

8/20/19

## Public Comment Sign-Up

[illegible]



**MEETING AGENDA – Tuesday, August 20<sup>th</sup>, 2019 1:00 PM FloridaWest Economic  
Development Alliance – Board of Director’s Meeting  
Co:Lab, 1<sup>st</sup> Floor Conference Room  
418 W Garden Street - Pensacola, Florida 32502**

- |   |                  |
|---|------------------|
| 1. <b>Call to Order</b>                             | Donnie McMahon   |
| 2. <b>Meeting publicly noticed (7/30/19)</b>        | Donnie McMahon   |
| 3. <b>Public Comment</b>                            | Donnie McMahon   |
| 4. <b>Action Items</b>                              | Donnie McMahon   |
| a. Approval of July 16 <sup>th</sup> , 2019 Minutes | Donnie McMahon   |
| b. Approval of July 2019 Financials                 | Rebecca Ferguson |
| c. Budget Amendment                                 | Rebecca Ferguson |
| d. Saltmarsh Letters of Engagement                  | Melissa Stoker   |
| 5. <b>Discussion Items</b>                          |                  |
| a. Old Business                                     |                  |
| i. City/County Budget Updates                       | Scott Luth       |
| ii. Annual Meeting Update                           | Scott Luth       |
| b. ED Project Updates                               | Scott Luth       |
| i. Cybersecurity Specialist Update                  |                  |
| ii. Co:Lab  |                  |
| iii. Business Development                           |                  |
| iv. Workforce                                       |                  |
| v. Marketing  | Sena Maddison    |
| c. Membership                                       | Donnie McMahon   |
| d. ED Calendar Review                               | Sena Maddison    |
| e. New Business                                     | Donnie McMahon   |
| i. Discuss FY 19-20 Meeting Schedule                | Melissa Stoker   |
| 6. <b>Adjourn</b>                                   | Donnie McMahon   |

Next Meeting: Tuesday, September 17<sup>th</sup> 1:00 pm

**Fiscal Year Meeting Schedule**

TBD – Currently the 3<sup>rd</sup> Tuesday of Each Month at 1:00 pm



**MINUTES – July 16<sup>th</sup>, 2019 1:00 PM**

**FloridaWest Economic Development Alliance – Board of Director's Meeting**

**Co: Lab- 418 W Garden Street – 1<sup>st</sup> Floor Conference Room**

**FloridaWest Members Present:** President Donnie McMahon, Vice President Karen Sindel, Secretary/Treasurer Rebecca Ferguson, Verdell Hawkins, Ryan Tilley, Tim Haag, Lewis Bear, Jim Waite, Bonita Player

**Investors Present:** Ryan Greenhut

**Absent Members:**

**Absent Investors:** Jonathan Tucker

**Staff:** Attorney Margaret Stopp, Scott Luth, Melissa Stoker, Danita Andrews, Sena Maddison, Alyvia Waite, Casey Campbell, Patrick Rooney

**Guests:** Jennifer Bobo, Rhonda Deaton

1. **Call to Order:** The meeting was called to order by President Donne McMahon at 1:01 pm.
2. **Public Notice:** This meeting was publicly noticed for FloridaWest on June 28<sup>th</sup>, 2019.
3. **Public Comment:** There were no public guests at the time public comment was requested.
4. **Action Items**
  - a. **Approve June 18<sup>th</sup>, 2019 Minutes**

Vice President Karen Sindel motioned.  
Lewis Bear seconded.  
Passed unanimously.
  - b. **Approval of June 2019 Financials**

Vice President Karen Sindel motioned.  
Jim Waite seconded.  
Passed unanimously.
5. **Discussion Items**
  - a. **Annual Meeting:** Scott Luth shared beginning stage preparations for the 5-year anniversary of FloridaWest. We are considering a lunch with our boards, partners, supporters at the city and county during September or October. Lewis Bear stated his belief that we should open this up. Karen Sindel feels this should be approached as a good membership drive opportunity. Margaret Stopp shared that we advertise it as a special event instead of an annual meeting. This will help with public notice. Karen Sindel suggested we get the date nailed down as soon as possible with school starting up and fiscal year change.

**b. Old Business:**

1. City/County Budget Updates: Our request for increased funding is still in the budget. Those able to attend and show support, your presence at the budget meetings is appreciated. Budgets won't be finalized until the end of September. We will be putting forth a draft budget between now and September with the intent to ratify when the budget is set.

**c. ED Project Updates**

1. Cybersecurity Specialist Update: We have been working through the hiring process for this position. Scott has a meeting scheduled to help us decide next steps with the remaining candidate. Scott expressed his thanks to those who have been helping through this process. We had a very productive visit last week with UWF Center for Cybersecurity and our partners in hosting Federal, State, County, and City representation to educate and share attendees on our strategy. Rebecca Ferguson shared that there are 3300 open positions in our area. In addition, our fiber infrastructure is strong and provided additional ability to support initiatives.
2. Co:Lab: Patrick Rooney stated that occupancy is now at 77% with the addition of a new tenant as well as a current tenant adding staff and space since the time the Co:Lab report was generated. Patrick Rooney also introduced Casey Campbell, our new Co:Lab assistant, to the board.
3. Business Development: Danita Andrews shared that we have had 3 site visits. We are moving several potential projects to QTI application phase. Project Spruce is an international manufacturing company with the potential to increase from 75 to 250 jobs, should they choose to locate here, with new product lines. The other is a small manufacturer already in the area with an additional 30 jobs. This moves them more strongly into manufacturing.
4. Marketing: Sena Maddison shared that, thanks to Gulf Power, we have the Career Pathways website up and running. Karen Sindel suggested working with the PTA within the school system to help spread the word on this. Sally Bergosh is a good resource for those connections. First Place Partners has helped fund the sites and buildings database through our website. FPP pushed out the initial press release, and we will release one behind them. The next big project is the annual report. Danita Andrews shared that we are working with the First Place Partners board to expose the community to the high-level use of the sites and building database in order to help better share the word about it and to help the general public utilize it as well. Karen Sindel believes the Home Builders Association needs to see this.
5. Workforce: In Jeff's absence, Scott provided an update. There are two upcoming workshops including a community data run and then a specific workforce deep dive as part of our IDN grant. These will aid in developing the metrics/benchmarks for future efforts as well as inclusion needs. Donnie asked Lewis Bear for an update on Triumph. Lewis Bear stated that Triumph has committed \$66M to the ST Engineering next phase. The city is working to find the funds needed. Triumph's interest is in making that happen. The most interesting development with Triumph is exploring options to encourage the school systems start academies in targeted industries. A few years have been

