the labor force participation rate increased from 51.9% to 52.8% between 2018 and 2023
 - Concerning educational attainment, 19.1% of the selected regions' residents possess a Bachelor's Degree (2.0% below the national average), and 10.2% hold an Associate's Degree (1.3% above the national average).
 - The top three industries in 2023 are Restaurants and Other Eating Places, Education and Hospitals (Local Government), and General Medical and Surgical Hospitals.
- b. Business Update** – Kevin Crowder, BusinessFlare, provided an update on attraction projects and leads for Martin County. Kevin stated there are two additional projects that are not on this list because they do not have project names yet.
- c. Pulse Program Update** – Inez van Ravenzwaaij, Director of Programs and Partnerships, provided an update. The goal was eighty visits, but only fifty visits were completed. Six of the visits were nominated for awards, and two of those were on a state level.
- d. Talent Advancement Team Report** – Inez van Ravenzwaaij, Director of Programs and Partnerships, provided the report. Grind Hard Ammo hosted the event and provided a tour of their facility. About twenty people were invited and the event allowed good conversations to happen about hard topics.
- e. Annual Awards Update** - Inez van Ravenzwaaij, Director of Programs and Partnerships, provided the update. The sponsorship goal has been exceeded and as of November 12, 2024, the amount is \$43,000. Companies have been upgrading their tables and there have been new sponsors.



- 6. Board Member Items & Discussions** – William ‘David’ Synder stated that there has been better engagement within the last two meetings. Ron Rose thanked everyone for coming to the Jensen Beach Community Center for the meeting.
- 7. BDB Philosophy (Vision, Mission, Priorities & Goals)** – William Corbin, Executive Director, presented the About the BDBMC. He also stated that currently the BDBMC is brainstorming one and two year goals. At the next meeting there will be discussion about these goals.
- 8. Director Comments** – William Corbin, Executive Director, summarized his most recent activities. Corbin showed the letter and press release supporting the Brightline that the Board had passed a motion for at the previous meeting. He stated that he attended the November Board of County Commissioners meeting the day prior. At the meeting, during public comments, he spoke in support of Brightline and Ashley Capital. He stated that he received the opportunity to attend the Newfield groundbreaking ceremony. Hinkley Yachts requested assistance from the Business Development Board to help engage the public. Corbin also stated that currently the open position has been posted on several different websites and several individuals have submitted their resumes.
- 9. Adjourn:** 9:52 AM



Board of Directors Meeting Summary

Wednesday, December 4, 2024

Children's Services Council of Martin County, 101 SE Central Pkwy, Stuart, FL 34994

- Present:** Eric Kiehn, Dan Romence, Lauren Abbott, Angela Browning, PhD, Patrick Gleason, Ron Rose, William 'David' Snyder, Tyson Waters, Ken Norman (Counsel), George Stokus
- Absent:** Susan Rabinowitz, David Rosendahl, Brian Bauer, Marshall Critchfield, Ransom 'Reed' Hartman, Commissioner Sean Reed, Ed Weinberg, Commissioner Blake Capps
- Staff:** William Corbin (Executive Director), Inez van Ravenzwaaij (Director, Programs & Partnerships), Brittany Truong (Office Administrator)

1. Call to Order, Pledge of Allegiance and Roll Call: Dan Romence called the meeting to order at 9:05 AM. After conducting roll call, it was determined that a quorum is not present.

2. Comments

a. **Public Comments:** None

b. **Partner:**

- i. Jill Marasa, Director of Development with Ashley Capital, thanked the Board for their support. She also provided updates on the various projects the company is working on.
- ii. George Stokus, Martin County, thanked the Board for their support. He also provided updates with the County.

3. Approvals - No motions or recommendations as there was not a quorum.

4. Reports & Presentations

- a. **Business Update** – Bill West, West Advisory, provided an update on attraction projects and leads for Martin County.
- b. **Annual Awards Update** – Inez van Ravenzwaaij, Director of Programs and Partnerships, provided an update. The sponsorship goal has been exceeded and

5. Board Member Items & Discussions – Eric Kiehn mentioned that manufacturers who have products used by the Department of Defense will have to be CMMC compliant to continue having products used by the DOD. This compliance level security requirement can cause small businesses to go out of business due to how expensive it is. He also wanted to know if there are grants or some kind of funding to help with the cost of the new



requirement. The Public asked how we as a community can help to go forward and to excel. Ron Rose inquired about looking into the by-laws and how elected officials position on the Board stands with voting rights. He also asked about implementing an attendance policy.

6. BDB Philosophy Workshop (Vision, Mission, Priorities & Goals) – Staff conducted the workshop to create a new vision and mission for the Business Development Board of Martin County. Please see the attached for additional information.

7. Executive Director Comments – William Corbin, Executive Director, summarized his most recent activities.

- New County Commission
 - Last month a new Board of County Commissioners was installed, and Commissioner Blake Capps has been designated as our new liaison. He is unable to join us today due to the meeting date change, but we look forward to him being here next month, where we will officially welcome him.
- Letters of Support
 - To briefly summarize, I was able to write and send a letter of support for Martin County’s grant application to the Federal Railroad Administration. It is for the Federal-State Partnership for Intercity Passenger Rail. As you all know, Martin County is seeking funding to support the final design and construction of a high-speed rail station. I was also able to write and send a letter of support for IRSC. In short, the State of Florida is working to eliminate certain programs that don’t meet employment or salary thresholds, and IRSC’s Medical Services and EMT programs are at risk. There is an exception process requiring support from the community, which I was happy to provide via letter. These are obviously valuable programs for the overall health of the community, as the need is expected to grow in the coming years.
- Business Award Winner Visits
 - Over the last several weeks I was able to join a few of the awards host committee members as they visited each of the winners on site at their respective companies, in order to make the official announcement that they’ve been nominated and selected as a 2024 Business Award winner. I was able to be present for Manufacturer of the Year (Value Tool & Engineering); Headquarters of the Year (Paradise Air Fresh); the Business Excellence Award (Pursuit Aerospace); and Youth Entrepreneur of the Year (Parker Smith of Smith Marine Services). Youth Entrepreneur of the Year,



as we surprised Parker Smith – the Youth Entrepreneur of the Year – at Project LIFT, where he was still finishing up his last semester, and has now graduated.

