



**Executive Committee Meeting, Wednesday, 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

- 
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 2
      - II. Executive Committee Meeting Minutes Dec. 4, 2024 pg 3
      - III. Board of Directors Meeting Minutes Nov. 13, 2024 pg 4
    - b. Financials
      - I. November 2024 and December 2024 pg 11
  
  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
    - d. Post-Annual Award Update & 2025 Event Date - Inez van Ravenzwaaij
  
  5. 9:25 am **Board Member Items & Discussions**
    - a. Executive Committee – Attendance Policy
    - b. Executive Committee – Board positions with voting privileges
  
  6. 9:30 am **BDB Philosophy Workshop (Vision, Mission, Priorities & Goals)**
    - a. Summary/Review of December 4, 2024, Workshop pg 25
      - I. Adoption of Vision/Mission
    - b. Goals
  
  7. 10:25 am **Executive Director Comments**
    - 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 9<sup>th</sup> 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
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
BDB CHECKING ACCOUNT *0501 (0501)	164,492
SEACOAST BUSINESS MONEY MARKET *8461 (8461)	157,197
<b>Total Bank Accounts</b>	<b>\$321,689</b>
<b>Total Current Assets</b>	<b>\$321,689</b>
Fixed Assets	
Accumulated Depreciation	-25,731
Equipment	16,055
Furniture & Fixtures	9,675
<b>Total Fixed Assets</b>	<b>\$0</b>
<b>TOTAL ASSETS</b>	<b>\$321,689</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Payroll Liabilities	3,025
<b>Total Other Current Liabilities</b>	<b>\$3,025</b>
<b>Total Current Liabilities</b>	<b>\$3,025</b>
<b>Total Liabilities</b>	<b>\$3,025</b>
Equity	
Contract Reserve	166,713
Net Assets	138,187
Net Income	13,764
<b>Total Equity</b>	<b>\$318,664</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$321,689</b>

# Business Development Board of Martin County

## Budget vs. Actuals

October 2024 - September 2025

	TOTAL			
	ACTUAL	BUDGET	REMAINING	% REMAINING
<b>Income</b>				
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	
<b>Total Income</b>	<b>\$149,264</b>	<b>\$666,850</b>	<b>\$517,586</b>	<b>78.00 %</b>
<b>GROSS PROFIT</b>	<b>\$149,264</b>	<b>\$666,850</b>	<b>\$517,586</b>	<b>78.00 %</b>
<b>Expenses</b>				
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 %
<b>Total Events/Forums</b>	<b>25,434</b>	<b>82,800</b>	<b>57,366</b>	<b>69.00 %</b>
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	
<b>Total Payroll Expenses</b>	<b>57,913</b>	<b>435,000</b>	<b>377,087</b>	<b>87.00 %</b>
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	
<b>Total Expenses</b>	<b>\$163,179</b>	<b>\$723,250</b>	<b>\$560,071</b>	<b>77.00 %</b>
<b>NET OPERATING INCOME</b>	<b>\$ -13,914</b>	<b>\$ -56,400</b>	<b>\$ -42,486</b>	<b>75.00 %</b>
<b>NET INCOME</b>	<b>\$ -13,914</b>	<b>\$ -56,400</b>	<b>\$ -42,486</b>	<b>75.00 %</b>

# Business Development Board of Martin County

## Budget vs. Actuals

October - November, 2024

	TOTAL			
	ACTUAL	BUDGET	REMAINING	% REMAINING
<b>Income</b>				
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	
<b>Total Income</b>	<b>\$141,684</b>	<b>\$111,142</b>	<b>\$ -30,543</b>	<b>-27.00 %</b>
<b>GROSS PROFIT</b>	<b>\$141,684</b>	<b>\$111,142</b>	<b>\$ -30,543</b>	<b>-27.00 %</b>
<b>Expenses</b>				
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 %
<b>Total Events/Forums</b>	<b>5,197</b>	<b>13,800</b>	<b>8,603</b>	<b>62.00 %</b>
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	
<b>Total Payroll Expenses</b>	<b>55,263</b>	<b>72,500</b>	<b>17,237</b>	<b>24.00 %</b>
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	
<b>Total Expenses</b>	<b>\$127,920</b>	<b>\$120,542</b>	<b>\$ -7,378</b>	<b>-6.00 %</b>
<b>NET OPERATING INCOME</b>	<b>\$13,764</b>	<b>\$ -9,400</b>	<b>\$ -23,164</b>	<b>246.00 %</b>
<b>NET INCOME</b>	<b>\$13,764</b>	<b>\$ -9,400</b>	<b>\$ -23,164</b>	<b>246.00 %</b>