spent trying to negotiate with Escambia County school district. Escambia County school district withdrew its request for Triumph funds. Rick Harper, Scott, and Lewis will be meeting to discuss options to hire a recruiter through Triumph to help proper recruiting of students into target industry programs.

- d. **Membership:** Two of our local hospitals are having CEO changes. We also have a meeting with Landrum HR and will follow up with several others through their budget cycles.
- e. **ED Calendar Review:** Sena Maddison provided a calendar with upcoming events.
- f. **New Business:** Scott, Patrick, and Sena are exploring the Entrepreneurship path for the community in partnership with Quint Studer. Information will be shared as things develop. Also, EDA will be in town tomorrow. County wide priority projects (OLF 8, Bluffs, Midtown Commerce Park) will be primary focus of that meeting. The federal commitment for ST Engineering funding will be made Thursday morning. Rebecca Ferguson introduced Rhonda Deaton, who is with Air Service Delivery\_for the Pensacola Airport. Scott Luth has asked to be on the Baptist redevelopment committee. Karen Sindel took a moment to thank BDI for the work they did regarding the mobility mats at Pensacola Beach. BDI had to go through an enormous amount of work with bird/turtle seasons and federal regulations.

President Donnie McMahon adjourned the meeting 2:10 pm.

Respectfully Submitted By:

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Rebecca Ferguson, Secretary-Treasurer  
FloridaWest Economic Development Alliance

**FloridaWest (CEDA)**  
**Profit & Loss Budget Performance**  
October 2018 through July 2019

	Oct '18 - Jul 19	Budget	\$ Over Budget	% of Budget
<b>Income</b>				
4200 · Investor Membership Dues	16,666.67	40,000.00	-23,333.33	41.67%
4000 · Membership Dues	166,666.00	280,000.00	-113,334.00	59.52%
4410 · Non-Dues Income	82,576.97	50,000.00	32,576.97	165.15%
4420 · Government Income	125,000.00	150,000.00	-25,000.00	83.33%
4430 · PEDC	500,000.00	650,000.00	-150,000.00	76.92%
4500 · CoLab - Rent	79,972.14	179,000.00	-99,027.86	44.68%
4512 · Miscellaneous Income	1,903.29	1,000.00	903.29	190.33%
<b>Total Income</b>	<b>972,785.07</b>	<b>1,350,000.00</b>	<b>-377,214.93</b>	<b>72.06%</b>
<b>Gross Profit</b>	<b>972,785.07</b>	<b>1,350,000.00</b>	<b>-377,214.93</b>	<b>72.06%</b>
<b>Expense</b>				
5005 · Bank & Credit Card Fees	214.83	1,000.00	-785.17	21.48%
5060 · Marketing, Adv & Promo/Investor	111,690.17	125,000.00	-13,309.83	89.35%
5066 · Database/Research	41,248.23	20,000.00	21,248.23	206.24%
5100 · Audit Expense	26,994.46	35,000.00	-8,005.54	77.13%
5105 · Legal Fees	9,285.00	10,000.00	-715.00	92.85%
5120 · Auto Travel	6,955.27	15,000.00	-8,044.73	46.37%
5140 · Business Travel	34,256.95	60,000.00	-25,743.05	57.1%
5190 · Depreciation Expense	0.00	15,000.00	-15,000.00	0.0%
5200 · Dues & Subscriptions	7,770.81	10,000.00	-2,229.19	77.71%
5310 · Insur-D&O/Liab/Umbrella/EPLI	4,001.78	6,000.00	-1,998.22	66.7%
5410 · Maint & Repair- Computers	19,720.20	15,000.00	4,720.20	131.47%
5440 · Meeting Expense	1,442.61	2,500.00	-1,057.39	57.7%
5500 · CoLab Expenses	80,933.33	148,000.00	-67,066.67	54.69%
5559 · Workforce Marketing	11,297.63	20,000.00	-8,702.37	56.49%
5600 · Miscellaneous Expense	272.10	1,000.00	-727.90	27.21%
5610 · Postage	439.42	500.00	-60.58	87.88%
5680 · High Growth Companies	3,646.32	20,000.00	-16,353.68	18.23%
57000 · Employee Wages & Benefits	514,724.37	785,000.00	-270,275.63	65.57%
5800 · Supplies	1,900.86	2,000.00	-99.14	95.04%
5915 · Telephone	3,060.42	3,000.00	60.42	102.01%
5925 · Cell Phones	7,768.93	6,000.00	1,768.93	129.48%
5954 · Copier Expense	1,590.52	2,000.00	-409.48	79.53%
5980 · Rent Expense	38,841.95	48,000.00	-9,158.05	80.92%
<b>Total Expense</b>	<b>928,056.16</b>	<b>1,350,000.00</b>	<b>-421,943.84</b>	<b>68.75%</b>
<b>Net Income</b>	<b>44,728.91</b>	<b>0.00</b>	<b>44,728.91</b>	<b>100.0%</b>