- Corporate Council Meeting
 - In scheduling news, the next Corporate Council meeting will be held on Thursday, January 9th at APEX Waterjetting, which designs, manufactures, sells, and supports ultra-high-pressure water blasting systems, parts, tools, and technology. As a reminder, the Corporate Council events are on-site, industry-focused, investor-exclusive meetings where we share relevant economic and business-related updates. I'd like to make a special shout out to Trisha Hawthorne of TD Bank, who's done such a great job chairing the Corporate Council for us. I really appreciate your service and partnership for this important programming that we do here at the BDB.
- BDB 2025 Programming
 - Inez and I met recently to brainstorm, strategize and hash out a draft schedule of BDB programming and events for the first quarter of 2025. These are all still tentative, but, in addition to the Corporate Council meeting, January highlights include a potential Stuart Boat Show event in collaboration with the Marine Industries Association of the Treasure Coast, a Talent Advancement Team Meeting at the newly constructed REACH Center, and a Manufacturing Roundtable meeting at Pursuit Aerospace. February programming possibilities include a Government Contracting Workshop as well as a partnership with the Stuart/Martin County Chamber on an aviation-focused career pathways event called 'Passport to Careers: Industry Explorations', at Martin County High School. Additionally, February may include a potential collaboration with the Council of Chambers on an aviation-focused luncheon panel event. For March, we are looking at putting on another Commercial Real Estate Forum, or CRE Forum, at IRSC, which I understand was very successful last year. We'll also be looking at a Manufacturing Roundtable, tentatively hosted at PSM, Power Systems Manufacturing. March could also feature a Corporate Council meeting, tentatively hosted at Italy-based manufacturer IM Group's North American Headquarters in Jensen Beach. I also want to mention that we're working on an export-based workshop, that you all will remember as Export University, to be held in early-to-mid April.



- Commissioner Meetings
 - Now that their swearing in is complete, I've started to schedule and have official one-on-one meetings with our County Commissioners. Additionally, I'll be scheduling time in the new year to go before and speak at a City of Stuart Commission meeting as well as a Village of Indiantown council meeting.
- Zoning In Progress Workshops
 - In November I had the pleasure of attending the City of Stuart Commission Workshop #2 and Workshop #3 regarding the ZIP, or Zoning In Progress. It was a really good learning experience for me, and I look forward to keeping tabs on this topic as things progress.
- County CRA Tour
 - I spent an afternoon with Jordan Pastorius, Assistant Manager at the County Office of Community Development. He gave me a tour of the six CRAs and potential commercial redevelopment sites and opportunities. There are several locations that could be a possibility for the types of contributory, advanced manufacturing and related companies with whom we tend to work.
- ProBuild3D Grand Opening Celebration
 - Tomorrow afternoon at 1:30, ProBuild3D is celebrating the grand opening of its state-of-the-art 3D concrete printer manufacturing facility at Sands Commerce Center in Palm City.

8. Adjourn: 11:16 AM



To: President & Members of the Board of Directors
From: William Corbin, Executive Director
Subject: Financial Reports for Month Ended November 30, 2024
Date: Executive Committee Meeting – January 17, 2025
Board of Directors Meeting – January 22, 2025

SUMMARY: This memo presents and reviews the monthly financial reports.

RECOMMENDATIONS:

1. Motion to receive the reports.

Discussion & Review

Please note that, per request of the board, there are now two versions of the Budget vs Actuals report – one version that analyzes the budget vs actuals based on the entire fiscal year budget (October 1-September 30) and one version that analyzes the budget vs actuals based on a budget that is calculated only through Year-To-Date (Fiscal Year-to-last-month).

1. Balance Sheet

- a. BDB bank accounts are reconciled by The Galinas Group, an independent accounting firm.
- b. As a reminder, the monthly financials are being generated on a “cash basis” to illustrate a clearer picture of actual cash on hand, as the board currently prefers. The annual audit report will be prepared on an “accrual basis”, which will result in some differences.

Cash basis accounting is simpler and more commonly used, especially by smaller businesses. It records income when it is received and expenses when they are paid.

Accrual basis accounting is more complex and is often used by larger businesses. It records income when it is earned and expenses when they are incurred, regardless of when cash is exchanged.

2. Budget vs Actuals (Fiscal Year, Oct 1-Sep 30)

- a. Please note that the negative \$7,000 Unapplied Cash Bill Payment Expense will continue to appear in the Budget vs Actuals report moving forward. As a reminder, it represents an annual subscription to commercial real estate site selection software. The expense was paid on September 30, 2024 (the last day of

FY 2024), but the payment was recorded on October 1, 2024 (the first day of FY 2025) so that the expense could be accounted for in FY 2025.

The payment was charged to the Business Development Marketing expense category/row. Therefore, if one were to run the Budget vs Actuals report on an accrual basis, the negative \$7,000 Unapplied Cash Bill Payment Expense would not appear, and the \$7,000 payment would only be accounted for within the Business Development Marketing expense category/row.

However, when the Budget vs Actuals report is run on a cash basis, that same \$7,000 expense still gets accounted for within the Business Development Marketing expense category/row, but it also is reconciled on a separate row as a negative Unapplied Cash Bill Payment Expense.

3. Budget vs Actuals (Fiscal Year-to-last-month, aka YTD)

- a. No comments.

4. Statement of Activities (Prior Month)

- a. The negative \$5,000 that appears as Unapplied Cash Payment Income represents an October 31 investor renewal payment that was officially recorded on the books in November.
- b. The negative \$277 that appears as an Unapplied Cash Bill Payment Expense represents an October 30 payment for cleaning services that was officially recorded to the books in November.

5. Statement of Activities (Quarterly)

- a. Quarterly county income of \$112,500 was received in October for 4Q FY 2024. The next quarterly payment will be \$116,250. This number reflects the higher FY 2025 budget of \$465,000 that was approved by the Board of County Commissioners.