# 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
<b>Total Income</b>	<b>\$20,193</b>	<b>\$20,193</b>
GROSS PROFIT	<b>\$20,193</b>	<b>\$20,193</b>
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
<b>Total Events/Forums</b>	<b>2,656</b>	<b>\$2,656</b>
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
<b>Total Payroll Expenses</b>	<b>32,056</b>	<b>\$32,056</b>
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
<b>Total Expenses</b>	<b>\$58,840</b>	<b>\$58,840</b>
NET OPERATING INCOME	<b>\$ -38,646</b>	<b>\$ -38,646</b>
NET INCOME	<b>\$ -38,646</b>	<b>\$ -38,646</b>



# Business Development Board of Martin County

## Quarterly Statement of Activities (P&L)

October - November, 2024

	OCT - NOV, 2024	TOTAL
<b>Income</b>		
County Income	112,500	\$112,500
Event - Sponsorship Income	16,500	\$16,500
Interest Earned	954	\$954
Investor Income	11,730	\$11,730
<b>Total Income</b>	<b>\$141,684</b>	<b>\$141,684</b>
<b>GROSS PROFIT</b>	<b>\$141,684</b>	<b>\$141,684</b>
<b>Expenses</b>		
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
<b>Total Events/Forums</b>	<b>5,197</b>	<b>\$5,197</b>
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
<b>Total Payroll Expenses</b>	<b>55,263</b>	<b>\$55,263</b>
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
<b>Total Expenses</b>	<b>\$127,920</b>	<b>\$127,920</b>
<b>NET OPERATING INCOME</b>	<b>\$13,764</b>	<b>\$13,764</b>
<b>NET INCOME</b>	<b>\$13,764</b>	<b>\$13,764</b>



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**

- 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. 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 13<sup>th</sup>.

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

# Business Development Board of Martin County

## Budget vs. Actuals (Fiscal Year)

October 2024 - September 2025

	TOTAL			
	ACTUAL	BUDGET	REMAINING	% REMAINING
<b>Income</b>				
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	
<b>Total Income</b>	<b>\$149,705</b>	<b>\$666,850</b>	<b>\$517,145</b>	<b>78.00 %</b>
<b>GROSS PROFIT</b>	<b>\$149,705</b>	<b>\$666,850</b>	<b>\$517,145</b>	<b>78.00 %</b>
<b>Expenses</b>				
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)	
<b>Total Events/Forums</b>	<b>33,977</b>	<b>82,800</b>	<b>48,823</b>	<b>59.00 %</b>
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)	
<b>Total Payroll Expenses</b>	<b>79,312</b>	<b>435,000</b>	<b>355,688</b>	<b>82.00 %</b>
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	
<b>Total Expenses</b>	<b>\$197,642</b>	<b>\$723,250</b>	<b>\$525,608</b>	<b>73.00 %</b>
<b>NET OPERATING INCOME</b>	<b>\$ (47,937)</b>	<b>\$ (56,400)</b>	<b>\$ (8,463)</b>	<b>15.00 %</b>
<b>NET INCOME</b>	<b>\$ (47,937)</b>	<b>\$ (56,400)</b>	<b>\$ (8,463)</b>	<b>15.00 %</b>