1:05 PM  
08/05/19  
Accrual Basis

**FloridaWest (CEDA)**  
**Balance Sheet**  
As of July 31, 2019  
Jul 31, 19

**ASSETS**

**Current Assets**

**Checking/Savings**

1000 · Checking- Private Hancock -363 535,829.35

1010 · Checking - Public Hancock- 355 129,503.22

**Total Checking/Savings** 665,332.57

**Accounts Receivable**

11000 · Accounts Receivable 24,774.00

**Total Accounts Receivable** 24,774.00

**Total Current Assets** 690,106.57

**Fixed Assets**

1702 · Accum Depr-Leasehold Improvemen -4,070.00

1655 · Leasehold Improvements 135,544.93

1600 · Furniture and Fixtures 42,086.60

1650 · Computers 28,454.59

1700 · Accum Depreciation Computers -7,798.31

1701 · Accum Depreciation Furn & Fix -8,447.41

**Total Fixed Assets** 185,770.40

**Other Assets**

1800 · Security Deposit 1,000.00

**Total Other Assets** 1,000.00

**TOTAL ASSETS** 876,876.97

**LIABILITIES & EQUITY**

**Liabilities**

**Current Liabilities**

**Other Current Liabilities**

**2300 · Other Payables**

2350 · Christmas Club Payable 5,300.00

**Total 2300 · Other Payables** 5,300.00

**2400 · Payroll Liabilities** 3,677.00

**Total Other Current Liabilities** 8,977.00

**Total Current Liabilities** 8,977.00

**Total Liabilities** 8,977.00

**Equity**

3200 · Unrestricted Net Assets 823,171.06

**Net Income** 44,728.91

**Total Equity** 867,899.97

**TOTAL LIABILITIES & EQUITY** 876,876.97



8:14 AM  
08/12/19  
Accrual Basis

FloridaWest (CEDA)  
**Profit & Loss Budget vs. Actual**  
October 2018 through July 2019

	Oct '18 - Jul 19	Current Budget	Proposed Budget	\$ Over Budget	% of Budget
<b>Income</b>					
4200 · Investor Membership Dues	16,666.67	40,000.00	40,000.00	-23,333.33	41.67%
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<b>Net Income</b>	<b>44,728.91</b>	<b>0.00</b>	<b>0.00</b>	<b>44,728.91</b>	<b>100.0%</b>



## Report for Policy Board as of 8/1/19

Current Clients	Connection	Status
Samantha Weaver, LLC.	Tenant	4th year
International Debt Recovery, Inc.	Tenant	3rd year
EBI Management Group, Inc.	Tenant	3rd year
Coast Software, dba. Building on Knowledge	Tenant	3rd year
Data Revolution, LLC	Tenant	3rd year
Pensacola Media Group, LLC.	Tenant	3rd year
Altius Marketing	Tenant	3rd year
Guided Particle Systems, Inc.	Tenant	2nd year
Vivid Bridge Studios	Tenant	2nd year
Snap Soccer	Tenant	2nd year
Warfighter Fitness	Tenant	2nd year
CoFlyt	Tenant	1st year
Enterprise Florida - International Trade	Affiliate	1st year
Greater Things Fitness	Tenant	1st year
Girl Catch Fire	Tenant	1st year
N Star Investments	Tenant	1st year
Right on Target Marketing	Tenant	1st year
Social Icon	Tenant	1st year
Tag Tech	Tenant	1st year
Exited Clients	Date of Entry	Status
The Analyst Group	Mar-09	Graduated 7/15/12
Engineering & Planning Resources	Sep-10	Graduated 4/2014
Robotics Unlimited, Inc.	Oct-14	Graduated 12/2015
Pay Cell Systems, Inc.	Aug-12	Graduated 6/01/16
Clearstream	Aug-14	Graduated 9/1/16
Re Vera Services, LLC	Dec-12	Graduated 9/9/16
Accountingfly	Jun-12	Graduated 2/15/17
FFCFC	Oct-12	Moved out 02/15/17
Paint University	Jun-14	Graduated 2/1/17
Broker Frameworks	Dec-15	Moved Out 2/1/17
Koala Pickup	Jul-16	Moved Out 2/1/17
Hexad Analytics	Jul-16	Moved out 4/1/17
Jewel Graphics	Feb-15	Moved out 4/1/17
Robotics Unlimited, Inc.	May-17	Moved out 10/31/17
Intelligent Retinal Imaging Systems	Feb-14	Graduated 04/01/18
YourTechnoGeeks	Apr-18	Moved out 05/01/18
Business RadioX	Jun-18	Moved out 06/25/18
Hatchmark Studio	Oct-15	Graduated 08/01/18
Lost Key Media	May-14	Graduated 05/31/19
<b>Total Tenant Companies</b>	<b>19</b>	
<b>Total Current Employment (working in Co:Lab)</b>	<b>49</b>	

Office space in Milton, FL
Office space in downtown Pensacola
Office space in downtown Pensacola
Office space in Escambia County
Moved company to NYC
Bought office in downtown Pensacola
Office space in downtown Pensacola
Office space in downtown Pensacola
Bought office/warehouse in downtown Pensacola
Moved into other office space in Pensacola
Dissolved company, no scalability
Dissolved company, loss of founder
Continues as freelance developer
Company in idle state, took jobs out of town
Office space in downtown Pensacola
Returned to home office/ freelance work
Moved out
Moved to Cowork Annex
Moved out