[Reports follow]

Business Development Board of Martin County

Balance Sheet

As of November 30, 2024

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
BDB CHECKING ACCOUNT *0501 (0501)	164,492
SEACOAST BUSINESS MONEY MARKET *8461 (8461)	157,197
Total Bank Accounts	\$321,689
Total Current Assets	\$321,689
Fixed Assets	
Accumulated Depreciation	-25,731
Equipment	16,055
Furniture & Fixtures	9,675
Total Fixed Assets	\$0
TOTAL ASSETS	\$321,689
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Payroll Liabilities	3,025
Total Other Current Liabilities	\$3,025
Total Current Liabilities	\$3,025
Total Liabilities	\$3,025
Equity	
Contract Reserve	166,713
Net Assets	138,187
Net Income	13,764
Total Equity	\$318,664
TOTAL LIABILITIES AND EQUITY	\$321,689

Business Development Board of Martin County

YTD Actual vs Annual Budget

November 2024

	TOTAL			
	ACTUAL	BUDGET	VARIANCE	% VARIANCE
Income				
County Income	112,500	465,000	352,500	76.00 %
Event - Sponsorship Income	20,500	82,100	61,600	75.00 %
Interest Earned	954	7,750	6,796	88.00 %
Investor Income	15,310	80,000	64,690	81.00 %
Municipal		30,000	30,000	100.00 %
Program Fees		2,000	2,000	100.00 %
Unapplied Cash Payment Income	0		0	
Total Income	\$149,264	\$666,850	\$517,586	78.00 %
GROSS PROFIT	\$149,264	\$666,850	\$517,586	78.00 %
Expenses				
Bank Charges & Fees	186	1,000	814	81.00 %
Business Development Marketing	19,096	14,000	-5,096	-36.00 %
Computer Equipment - Software	914	5,850	4,936	84.00 %
Economic Development Services-Programs		37,500	37,500	100.00 %
Events/Forums	2,166	42,800	40,634	95.00 %
Awards Luncheon	23,268	40,000	16,732	42.00 %
Total Events/Forums	25,434	82,800	57,366	69.00 %
Insurance	427	5,100	4,673	92.00 %
Memberships	2,195	4,700	2,505	53.00 %
Occupancy	8,975	36,600	27,625	75.00 %
Office/General Expenses	5,643	9,600	3,957	41.00 %
Outside Services	45,888	68,600	22,712	33.00 %
Payroll Expenses		435,000	435,000	100.00 %
Employee Benefits	9,237		-9,237	
Payroll Taxes	3,669		-3,669	
Payroll Wages	45,007		-45,007	
Total Payroll Expenses	57,913	435,000	377,087	87.00 %
Postage and Postal Services	148	500	352	70.00 %
Printing & Binding		3,000	3,000	100.00 %
Professional Development-Training		5,000	5,000	100.00 %
QuickBooks Payments Fees	251		-251	
Subscriptions	178	350	172	49.00 %
Technology Communications	2,931	10,250	7,319	71.00 %
Travel & Entertainment		3,400	3,400	100.00 %
Unapplied Cash Bill Payment Expense	-7,000		7,000	
Total Expenses	\$163,179	\$723,250	\$560,071	77.00 %
NET OPERATING INCOME	\$ -13,914	\$ -56,400	\$ -42,486	75.00 %
NET INCOME	\$ -13,914	\$ -56,400	\$ -42,486	75.00 %

Business Development Board of Martin County

YTD Actual vs YTD Budget

November 2024

	TOTAL			
	ACTUAL	BUDGET	VARIANCE	% VARIANCE
Income				
County Income	112,500	77,500	-35,000	-45.00 %
Event - Sponsorship Income	16,500	13,683	-2,817	-21.00 %
Interest Earned	954	1,292	337	26.00 %
Investor Income	11,730	13,333	1,603	12.00 %
Municipal		5,000	5,000	100.00 %
Program Fees		333	333	100.00 %
Unapplied Cash Payment Income	0		0	
Total Income	\$141,684	\$111,142	\$ -30,543	-27.00 %
GROSS PROFIT	\$141,684	\$111,142	\$ -30,543	-27.00 %
Expenses				
Bank Charges & Fees	128	167	39	23.00 %
Business Development Marketing	19,096	2,333	-16,762	-718.00 %
Computer Equipment - Software	596	975	379	39.00 %
Economic Development Services-Programs		6,250	6,250	100.00 %
Events/Forums	2,166	7,133	4,968	70.00 %
Awards Luncheon	3,032	6,667	3,635	55.00 %
Total Events/Forums	5,197	13,800	8,603	62.00 %
Insurance	427	850	423	50.00 %
Memberships	1,125	783	-342	-44.00 %
Occupancy	5,982	6,100	118	2.00 %
Office/General Expenses	2,238	1,600	-638	-40.00 %
Outside Services	41,736	11,433	-30,303	-265.00 %
Payroll Expenses		72,500	72,500	100.00 %
Employee Benefits	6,586		-6,586	
Payroll Taxes	3,669		-3,669	
Payroll Wages	45,007		-45,007	
Total Payroll Expenses	55,263	72,500	17,237	24.00 %
Postage and Postal Services	148	83	-65	-78.00 %
Printing & Binding		500	500	100.00 %
Professional Development-Training		833	833	100.00 %
QuickBooks Payments Fees	110		-110	
Subscriptions	104	58	-46	-78.00 %
Technology Communications	2,770	1,708	-1,062	-62.00 %
Travel & Entertainment		567	567	100.00 %
Unapplied Cash Bill Payment Expense	-7,000		7,000	
Total Expenses	\$127,920	\$120,542	\$ -7,378	-6.00 %
NET OPERATING INCOME	\$13,764	\$ -9,400	\$ -23,164	246.00 %
NET INCOME	\$13,764	\$ -9,400	\$ -23,164	246.00 %

Business Development Board of Martin County

Statement of Activities (P&L)

November 2024

	NOV 2024	TOTAL
Income		
Event - Sponsorship Income	13,000	\$13,000
Interest Earned	463	\$463
Investor Income	11,730	\$11,730
Unapplied Cash Payment Income	-5,000	\$ -5,000
Total Income	\$20,193	\$20,193
GROSS PROFIT	\$20,193	\$20,193
Expenses		
Bank Charges & Fees	54	\$54
Business Development Marketing	1,177	\$1,177
Computer Equipment - Software	198	\$198
Events/Forums	642	\$642
Awards Luncheon	2,015	\$2,015
Total Events/Forums	2,656	\$2,656
Memberships	545	\$545
Occupancy	2,992	\$2,992
Office/General Expenses	924	\$924
Outside Services	16,462	\$16,462
Payroll Expenses		\$0
Employee Benefits	2,533	\$2,533
Payroll Taxes	2,207	\$2,207
Payroll Wages	27,316	\$27,316
Total Payroll Expenses	32,056	\$32,056
Postage and Postal Services	73	\$73
QuickBooks Payments Fees	110	\$110
Subscriptions	52	\$52
Technology Communications	1,817	\$1,817
Unapplied Cash Bill Payment Expense	-277	\$ -277
Total Expenses	\$58,840	\$58,840
NET OPERATING INCOME	\$ -38,646	\$ -38,646
NET INCOME	\$ -38,646	\$ -38,646