# Business Development Board of Martin County

## Budget vs. Actuals (YTD)

October - December, 2024

	TOTAL			
	ACTUAL	BUDGET	REMAINING	% REMAINING
<b>Income</b>				
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	
<b>Total Income</b>	<b>\$149,705</b>	<b>\$166,713</b>	<b>\$17,007</b>	<b>10.00 %</b>
<b>GROSS PROFIT</b>	<b>\$149,705</b>	<b>\$166,713</b>	<b>\$17,007</b>	<b>10.00 %</b>
<b>Expenses</b>				
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)	
<b>Total Events/Forums</b>	<b>29,162</b>	<b>20,700</b>	<b>(8,462)</b>	<b>(41.00 %)</b>
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)	
<b>Total Payroll Expenses</b>	<b>77,499</b>	<b>108,750</b>	<b>31,251</b>	<b>29.00 %</b>
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	
<b>Total Expenses</b>	<b>\$184,681</b>	<b>\$180,813</b>	<b>\$ (3,868)</b>	<b>(2.00 %)</b>
<b>NET OPERATING INCOME</b>	<b>\$ (34,976)</b>	<b>\$ (14,100)</b>	<b>\$20,876</b>	<b>(148.00 %)</b>
<b>NET INCOME</b>	<b>\$ (34,976)</b>	<b>\$ (14,100)</b>	<b>\$20,876</b>	<b>(148.00 %)</b>

# 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
<b>Total Income</b>	<b>\$8,021</b>	<b>\$8,021</b>
GROSS PROFIT	<b>\$8,021</b>	<b>\$8,021</b>
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
<b>Total Events/Forums</b>	<b>23,613</b>	<b>\$23,613</b>
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
<b>Total Payroll Expenses</b>	<b>22,236</b>	<b>\$22,236</b>
QuickBooks Payments Fees	141	\$141
Subscriptions	174	\$174
Technology Communications	161	\$161
Travel & Entertainment	150	\$150
<b>Total Expenses</b>	<b>\$56,761</b>	<b>\$56,761</b>
NET OPERATING INCOME	<b>\$ (48,740)</b>	<b>\$ (48,740)</b>
NET INCOME	<b>\$ (48,740)</b>	<b>\$ (48,740)</b>

# Business Development Board of Martin County

## Quarterly Statement of Activities (P&L)

October - December, 2024

	OCT - DEC, 2024	TOTAL
<b>Income</b>		
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
<b>Total Income</b>	<b>\$149,705</b>	<b>\$149,705</b>
<b>GROSS PROFIT</b>	<b>\$149,705</b>	<b>\$149,705</b>
<b>Expenses</b>		
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
<b>Total Events/Forums</b>	<b>29,162</b>	<b>\$29,162</b>
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
<b>Total Payroll Expenses</b>	<b>77,499</b>	<b>\$77,499</b>
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)
<b>Total Expenses</b>	<b>\$184,681</b>	<b>\$184,681</b>
<b>NET OPERATING INCOME</b>	<b>\$ (34,976)</b>	<b>\$ (34,976)</b>
<b>NET INCOME</b>	<b>\$ (34,976)</b>	<b>\$ (34,976)</b>



**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.”

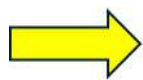
**Current mission statement:**

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



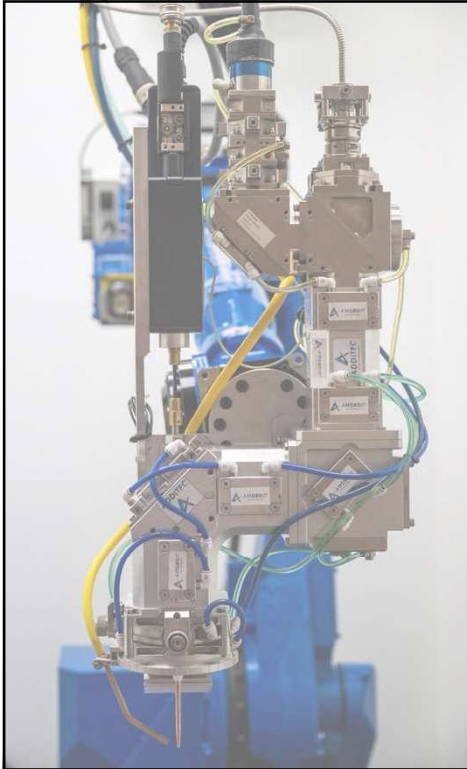
1

# Agenda



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

12

# Next Steps



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