## BUSINESS DEVELOPMENT REPORT

Year to Date

October 1, 2018 – August 5, 2019

DANITA ANDREWS  
Chief Business Development Officer



## YEAR TO DATE BUSINESS DEVELOPMENT SUMMARY

Total Pipeline	37
Active Projects	16
Existing	4
New	12
Site Visits	14
Business Retention Visits	35

## Pipeline by Sector



Manufacturing 68%



Aviation/Aerospace 16%



Warehouse/Distribution 8%



Headquarters 3%



Business Services 3%



Marine MRO 3%

### Economic Development Pipeline - Project Rating

Indicates individual project rating/status with varied location decision factors and highly competitive environment:

- (1) Inquiry/Suspect - initial or early stage of activity (example: response for proposal (RFP), presentation of potential site/buildings, demographics, customized package supporting client's needs)
- (2) Prospect - client actively engaged (example: site visit, narrowing location options/short-listed)
- (3) Project - regular client interaction (example: multiple visits, site or building identified, or incentive process initiated)
- (4) Imminent - client decision forthcoming (example: moving toward incentive application approval and local support)
- (5) Announced - project approved, client location formally public



## Economic Development Pipeline

Project Code	# Jobs	Industry Sector	Status	Space Required	Lead	Project Rating
A08312016_WD	5	Warehouse/Distribution	Active	150,000	Direct	3
B12282016_MFG	35	Manufacturing	Active	60,000	Direct	4
A02202017_MFG	20	Manufacturing	Active	0	Direct	3
T07172017_AAM	1325	Aviation	Active	200,000	Direct	4
F10012017_BSVC	5	Business Services	On Hold	20,000	Direct	3
V10302017_MFG	75	Manufacturing	Inactive	60,000	Direct	2
G01/02/2018_WD	30	Warehouse/Distribution	Active	100,000	Direct	4
I02052018_MFG	75	Manufacturing	Dead	155,000	Direct	3
D02202018_AAM	30	Aviation	Active	173,000	Direct	3
H004012018_MFG	140	Manufacturing	Inactive	200,000	Direct	2
A04162018_MFG	50	Manufacturing	Active	30 AC	Consultant	3
E07112018_MFG	20	Manufacturing	Active	200,000	Direct	2
V07132018_HQ	24	Headquarters	Active	10,000	Direct	2
A10232108_WD	45	Warehouse/Distribution	Active	100 AC	Consultant	2
B08102018_MRO	30	MRO	Active	TBD	Direct	2
M09182018_AAM	265	Aviation	Active	TBD	FGNW	3
F09242018_MFG	15	Manufacturing	Active	20 Acres	FGNW	1
C10022018_AAM	16	Aviation	Active	30,000	EFI	1
E10/04/2018_AAM	60	Aviation	Active	85,000	FGNW	1
S10052018_MFG	15	Manufacturing	Active	20 Acres	FGNW	1
L10152018_MFG	12	Manufacturing	On Hold	40,000	Direct	1
H10172019_MFG	10	Manufacturing	Active	20,000	Direct	3
N101918_MFG	45	Manufacturing	Inactive	10,000	FGNW	2
S03112019_MFG	30	Manufacturing	Active	30,000	FGNW	1
C02252019_MFG	70	Manufacturing	Active	100,000	Direct	2
S03142019_MFG	250	Manufacturing	Active	50,000	Local Realtor	3
M05242019_AAM	115	Aviation	Active	100,000	FGNW	1
D05242019_MFG	100	Manufacturing	Active	90,000	FGNW	1
S06212019_MFG	50	Manufacturing	Active	65,000	FGNW	1
S06242029_MFG	50	Manufacturing	Active	50,000/35-50 AC	FGNW	1
G06242019_MFG	100	Manufacturing	Active	50,000	FGNW	1
MO6252019_MFG	100	Manufacturing	Active	200,000	FGNW	1
P06252019_MFG	100	Manufacturing	Active	108,000	FGNW	1
F06262019_MFG	45	Manufacturing	Active	15,000	FGNW	1
S07092019_MFG	30	Manufacturing	Active	40,000/5 AC	FGNW	1
G07222019_MFG	120	Manufacturing	Active	500,000/50 - 100 AC	FGNW	1
A08012019_AAM	23	Aviation	Active	35,000	EFI	1
# Jobs	3,530		Total SF	1,948,000		

### LEAD SOURCE:

Enterprise Florida, Inc. (2)  
 Florida's Great Northwest (17)  
 Site Consultant (1)  
 Direct (16)  
 Local Realtor (1)

### TYPE:

Existing ☒

New ☐

### STATUS:

Active (31)  
 Inactive (3)  
 Hold (1)  
 Dead (2)  
 Announced

### RATING:

1 Inquiry/Suspect  
 2 Prospect  
 3 Project  
 4 Imminent  
 5 Announced

## Total Request For Proposal (RFP) by Sector 24



Manufacturing 71%



Aviation/Aerospace 25%



Warehouse/Distribution 4%

## YTD Prospect/Project Site Visits 14

M09182018_AAM	ACTIVE	Sept. 18, Nov.13, Dec. 19,2018; Apr. 26, 2019
L10152018_MFG	ACTIVE	Oct. 18, 2018
N101918_MFG	ACTIVE	Dec. 2, 2018
A10232108_WD	ACTIVE	Jan. 22, 2019
I02052018_MFG	DEAD	Mar. 4, Mar. 27, 2019
S03142019_MFG	ACTIVE	Apr. 4, May 1-4, May 30, June 28, 2019
C02252019_MFG	ACTIVE	May 16 - 17, 2019