Business Development Board of Martin County

Quarterly Statement of Activities (P&L)

October - November, 2024

	OCT - NOV, 2024	TOTAL
Income		
County Income	112,500	\$112,500
Event - Sponsorship Income	16,500	\$16,500
Interest Earned	954	\$954
Investor Income	11,730	\$11,730
Total Income	\$141,684	\$141,684
GROSS PROFIT	\$141,684	\$141,684
Expenses		
Bank Charges & Fees	128	\$128
Business Development Marketing	19,096	\$19,096
Computer Equipment - Software	596	\$596
Events/Forums	2,166	\$2,166
Awards Luncheon	3,032	\$3,032
Total Events/Forums	5,197	\$5,197
Insurance	427	\$427
Memberships	1,125	\$1,125
Occupancy	5,982	\$5,982
Office/General Expenses	2,238	\$2,238
Outside Services	41,736	\$41,736
Payroll Expenses		\$0
Employee Benefits	6,586	\$6,586
Payroll Taxes	3,669	\$3,669
Payroll Wages	45,007	\$45,007
Total Payroll Expenses	55,263	\$55,263
Postage and Postal Services	148	\$148
QuickBooks Payments Fees	110	\$110
Subscriptions	104	\$104
Technology Communications	2,770	\$2,770
Unapplied Cash Bill Payment Expense	-7,000	\$ -7,000
Total Expenses	\$127,920	\$127,920
NET OPERATING INCOME	\$13,764	\$13,764
NET INCOME	\$13,764	\$13,764



To: President & Members of the Board of Directors
From: William Corbin, Executive Director
Subject: Financial Reports for Month Ended December 31, 2024
Date: Executive Committee Meeting – January 17, 2025
Board of Directors Meeting – January 22, 2025

SUMMARY: This memo presents and reviews the monthly financial reports.

RECOMMENDATIONS:

- 1. Motion to receive the reports.**

Discussion & Review

Please note that, per request of the board, there are now two versions of the Budget vs Actuals report – one version that analyzes the budget vs actuals based on the entire fiscal year budget (October 1-September 30) and one version that analyzes the budget vs actuals based on a budget that is calculated only through Year-To-Date (Fiscal Year-to-last-month).

- 1. Balance Sheet**

No comments.

- 2. Budget vs Actuals (Fiscal Year, Oct 1-Sep 30)**

- a. Q1 performance is behind budget for the first quarter ending 12/31/2024 primarily due to an income timing difference on the collection of investor dollars as well as municipal funds that have been invoiced but not yet collected.

Another item to note is the \$7,000 negative expense item titled Unapplied Cash Bill Payment Expense, also due to a timing difference that crossed fiscal years. This represents the annual subscription to commercial real estate site selection software paid on the last day of the 2024 fiscal year that was recorded, however, on the first day of the 2025 fiscal year.

- 3. Budget vs Actuals (Fiscal Year-to-last-month, aka YTD)**

- a. No comments.

- 4. Statement of Activities (Prior Month)**

- a. There was a notable increase in expenditures in the Awards Luncheon category. This is due to bills and payments related to the Annual Awards Luncheon event, which was held on December 13th.

5. Statement of Activities (Quarterly)

- a. Quarterly county income of \$112,500 was received in October for 4Q FY 2024. The next quarterly payment will be \$116,250. This number reflects the higher FY 2025 budget of \$465,000 that was approved by the Board of County Commissioners.

[Reports follow]

Business Development Board of Martin County

Balance Sheet

As of December 31, 2024

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
BDB CHECKING ACCOUNT *0501 (0501)	117,921
SEACOAST BUSINESS MONEY MARKET *8461 (8461)	155,028
Total Bank Accounts	\$272,949
Total Current Assets	\$272,949
Fixed Assets	
Accumulated Depreciation	(25,731)
Equipment	16,055
Furniture & Fixtures	9,675
Total Fixed Assets	\$0
TOTAL ASSETS	\$272,949
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Payroll Liabilities	3,025
Total Other Current Liabilities	\$3,025
Total Current Liabilities	\$3,025
Total Liabilities	\$3,025
Equity	
Contract Reserve	166,713
Net Assets	138,187
Net Income	(34,976)
Total Equity	\$269,924
TOTAL LIABILITIES AND EQUITY	\$272,949

Business Development Board of Martin County

YTD Actual vs Annual Budget

December 2024

	TOTAL			
	ACTUAL	BUDGET	VARIANCE	% VARIANCE
Income				
County Income	112,500	465,000	352,500	76.00 %
Event - Sponsorship Income	20,500	82,100	61,600	75.00 %
Interest Earned	1,395	7,750	6,355	82.00 %
Investor Income	15,310	80,000	64,690	81.00 %
Municipal		30,000	30,000	100.00 %
Program Fees		2,000	2,000	100.00 %
Unapplied Cash Payment Income	0		0	
Total Income	\$149,705	\$666,850	\$517,145	78.00 %
GROSS PROFIT	\$149,705	\$666,850	\$517,145	78.00 %
Expenses				
Bank Charges & Fees	186	1,000	814	81.00 %
Business Development Marketing	19,128	14,000	(5,128)	(37.00 %)
Computer Equipment - Software	864	5,850	4,986	85.00 %
Economic Development Programs/Services	232	37,500	37,268	99.00 %
Events/Forums	1,474	42,800	41,326	97.00 %
Awards Luncheon	32,393	40,000	7,607	19.00 %
Board	110		(110)	
Total Events/Forums	33,977	82,800	48,823	59.00 %
Insurance	427	5,100	4,673	92.00 %
Memberships	3,245	4,700	1,455	31.00 %
Occupancy	11,861	36,600	24,739	68.00 %
Office/General Expenses	2,511	9,600	7,089	74.00 %
Outside Services	48,740	68,600	19,860	29.00 %
Payroll Expenses		435,000	435,000	100.00 %
Employee Benefits	10,892		(10,892)	
Payroll Taxes	5,135		(5,135)	
Payroll Wages	63,285		(63,285)	
Total Payroll Expenses	79,312	435,000	355,688	82.00 %
Postage and Postal Services	73	500	427	85.00 %
Printing & Binding		3,000	3,000	100.00 %
Professional Development-Training	215	5,000	4,785	96.00 %
QuickBooks Payments Fees	251		(251)	
Subscriptions	378	350	(28)	(8.00 %)
Technology Communications	3,092	10,250	7,158	70.00 %
Travel & Entertainment	150	3,400	3,250	96.00 %
Unapplied Cash Bill Payment Expense	(7,000)		7,000	
Total Expenses	\$197,642	\$723,250	\$525,608	73.00 %
NET OPERATING INCOME	\$ (47,937)	\$ (56,400)	\$ (8,463)	15.00 %
NET INCOME	\$ (47,937)	\$ (56,400)	\$ (8,463)	15.00 %

Business Development Board of Martin County

YTD Actual vs YTD Budget

December 2024

	TOTAL			
	ACTUAL	BUDGET	VARIANCE	% VARIANCE
Income				
County Income	112,500	116,250	3,750	3.00 %
Event - Sponsorship Income	20,500	20,525	25	0.00 %
Interest Earned	1,395	1,937	542	28.00 %
Investor Income	15,310	20,000	4,690	23.00 %
Municipal		7,500	7,500	100.00 %
Program Fees		500	500	100.00 %
Unapplied Cash Payment Income	0		0	
Total Income	\$149,705	\$166,713	\$17,007	10.00 %
GROSS PROFIT	\$149,705	\$166,713	\$17,007	10.00 %
Expenses				
Bank Charges & Fees	186	250	64	26.00 %
Business Development Marketing	18,939	3,500	(15,439)	(441.00 %)
Computer Equipment - Software	834	1,463	629	43.00 %
Economic Development Programs/Services	232	9,375	9,143	98.00 %
Events/Forums	1,474	10,700	9,226	86.00 %
Awards Luncheon	27,578	10,000	(17,578)	(176.00 %)
Board	110		(110)	
Total Events/Forums	29,162	20,700	(8,462)	(41.00 %)
Insurance	427	1,275	848	66.00 %
Memberships	3,245	1,175	(2,070)	(176.00 %)
Occupancy	8,975	9,150	175	2.00 %
Office/General Expenses	2,511	2,400	(111)	(5.00 %)
Outside Services	45,673	17,150	(28,523)	(166.00 %)
Payroll Expenses		108,750	108,750	100.00 %
Employee Benefits	9,079		(9,079)	
Payroll Taxes	5,135		(5,135)	
Payroll Wages	63,285		(63,285)	
Total Payroll Expenses	77,499	108,750	31,251	29.00 %
Postage and Postal Services	73	125	52	42.00 %
Printing & Binding		750	750	100.00 %
Professional Development-Training	215	1,250	1,035	83.00 %
QuickBooks Payments Fees	251		(251)	
Subscriptions	378	88	(291)	(332.00 %)
Technology Communications	2,931	2,563	(369)	(14.00 %)
Travel & Entertainment	150	850	700	82.00 %
Unapplied Cash Bill Payment Expense	(7,000)		7,000	
Total Expenses	\$184,681	\$180,813	\$ (3,868)	(2.00 %)
NET OPERATING INCOME	\$ (34,976)	\$ (14,100)	\$20,876	(148.00 %)
NET INCOME	\$ (34,976)	\$ (14,100)	\$20,876	(148.00 %)

Business Development Board of Martin County

Statement of Activities (P&L)

December 2024

	DEC 2024	TOTAL
Income		
Event - Sponsorship Income	4,000	\$4,000
Interest Earned	441	\$441
Investor Income	3,580	\$3,580
Total Income	\$8,021	\$8,021
GROSS PROFIT	\$8,021	\$8,021
Expenses		
Bank Charges & Fees	58	\$58
Computer Equipment - Software	338	\$338
Economic Development Programs/Services	75	\$75
Events/Forums		\$0
Awards Luncheon	23,578	\$23,578
Board	35	\$35
Total Events/Forums	23,613	\$23,613
Memberships	2,120	\$2,120
Occupancy	2,992	\$2,992
Office/General Expenses	550	\$550
Outside Services	4,152	\$4,152
Payroll Expenses		\$0
Employee Benefits	2,493	\$2,493
Payroll Taxes	1,466	\$1,466
Payroll Wages	18,278	\$18,278
Total Payroll Expenses	22,236	\$22,236
QuickBooks Payments Fees	141	\$141
Subscriptions	174	\$174
Technology Communications	161	\$161
Travel & Entertainment	150	\$150
Total Expenses	\$56,761	\$56,761
NET OPERATING INCOME	\$ (48,740)	\$ (48,740)
NET INCOME	\$ (48,740)	\$ (48,740)

Business Development Board of Martin County

Quarterly Statement of Activities (P&L)