## Total Active Projects 16



Manufacturing 50%



Warehouse/Distribution 19%



Headquarters 6%



## 12 Recruitment 4 Expansions

2249 JOBS



Aviation/Aerospace 19%

Marine MRO 6%



## Business Retention-Expansion 37 Visits

### Existing Industry Visits 2018-2019

Date	Visit	# Employees	Sector
10/23/18	Vivid Bridge	5	1 Business Services
11/02/18	IHMC	100	1 R&D
11/06/18	Ascend Performance Materials	888	1 Manufacturing
11/09/18	Custom Control	50	1 Manufacturing
12/07/18	Bell Steel	85	1 Manufacturing
10/1/18 - 12/30/18	Co-Lab - 15 Existing Business Visits	31	15 Technology, Business Services
01/10/19	Swan Neck Winery	3	1 Manufacturing
01/11/19	Griffin & Associates	2	1 Business Services
03/12/19	Reliance AeroTech	6	1 Business Services
03/13/19	ST Engineering	150	1 Aviation
03/14/19	National Flight Academy	25	1 Manufacturing
03/19/19	Pall Corporation	240	1 Manufacturing
03/19/19	Navy Federal CU	7445	1 Financial Services
03/20/19	Offshore Inland	30	1 MMRO
04/02/19	Armstrong World Industries	245	1 Manufacturing
04/11/19	Cerex	75	1 Manufacturing
04/12/19	International Paper	500	1 Manufacturing
05/14/19	GE Renewable Energy	700	1 Manufacturing
07/02/19	Comfort Systems USA	135	1 Business Services
07/16/19	Port of Pensacola	8	1 Trade & Logistics
07/24/19	Ascend Performance Materials	880	1 Manufacturing

## Business Development & Site Consultant Missions

10/22/2018	ST Aerospace Corporate Visit, Singapore
11/01/2018	Team Florida Partners Blue Angels Homecoming, Pensacola
11/05/2018	Aviation Forum, Hamburg
12/05/2018	Economix, Consultant Connect, Nashville
01/08/2019	Consumer Technology Association, Las Vegas
02/26/2019	FGNW Partners Consultant Mission, New Jersey/New York
03/24/2019	Annual Site Selectors Guild, Salt Lake City
04/29/2019	Business Development Mission, Montreal
05/29/2019	Team Florida Partners Consultant Mission, New York
06/05/2019	Experience Pensacola-United Airlines Direct Flight, Consultant, New York
06/10/2019	Select USA Investment Summit, International Business, Washington DC
06/17/2019	International Paris Air Show, Paris, Le Bourget



Date	Time	Event	Location
SEPTEMBER			
September 4th	9:00 AM	1 Million Cups	Pensacola Socialdesk
September 5th	8:30 AM	SCI Workshop: Improving Team Communication with MBS	SCI
September 5th	4:30 PM	BCC Public Forum	Ernie Lee Magaha Government Building
September 5th	5:30 PM	BCC Regular Meeting	Ernie Lee Magaha Government Building
September 9th	3:31 PM	City Council Agenda Conference	Hagler/Mason Conference Room
September 10th	5:31 PM	Budget Public Hearing	Ernie Lee Magaha Government Building
September 11th	5:30 PM	City Council Special Meeting (1st PUBLIC HEARING ON FY 2020 PROPOSED BUDGET)	City Council Chambers
September 12th	9:00 AM	Committee of the Whole	Ernie Lee Magaha Government Building
September 12th	5:30 PM	City Council Regular Meeting	City Council Chambers
September 17th	10:00 AM	PEDC Board Meeting	Co:Lab
September 17th	1:00 PM	FloridaWest Economic Development Alliance Board of Directors Meeting	Co:Lab
September 18th	5:30 PM	City Council Special Meeting (FINAL PUBLIC HEARING ON FY 2020 PROPOSED BUDGET)	City Council Chambers
September 19th	8:30 AM	BCC Public Forum	Ernie Lee Magaha Government Building
September 19th	9:00 AM	BCC Regular Meeting	Ernie Lee Magaha Government Building
September 23rd	3:30 PM	City Council Agenda Conference	Hagler/Mason Conference Room
September 23rd	5:31 PM	Budget Public Hearing	Ernie Lee Magaha Government Building
September 26th	5:30 PM	City Council Regular Meeting	City Council Chambers



Date	Time	Event	Location
OCTOBER			
October 2nd	9:00 AM	1 Million Cups	Pensacola Socialdesk
October 2nd	8:00 AM	ITEN Wired	Hilton Pensacola Beach
October 3rd	7:00 AM	ITEN Wired	Hilton Pensacola Beach
October 3rd	4:30 PM	BCC Public Forum	Ernie Lee Magaha Government Building
October 3rd	5:30 PM	BCC Regular Meeting	Ernie Lee Magaha Government Building
October 4th	7:00 AM	ITEN Wired	Hilton Pensacola Beach
October 4th		National Manufacturing Day	
October 7th	3:31 PM	City Council Agenda Conference	Hagler/Mason Conference Room
October 10th	9:00 AM	Committee of the Whole	Ernie Lee Magaha Government Building
October 10th	5:30 PM	City Council Regular Meeting	City Council Chambers
October 17th	8:30 AM	BCC Public Forum	Ernie Lee Magaha Government Building
October 17th	9:00 AM	BCC Regular Meeting	Ernie Lee Magaha Government Building
October 21st	3:31 PM	City Council Agenda Conference	Hagler/Mason Conference Room
October 24th	5:30 PM	City Council Regular Meeting	City Council Chambers
NOVEMBER			
November 6th	9:00 AM	1 Million Cups	Pensacola Socialdesk
November 7th	4:30 PM	BCC Public Forum	Ernie Lee Magaha Government Building
November 7th	5:30 PM	BCC Regular Meeting	Ernie Lee Magaha Government Building
November 12th	3:31 PM	City Council Agenda Conference	Hagler/Mason Conference Room
November 13th	8:00 AM	EntreCon 2019: Business and Leadership Conference	400 S Jefferson St Pensacola, FL 32502
November 14th	9:00 AM	Committee of the Whole	Ernie Lee Magaha Government Building
November 14th	5:30 PM	City Council Regular Meeting	City Council Chambers
November 19th		National Entrepreneurs Day	
November 26th	8:30 AM	BCC Public Forum	Ernie Lee Magaha Government Building
November 26th	9:00 AM	BCC Regular Meeting	Ernie Lee Magaha Government Building