October - December, 2024

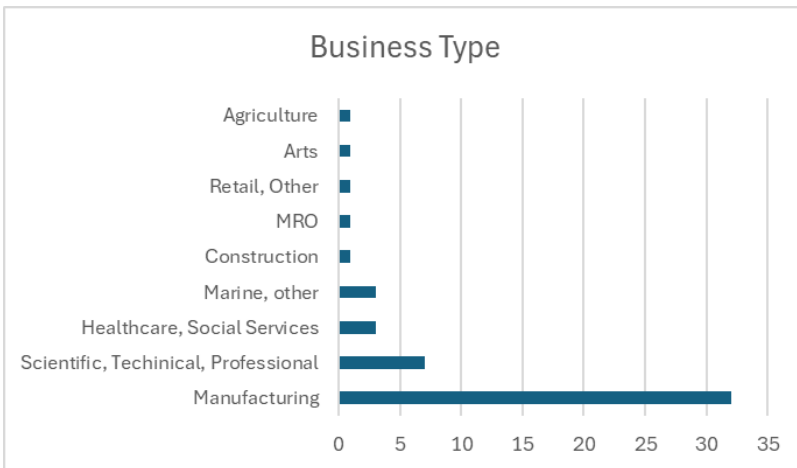
	OCT - DEC, 2024	TOTAL
Income		
County Income	112,500	\$112,500
Event - Sponsorship Income	20,500	\$20,500
Interest Earned	1,395	\$1,395
Investor Income	15,310	\$15,310
Total Income	\$149,705	\$149,705
GROSS PROFIT	\$149,705	\$149,705
Expenses		
Bank Charges & Fees	186	\$186
Business Development Marketing	18,939	\$18,939
Computer Equipment - Software	834	\$834
Economic Development Programs/Services	232	\$232
Events/Forums	1,474	\$1,474
Awards Luncheon	27,578	\$27,578
Board	110	\$110
Total Events/Forums	29,162	\$29,162
Insurance	427	\$427
Memberships	3,245	\$3,245
Occupancy	8,975	\$8,975
Office/General Expenses	2,511	\$2,511
Outside Services	45,673	\$45,673
Payroll Expenses		\$0
Employee Benefits	9,079	\$9,079
Payroll Taxes	5,135	\$5,135
Payroll Wages	63,285	\$63,285
Total Payroll Expenses	77,499	\$77,499
Postage and Postal Services	73	\$73
Professional Development-Training	215	\$215
QuickBooks Payments Fees	251	\$251
Subscriptions	378	\$378
Technology Communications	2,931	\$2,931
Travel & Entertainment	150	\$150
Unapplied Cash Bill Payment Expense	(7,000)	\$ (7,000)
Total Expenses	\$184,681	\$184,681
NET OPERATING INCOME	\$ (34,976)	\$ (34,976)
NET INCOME	\$ (34,976)	\$ (34,976)

To: President & Members, Executive Committee, Board of Directors
From: Inez van Ravenzwaaij – Director, Programs & Partnerships
Subject: Pulse Program – Preliminary 2024 Report on Data
Date: Executive Committee – January 17
 Board of Directors – January 22

SUMMARY: Highlights from the 2024 Pulse Program (Oct. 1, 2023 - Sep. 30, 2024). Once this data is tested, the final 2024 Annual Pulse Report will be published.

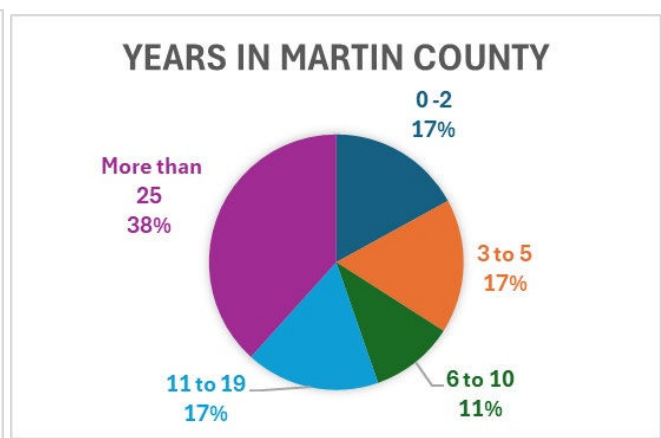
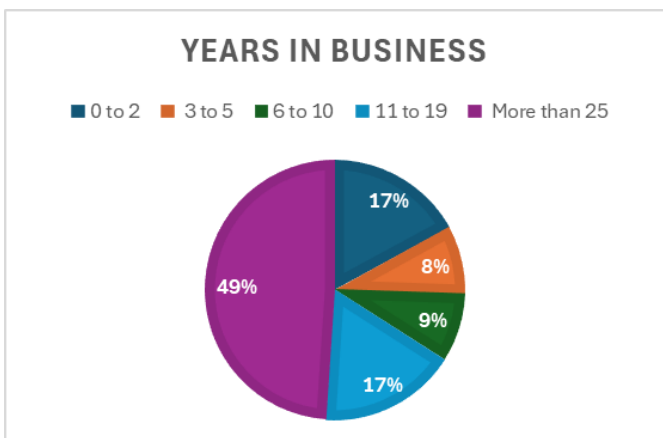
PROGRAM STATUS UPDATE:

- 50 visits completed (as reported November 2023)
 - 2.7 hours, average visit length
 - 199 follow-up or business assistance tasks resulting from visits
 - 130 follow-up items completed; remaining are in progress or still active
 - 5 have been elevated to official BRE projects
 - 21 for award considerations or nominations



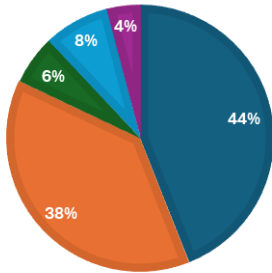
Visits by geographic areas:

- Indiantown 8
- Innovation District 8
- Jack James 10
- Sands 6
- Palm City 5
- Stuart 10
- Jensen 2
- Port Salerno 1



EMPLOYEES

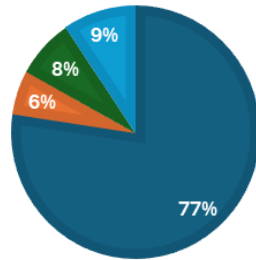
Under 10 10 to 50 51 to 100 More than 100 Not reported



○ 22% reporting hiring or open positions

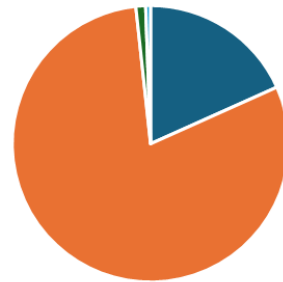
FOOTPRINT IN MARTIN COUNTY

Staying Staying & expanding elsewhere
Searching elsewhere No comment



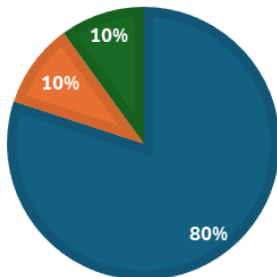
% of Businesses Exporting Out of Martin County