July 24, 2019

Scott Luth, CEO  
FloridaWest Economic Development Alliance  
3 West Garden Street, Suite 618  
Pensacola, Florida 32502

We are pleased to confirm our understanding of the services we are to provide for Community Economic Development Association of Pensacola and Escambia County, Inc. (d/b/a FloridaWest Economic Development Alliance) ("FloridaWest") for the years ended September 30, 2019, 2020, 2021 and 2022.

We will audit the financial statements of FloridaWest, which comprise the statements of financial position as of September 30, 2019, 2020, 2021 and 2022, the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements (the financial statements).

#### **Audit Objective**

The objective of our audits is the expression of an opinion about whether your financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audits will be conducted in accordance with auditing standards generally accepted in the United States of America and will include tests of your accounting records and other procedures we consider necessary to enable us to express such an opinion. We will issue a written report upon completion of our audits of FloridaWest's financial statements. Our report will be addressed to the Board of Directors of FloridaWest. We cannot provide assurance that an unmodified opinion will be expressed. Circumstances may arise in which it is necessary for us to modify our opinion or add an emphasis-of-matter or other-matter paragraph. If our opinion is other than unmodified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed an opinion, we may decline to express an opinion or withdraw from this engagement.

#### **Audit Procedures**

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts and direct confirmation of receivables and certain assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions. We will also request written representations from FloridaWest's attorneys as part of the engagement, and they may bill you for responding to this inquiry. At the conclusion of our audit, we will require certain written representations from you about the financial statements and related matters.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to FloridaWest or to acts by management or employees acting on behalf of FloridaWest.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is a risk that material misstatements may exist and not be detected by us, even though the audit is properly planned and performed in accordance with U.S. generally accepted auditing standards. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements. However, we will inform the appropriate level of management of any material errors, any fraudulent financial reporting, or misappropriation of assets that comes to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

Our audit will include obtaining an understanding of FloridaWest and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing, and extent of further audit procedures. An audit is not designed to provide assurance on internal control or to identify deficiencies in internal control. However, during the audit, we will communicate to you and those charged with governance internal control related matters that are required to be communicated under professional standards.

### **Other Services**

We will prepare FloridaWest's federal and state information returns, as applicable, for the years ended September 30, 2019, 2020, 2021 and 2022 as outlined in our separate engagement letter dated July 24, 2019. We will also prepare the financial statements and related notes of FloridaWest in conformity with U.S. generally accepted accounting principles based on information provided by you.

We will perform the services in accordance with applicable professional standards, including the Statements on Standards for Tax Services issued by the American Institute of Certified Public Accountants. The other services are limited to the financial statement and tax services previously defined. We, in our sole professional judgment, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities. We will advise management with regard to tax positions taken in the preparation of the tax return, but management must make all decisions with regard to those matters.

### **Management Responsibilities**

You are responsible for designing, implementing, and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, including monitoring ongoing activities; for the selection and application of accounting principles; and for the preparation and fair presentation of the financial statements in conformity with U.S. generally accepted accounting principles. You are also responsible for making all financial records and related information available to us and for the accuracy and completeness of that information. You are also responsible for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, (2) additional information that we may request for the purpose of the audit, and (3) unrestricted access to persons within FloridaWest from whom we determine it necessary to obtain audit evidence.

Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting FloridaWest involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting FloridaWest received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring FloridaWest complies with applicable laws and regulations.

You agree to assume all management responsibilities for the tax services, financial statement preparation services, and any other nonattest services we provide; oversee the services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of the services; and accept responsibility for them.

#### **Engagement Administration, Fees, and Other**

We understand that your employees will prepare all cash, accounts receivable, and other confirmations we request and will locate any documents selected by us for testing.

I am the engagement shareholder and am responsible for supervising the engagement and signing the reports or authorizing another individual to sign them.

Our fees for these audit services will be based on the actual time spent at our standard hourly rates. Our standard hourly rates vary according to the degree of responsibility involved and the experience level of the personnel assigned to your audit. We estimate our fees for the years ended September 30, 2019, 2020, 2021 and 2022 will be \$12,000 each year. Our invoices for these fees will be rendered each month as work progresses and are payable on presentation. If additional procedures are necessary due to unexpected circumstances, we will contact you and agree on a new fee estimate before incurring the additional costs.

Parties to this engagement agree that any dispute that may arise regarding the meaning, performance, or enforcement of this engagement will, prior to resorting to litigation, be submitted to mediation upon the written request of any party to the engagement. All mediations initiated, as a result of this engagement shall be administered by the Florida Bar Certified trial mediator selected by the parties. The results of this mediation shall be binding only upon agreement of each party to be bound. Costs of any mediation proceeding shall be shared equally by both parties.

We appreciate the opportunity to be of service to FloridaWest and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign below and return it to us. The enclosed copy is for your records.

Very truly yours,



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For the Firm

RESPONSE:

This letter correctly sets forth the understanding of FloridaWest.

Officer Signature: James McMahon

Title: President

Date: 3/19/19



July 24, 2019

Scott Luth, CEO  
FloridaWest Economic Development Alliance  
3 West Garden Street, Suite 618  
Pensacola, Florida 32502

**Non-Profit Tax Engagement Letter**

Dear Scott:

This letter is to confirm our understanding of the terms and objectives of our engagement and the nature and limitations of the services we will provide.