More than 100% 75-99% 50-74% Less than 50%



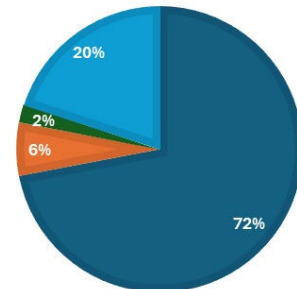
BUSINESS STATUS YOY

Better Same No comment



WOULD RECOMMEND

Yes Depends No No comment



1. Growing their business
2. Expansion
3. Manufacturing

- Same as 2023

Business challenges

1. Workforce pipeline & training
2. Business skills & services
3. Bureaucracy
4. Local supply chain

-Business skills & services moved up to the second position

-Bureaucracy down to the third position

Area Advantages

1. Small town feel & the people
2. Logistics tied w/beautiful environment
3. Safe place to live

- Logistics moved from the fifth spot up to the second position, tied with the beautiful environment

WHAT'S NEXT:

- Testing the data
- February board meeting- publish 2024 Annual Pulse Report
- February - annual committee review of outcomes, goals, program, and processes
- February- onboard BRE Director
- March- Pulse visitations resume

RECOMMENDATION: No recommendation currently.



To: President & Members, Executive Committee, Board of Directors
From: Inez van Ravenzwaaij, Director, Programs & Partnerships
Subject: 2024 Business Awards Event, Post Event Report
Date: Executive Committee Meeting – January 17
 Board of Directors Meeting – January 22

SUMMARY: Final post-event report for the 2024 Martin County Business Awards on Friday, December 13, 2024, at Hutchinson Shores Resort & Spa.

REVENUE & EXPENSES:

BUSINESS AWARDS BUDGET SUMMARY		2024
	ATTENDEES	350
EXPENSES		
	Venue, consumables	\$ 15,950.00
	AV & Rentals	\$ 6,061.00
	Videos, photography, visuals	\$ 3,200.00
	Graphic design, program	\$ 1,926.00
	Printing	\$ 2,345.00
	Awards, promo, acknowledgements	\$ 4,696.00
	Décor, equipment, moving	\$ 1,460.00
	Sponsor credits	\$ 2,800.00
	Service charges	
	Hotel rooms	
		\$ 38,438.00
	<i>Expenses Budgeted</i>	\$38,269.23
	<i>Estimated PP Cost</i>	\$109.82
REVENUE		
	Sponsorships	\$46,000.00
	Tickets	\$ 1,620.00
		\$ 47,620.00
	<i>Revenue Budgeted</i>	\$48,700.00
	DIFFERENCE	\$9,182

The 2025 budget and event planning will continue in March/April. This may change depending on the 2025 date selected. In April, the 2025 budget and planning timeline will come before the board for review and approval.

AREAS OF IMPROVEMENT: Lighting and sound continued to be the primary complaints. Several sponsors, winners, and attendees also expressed mild frustration that this event conflicts with other holiday-related events. However, generally, feedback was very positive, explicitly referencing the types of winners and the program timing as significant improvements.

2025 DATE PLANNING: Staff are working with the venue to confirm a 2025 date. Due to new corporate guidelines and the banquet room(s) availability, the BDB may need to reconsider the traditional **second Friday in December** for an available date in late September or December 16. The staff is currently vetting dates and conflicts in the community but wants to understand the Board's thoughts on the following options before confirming the venue.

- **Move the event up to late September (date still to be determined)**
 - Pros – most revenue and expenses will land in the same fiscal year
 - Cons – shortened planning cycle, variances in FY 2025 budget cycle
- **Keep the existing date, the second Friday of December, December 12**
 - Pros – calendar consistency
 - Cons – additional and seasonal surcharges levied by the resort and continued/persistent conflict with other Holiday events
- **Move to the next available date in December, December 16**
 - Pros – close to the original date, no venue surcharges
 - Cons – Close to Holidays, conflicts with Holiday planning

Note: there are no viable dates available in either October or November. And the possibility that the organization may need to lock in the desired date for the next several years to confirm future availability.

RECOMMENDATION: No recommendation currently, just requesting guidance from the Board.

Thank you

to our investors & sponsors for making our annual celebration of business excellence possible.

PRESENTING SPONSOR



GOLD SPONSOR



SILVER SPONSORS

Adult & Pediatric



BUSINESS
FLARE



PRINTERA



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Seacoast Bank* • Special Forces Restoration & Construction
Stuart/Martin Chamber of Commerce • Tami Karol Insurance • TD Bank*
Treasure Coast Urgent Care • Water Pointe Realty Group • Waste Management

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Marine Industries Association of the Treasure Coast* • MIDFLORIDA Credit Union*
Project LIFT • Recovery Insurance Adjusters • South Florida Manufacturers Association
SouthState Bank*

**Annual Investors*

To: President & Members, Executive Committee, Board of Directors
From: Inez van Ravenzwaaij, Director, Programs & Partnerships
Subject: Philosophy Workshop Summary
Date: Wednesday, December 4, 2024

SUMMARY: Staff conducted a workshop to facilitate the board's updating of the organization's vision and mission statements to ensure they are relevant to the current state and for future planning and that the organization is philosophically ready for the future of economic development in Martin County.

WORKSHOP DISCUSSIONS:

A **VISION STATEMENT** should concisely outline an organization's long-term aspirations and desired future state and act as the guiding star to direct efforts.

- Emphasis on future state
- Motivating & conveying a sense of ambition
- Outlines a shared objective
- Long-term strategic planning evolves from & aligns with vision

Common phrases and words used in vision statements:

- To be seen as
- To be recognized as
- A place for

Qualities: These are some of the common attributes seen or referenced in vision statements, including those mentioned by board members: investable, desirable, sustainable, resilient, robust, inclusive, quality of life, and business climate.

Current vision statement:

Recognized as a distinct, prosperous, and entrepreneurial community.

Suggested vision statement (by staff):

To be recognized as Martin County's official economic development organization, which fosters a thriving, robust, diverse, and sustainable economy where enterprising contributory businesses can flourish, ultimately strengthening the tax base.



Amended vision statement: To foster a strong Martin County economy characterized by a diversity of businesses and a growing and sustainable tax base.

A **MISSION STATEMENT** should be a focused statement that outlines an organization's primary purpose and goals.