Our engagement is designed to provide the following services:

1. Prepare the September 30, 2019, 2020, 2021 and 2020 Federal 990 series tax return, and if applicable, state tax returns with supporting schedules.
2. Propose and/or post adjusting or correcting journal entries to be reviewed and approved by you.
3. Prepare a trial balance based on adjusted general ledger.

If, during our work, we discover information that affects your prior-year tax returns, we will make you aware of the facts. However, we cannot be responsible for identifying all items that may affect prior-year returns. If you become aware of such information during the year, please contact us to discuss the best resolution of the issue.

Your returns may be selected for review by one or more than one taxing authority. Any proposed adjustments by the examining agent are subject to certain rights of appeal. In the event of such government tax examination, if you wish to have us represent you during the examination and/or during any appeal, please make that request of us in writing. If we agree to represent you in that regard, such representation will be the subject of, and governed by, a separate engagement letter.

Certain communications involving tax advice may be privileged and not subject to disclosure to the IRS. By disclosing the contents of those communications to anyone, or by turning over information about those communications to the government, you (or other employees) may be waiving this privilege. To protect this right to privileged communication, please consult with us or the corporation's attorney prior to disclosing any information about our tax advice.

Our engagement cannot be relied upon to disclose errors, fraud, or other illegal acts that may exist. However, we will inform you of any material errors that come to our attention and any fraud that comes to our attention. We will also inform you of any other illegal acts that come to our attention, unless clearly inconsequential. Our responsibility as tax preparer is limited to the tax period specified above and does not extend to any later periods of which we are not engaged as tax preparers.

*Saltmarsh, Cleaveland & Gund*

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Our services are not designed to provide assurance on internal controls or to identify reportable conditions, that is, significant deficiencies or material weaknesses in the design or operation of internal control. Accordingly, we have no responsibility to identify and communicate significant deficiencies or material weaknesses in your internal controls as part of this engagement, and our engagement cannot be relied upon to disclose the same. However, during the procedures, if we become aware of such reportable conditions, we will communicate them to you.

You are responsible for adopting sound accounting policies, for maintaining an adequate and efficient accounting system, for safeguarding assets, for authorizing transactions, for retaining supporting documentation for those transactions, and for devising a system of internal controls that will, among other things, help assure the preparation of proper income tax returns. Furthermore, you are responsible for management decisions and functions, for designating a competent employee to oversee any of the services we provide, and for evaluating the adequacy and results of those services. You should retain all the documents, canceled checks and other data that form the basis of income and deductions. These may be necessary to prove the accuracy and completeness of the returns to a taxing authority. **You have the final responsibility for the income tax returns and, therefore, should review them carefully before you sign and file them.**

It is our policy to retain engagement documentation for a period of seven years, after which time we will commence the process of destroying the contents of our engagement files. To the extent we accumulate any of your original records during the engagement, those documents will be returned to you promptly upon completion of the engagement. The balance of our engagement file, other than a copy of your income tax return, which we will provide to you at the conclusion of the engagement, is our property, and we will provide copies of such documents at our discretion and if compensated for any time and costs associated with the effort.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the Company involving (a) management (b) employees who have significant roles in internal control, and (c) others where the fraud could have a material effect on the financial statements. You are also responsible for informing us of your knowledge of any allegations of fraud or suspected fraud affecting the Company received in communications from employees, former employees, regulators, or others. In addition, you are responsible for identifying and ensuring that the entity complies with applicable laws and regulations. We must receive sufficient information from which to prepare your returns within a reasonable period of time prior to the applicable filing deadline, specifically, four months from your fiscal year-end. Any failure to provide such cooperation, and to do so on a timely basis, will impede our services, and may require us to pursue an extension of the due date of your returns, suspend our services or withdraw from the engagement.

**If an extension of time is required, any tax that may be due with the return must be paid by the original filing deadline. Any amounts not paid by the filing deadline may be subject to interest and late payment penalties.**

**We will now need a signed Consent to Disclose form, which is labeled "Addendum A" at the end of this letter. This form will need to be signed and dated.**

The law provides various penalties and interest that may be imposed when taxpayers understate their tax liability. You acknowledge that any such understated tax, and any imposed interest and penalties, are your responsibility, and that we have no responsibility in that regard. If you would like information on the amount or circumstances of these penalties, please contact us.

We may encounter instances where the tax law is unclear, or where there may be conflicts between the taxing authorities' interpretations of the law and other supportable positions. In those instances, we will outline for you each of the reasonable alternative courses of action, including the risks and consequences of each such alternative. In the end, we will adopt, on your behalf, the alternative that you select after having considered the information provided by us.



Without disclosure in the return itself of the specific position taken on a given issue, we must have a reasonable belief that it is more likely than not that the position will be held to be the correct position upon examination by taxing authorities. If we do not have that reasonable belief, we must be satisfied that there is at least a reasonable basis for the position, and in such a case the position must be formally disclosed on Form 8275 or 8275-R, which form would be filed as part of the return. If we do not believe there is a reasonable basis for the position, either the position cannot be taken or we cannot sign the return. In order for us to make these determinations, we must rely on the accuracy and completeness of the relevant information you provide to us, and, in the event we and/or you are assessed penalties due to our reliance on inaccurate, incomplete, or misleading information you supplied to us (with or without your knowledge or intent), you will indemnify us, defend us and hold us harmless as to those penalties.

Although we may orally discuss tax-planning issues with you from time to time, such discussions will not constitute advice upon which we intend for you to rely for any purpose. Rather, any advice upon which we intend for you to rely, and upon which you will rely, will be embodied in a written report or correspondence from us to you, and any such writing will supersede any prior oral representations between the parties on the issue. Further, under rules promulgated by the IRS in Circular 230, we must advise you that nothing contained in any written tax advice or other tax planning documentation that we may provide to you either apart from or in connection with the preparation of your tax returns should be construed to mean that penalties and/or interest will be avoided should the IRS sustain and succeed in any challenge of said tax advice or other tax planning documentation.

Our fee for these services will be based upon the amount of time required at standard billing rates plus out-of-pocket expenses. Our estimated fee for these services is included in the total fee estimated in the separate audit engagement letter dated July 24, 2019. All invoices are due and payable upon presentation.

Please be advised that any entity having a financial interest in or signature or other authority over bank accounts, securities, or other financial accounts having a value exceeding \$10,000 in a foreign country is required by law to report such a relationship. Filing requirements also apply to taxpayers that have direct or indirect control over a foreign or domestic entity with foreign financial accounts, even if the taxpayer does not have foreign accounts. For example, a corporate-owned foreign account would require filings by the corporations and by the individual corporate officers with signature authority. Failure to disclose the required information to the U.S. Department of the Treasury may result in substantial civil and/or criminal penalties.

If you have a financial interest in any foreign accounts, you are responsible for providing our firm with all the information necessary to prepare FinCEN Report 114, formerly Form TD F 90-22.1, required by the U.S. Department of the Treasury. If you do not provide our firm with information regarding any interest you may have in a foreign account, we will not be able to prepare any of the required disclosure statements.

If we elect to terminate our services for nonpayment, or for any other reason provided for in this letter, our engagement will be deemed to have been completed upon written notification of termination, even if we have not completed your return. You will be obligated to compensate us for all time expended, and to reimburse us for all of our out-of-pocket costs, through the date of termination.

In connection with this engagement, we may communicate with you or others via email transmission. As emails can be intercepted and read, disclosed, or otherwise used or communicated by an unintended third party, or may not be delivered to each of the parties to whom they are directed and only to such parties, we cannot guarantee or warrant that emails from us will be properly delivered and read only by the addressee. Therefore, we specifically disclaim and waive any liability or responsibility whatsoever for interception or unintentional disclosure of emails transmitted by us in connection with the performance of this engagement. In that regard, you agree that we shall have no liability for any loss or damage to any person or entity resulting from the use of email transmissions, including any consequential, incidental, direct, indirect, or special damages, such as loss of revenues or anticipated profits, or disclosure or communication of confidential or proprietary information.

In the event we are required to respond to a subpoena, court order or other legal process for the production of documents and/or testimony relative to information we obtained and/or prepared during the course of this engagement, you agree to compensate us at our standard hourly rates for the time we expend in connection with such response, and to reimburse us for all of our out-of-pocket costs incurred in that regard.

In the event that we are or may be obligated to pay any cost, settlement, judgment, fine, penalty, or similar award or sanction as a result of a claim, investigation, or other proceeding instituted by any third party, and if such obligation is or may be a direct or indirect result of any inaccurate, incomplete, or misleading information that you provide to us during the course of this engagement (with or without your knowledge or intent), you agree to indemnify us, defend us (with counsel of our choosing), and hold us harmless as against such obligation

You agree that any dispute (other than our efforts to collect an outstanding invoice) that may arise regarding the meaning, performance or enforcement of this engagement or any prior engagement that we have performed for you, will, prior to resorting to litigation, be submitted to mediation, and that the parties will engage in the mediation process in good faith once a written request to mediate has been given by any party to the engagement. The results of any such mediation shall be binding only upon agreement of each party to be bound. The costs of any mediation proceeding shall be shared equally by the participating parties.

In the event of litigation brought against us, any judgment you obtain shall be limited in amount, and shall not exceed the amount of the fee charged by us, and paid by you, for the services set forth in this engagement letter. In no event will we be responsible for any additional tax that may be assessed against you, or any interest that may be assessed against you with respect to such additional tax. In the event litigation is unsuccessful, you will be responsible for the expenses incurred by our firm.

This engagement letter is contractual in nature and includes all of the relevant terms that will govern the engagement for which it has been prepared. The terms of this letter supersede any prior oral or written representations or commitments by or between the parties. Any material changes or additions to the terms set forth in this letter will only become effective if evidenced by a written amendment to this letter, signed by all of the parties.

If, after full consideration and consultation with counsel if so desired, you agree that the foregoing terms shall govern this engagement, please sign this letter in the space provided and return the original signed letter to us, keeping a fully-executed copy for your records.

Thank you for your attention to this matter, and please contact us with any questions that you may have.

Very truly yours,



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For the Firm

**ACCEPTED AND AGREED:**

FloridaWest Economic Development Alliance

Donald McMahon  
Signature

President  
Title

8/20/19  
Date

DONALD MCMAHON  
Printed Name

**PLEASE RETURN ENTIRE LETTER, NOT JUST SIGNATURE PAGE**

Addendum A

One of our longstanding employees and a military spouse, Christina Maslen, has relocated to Germany with her husband for his most recent tour of duty with the U.S. Air Force. In our efforts to provide our clients with the best possible service, Christina has agreed to work remotely from Germany through our secure Citrix network. We are required by law to seek your consent to disclose your tax information to our remote employee.

CONSENT TO DISCLOSE:

This Consent to Disclose may result in your tax return information being disclosed to a tax return preparer located outside the United States.

I, FloridaWest Economic Development Alliance, authorize Saltmarsh, Cleaveland & Gund to disclose my **2018** tax return information to Christina Maslen, a Saltmarsh employee, for the purpose of preparing the **2018** tax return.

  
Taxpayer signature

  
Date