- Focuses on the current state
- More operational in tone
- Reveals what the organization does,
- May include how and why
- Emphasizes ongoing commitment to meeting objectives and the vision of organizational stakeholders

Common phrases and words used in mission statements:

- Is to support
- To assist
- To develop
- To enable

Qualities: These are some of the common attributes that can be seen or referenced in mission statements, including those mentioned by board members: supporting, catalyzing, fostering, influencing, attracting, and developing. Additionally, they should be digestible and “memorable.”

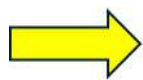
Current mission statement:

Champion and strengthen Martin County’s economy.

Suggested mission statement (by staff):

To lead economic development by utilizing collaborative and strategic partnerships, innovative initiatives, and recognized best practices to:

- Support existing businesses in staying and expanding in Martin County;
- Attract headquarters, industry leaders, and contributory businesses; Encourage investment in the community; and
- Create a resilient and thriving environment for high-demand career pathways and high-wage jobs long into the future



Amended mission statement: To lead economic development by supporting local contributory businesses, attracting investment, and fostering job creation.

NEXT STEPS:

January board meeting:

- Review and discuss amended statements.
- Make changes or corrections if necessary and adopt.

February board meeting

- Discuss 2025 board goals and 2-4 year organizational goal
- Review and discuss amended goals.
- Make changes or corrections if necessary and adopt.

Philosophy Workshop

December 4, 2024



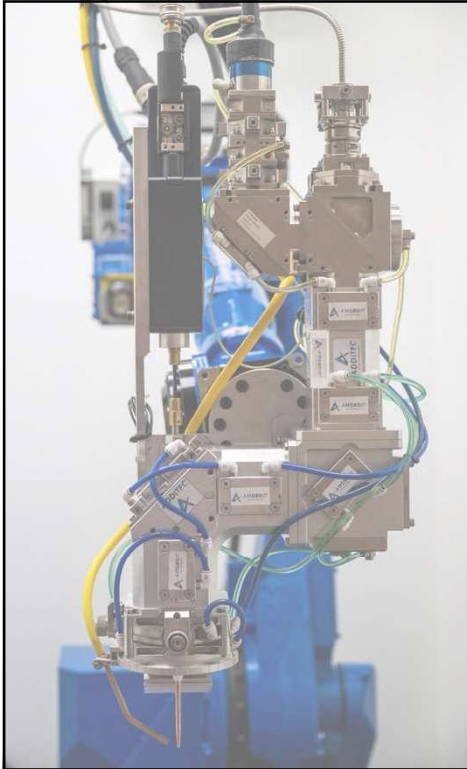
1

Agenda



- | | | | |
|----------|-------------------------------------|-----------|--|
| 1 | Workshop Objectives | 6 | Mission Statement - <i>current</i> |
| 2 | Defining Vision & Mission | 7 | Exercise |
| 3 | Vision Statement - <i>current</i> | 8 | Mission Statement - <i>draft new</i> |
| 4 | Exercise | 9 | Goals <ul style="list-style-type: none"> • 2025 Board Goals • 2-4 Year BDB Goals |
| 5 | Vision Statement - <i>draft new</i> | 10 | Next Steps |

2



OBJECTIVES

- ▶ Workshop Vision & Mission Statements
- ▶ Identify 2025 Board Goals
- ▶ Identify 2-4 Year Goals

3

Defining



Vision Statement

A concise declaration outlining an organization's **long-term aspirations** and **desired future state** acts as the guiding star to direct efforts.

- Emphasis on future state
- Motivating & conveys a sense of ambition
- Outlines a **shared objective**
- Long-term strategic planning evolves from & aligns with vision

VS

Mission Statement

A focused statement that outlines the primary purpose and goals of an organization.

- Focuses on the **current state**
- More **operational** in tone
- Reveals what the organization does, how & why
- Emphasizes ongoing commitment to meeting objectives, and the vision of organizational stakeholders

4

What is **OUR** Current Vision Statement

Recognized as a distinct, prosperous and entrepreneurial community.

CURRENT

5

Key Concepts & Ideas

To brainstorm a new **ORGANIZATIONAL VISION** statement

Should Be

Future State
High Reaching
Overarching
Foundational
Positioning
Business Climate

To Be Seen As...
To Be Recognized..
A Place For...

Qualities

Investable
Desirable
Sustainable, Resilient
Robust
Inclusive
Quality of Life

EXERCISE

6

Vision Statement

For consideration

To be recognized as the official economic development organization of Martin County, which fosters a thriving, robust, diverse, and sustainable economy where enterprising contributory businesses can flourish, ultimately strengthening the tax base.

7

The Difference

Vision Statement

A concise declaration outlining an organization's **long-term aspirations** and **desired future state** acts as the guiding star to direct efforts.

- Emphasis on future state
- Motivating & conveys a sense of ambition
- Outlines a **shared objective**
- Long-term strategic planning evolves from & aligns with vision

VS

Mission Statement

A focused statement that outlines the primary purpose and goals of an organization.

- Focuses on **current state**
- More **operational** in tone
- Reveals what the organization does, how & why
- Emphasizes ongoing commitment to meeting objectives, & the vision of organizational stakeholders

8

What is **OUR** Current Mission Statement

To champion and strenghten Martin County's economy.

CURRENT

9

Key Concepts & Ideas

To brainstorm a new **ORGANIZATIONAL MISSION** statement

Should Be

Current State
 More Operational
 What...
 How To Get There
 Why...
 Purposeful

...Is To Support
 ...To Assist
 ...To Develop
 ...To Enable

Actions

Supporting
 Catalyzing
 Fostering
 Influencing
 Attracting
 Developing

EXERCISE

10

Mission Statement

For consideration

To lead economic development by utilizing collaborative and strategic partnerships, innovative initiatives, and recognized best practices, to:

- Support existing businesses to stay and expand in Martin County;
- Attract headquarters, industry leaders, and contributory businesses;
- Encourage investment in the community; and
- Create a resilient and thriving environment for high-demand career pathways and high-wage jobs long into the future

11

Goals & Milestones



2025 Board Goals



**2-4 Year
Organization Goals**

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Next Steps



	DEC '24	JAN '25	FEB '25
Brainstorm & Review Vision / Mission	✓		
Adopt Vision / Mission		✓	
Goal Discussion		✓	
Adopt Goals			✓