



PENSACOLA-ESCAMBIA PROMOTION & DEVELOPMENT COMMISSION

August 20th, 2019 at 10:00 AM

Co:Lab, 1st Floor Conference Room

418 W Garden Street - Pensacola, Florida

PEDC AGENDA

- | | |
|---|----------------------------|
| 1. Call to Order | Lewis Bear, Jr. |
| 2. Public Notice (7/30/19) | Lewis Bear, Jr. |
| 3. Public Comment | Lewis Bear, Jr. |
| 4. Action Items | |
| a. Approval of July 16 th , 2019 Minutes | Lewis Bear, Jr. |
| b. Approval of July RFP Committee Meeting Minutes | Lewis Bear, Jr. |
| c. Approval of July 2019 Financials | Dave Hoxeng/Scott Luth |
| d. Budget Amendment | Scott Luth |
| e. Bluffs Governor Growth Fund Application | Lewis Bear, Jr./Scott Luth |
| f. Saltmarsh Letters of Engagement | Melissa Stoker |
| g. Executive Landscaping Contract | Scott Luth |
| 5. Division Reports (No Board Action Anticipated) | |
| a. Tech Park Update | Scott Luth |
| b. Economic Development Update | Scott Luth |
| 1. Business Development | |
| 2. Workforce | |
| 3. Co:Lab | |
| 4. Cybersecurity | |
| 5. Marketing | Sena Maddison |
| 6. Other Business | |
| a. City/County Budget Update | Lewis Bear, Jr. |
| b. Annual Meeting Discussion | Scott Luth |
| c. Discuss FY 19-20 Meeting Schedule | Melissa Stoker |
| 7. Adjourn | Lewis Bear, Jr. |

Next Meeting: Tuesday, September 17th 10:00 am – 11:30 am

Fiscal Year Meeting Schedule

TBD – Currently the 3rd Tuesday of Each Month at 10:00 am



PENSACOLA-ESCAMBIA PROMOTION & DEVELOPMENT COMMISSION

July 16th, 2019 – Co:Lab, 1st Floor Conference Room
418 W Garden Street – 1st Floor Conference Room - Pensacola, Florida 32502

PEDC Members Present: Chairman Lewis Bear Jr, Secretary/Treasurer Dave Hoxeng, Adam Principe, Mayor Henry Hawkins, City Councilwoman Sherri Myers, Richard Sherrill, Commissioner Steven Barry, City Councilman P.C. Wu

Absent Members: Commissioner Jeff Bergosh, Vice Chairwoman Clorissti Shoemo

Staff: Attorney Richard Sherrill, Scott Luth, Melissa Stoker, Sena Maddison, Alyvia Waite, Patrick Rooney, Casey Campbell, Danita Andrews

Guests: Dottie Dubouson, Ronnie Rivera, Ann Hill, Dave Murzin

1. **Call to Order:** The meeting was called to order by Chairman Lewis Bear Jr. at 10:00 am.
2. **Public Notice:** This meeting was publicly noticed on June 28th, 2019.
3. **Public Comment:** Chairman Lewis Bear Jr. requested public comment. Dottie Dubouson shared that Rev John Powell has been named the National Block Champion 2019.
4. **Action Items**
 - a. **Approve June 18th, 2019 Minutes**

Mayor Henry Hawkins motioned.
Secretary/Treasurer Dave Hoxeng seconded.
Passed unanimously.
 - b. **Approval of June 2019 Financials**

Secretary/Treasurer Dave Hoxeng motioned.
Commissioner Steven Barry seconded.
Passed unanimously.

Note: Steven Barry mentioned that formal action was taken by the county to write off the 2.1M TechPark debt. Scott will follow up with Stefan.
 - c. **Landscaping RFP Committee Recommendations**

Adam Principe shared the recommendation of the Landscaping RFP Committee to proceed with negotiating a contract with Executive Landscaping. Melissa Stoker will work with Executive Landscaping invoicing to ensure the service log is submitted with the invoice for payment. The invoice is to reflect the visits as well. Melissa Stoker will report back on this next month.

Adam Principe motioned.
Commissioner Steven Barry seconded.
Passed unanimously.

5. Discussion Items

a. **Tech Park Update:** Scott Luth shared that the fence has been taken down and removed from the property. The city is still in the process of upgrading all the lights before PEDC transfers them to the city for ongoing maintenance. The towing company has started towing now that the grace period leading up to July 1st contract start date has passed. Appropriate signage is reflected on the property. Scott has received feedback from one broker, Mike Mangrum with Coldwell Banker Commercial regarding a brokers opinion of the property and is awaiting response from another. The estimated value is \$5.5-6M. Scott will hopefully come to the next meeting with the additional feedback on the value from two other brokers. Steven Barry asked about the infrastructure already at the park. Scott has been instructing the brokers that the property must be used with the existing infrastructure. There is a visit this week from the federal EDA. Scott will be discussing the property. He will also be meeting with Sherry Morris regarding zoning to explore what steps are required to change the use of the park. It is Richard's understanding that we need a plat. Lewis Bear instructed Scott to work with Richard Sherrill as we proceed. Dave Hoxeng asked for history on the property. Lewis Bear shared a summary of that history.

b. Economic Development Update

1. **Business Development:** Danita Andrews presented an update on business development. Project Spruce is a manufacturing project with 250 new jobs. They are in the process of getting initial QTI application in. Project activity is busy. We have had 3 site visits since our last board meeting. We continue to work on BR&E. Steven Barry asked where the projects were located. Danita shared that one is out at Elyson while the other is close to UWF. Lewis Bear asked about the retention visits. Danita shared that while they do go in and assess where they are and where they are heading while also discussing needs/obstacles to growth potential and how we might be able to assist. Lewis Bear asked if we are working with the military regarding training programs for people coming out of the service to fill business needs. Danita shared that Jeff/Scott have more information on that.
2. **Workforce:** Scott shared that they are working on putting together a program. The local Navy base does not have an approved program to work with our private businesses. We are also finding that the number of folks transitioning out has substantially decreased because they are trying to keep as many people in the military as they can. This allows us the time to get the programs in place. Jeff is working on a Standard Operating Procedure based on a sample Memorandum of Understanding Eglin AFB uses. Lewis Bear asked if we have explored programs in Alabama at Rucker. Scott stated that he will share that idea with Jeff. Dottie Dubouson stated that it may be worth the trip as there are folks living in Pensacola and commuting to Fort Knox and Fort Rucker.
3. **Co:Lab:** Occupancy rate is now 77%. We also have two applicants submitting.
4. **Cybersecurity:** The hiring committee met last week and directed Scott to meet with one of the candidates, which is scheduled for this Friday. We cohosted with UWF Center for Cybersecurity last week the federal, state, city, and county

delegates last week, visiting DHS at Corry Station. One of the key reports was that DHS is looking to triple their size locally to over 500 employees. Construction on an expanded facility is expected to begin this year. We continue to see growth. Those legislative staff will take the message home as we develop and ask for their support. We received very good feedback. We also had the Chief Information Officer for the state in attendance. Steven Barry asked if the expected growth is specifically within the confines of the base, which Scott confirmed. Government contractors will be looking to expand their growth here outside of the base. Discussion and efforts for the next several years will focus on how to capitalize on this opportunity. Lewis Bear asked how long we think Cybersecurity will be a high priority for economic development. Scott shared that this is not going away and that our only limitation is being able to keep up with the work force needs. Lewis Bear asked if the long-term forecast has been shared with UWF because President Saunders made a comment that this is only a 4-5 year focus. Scott will confirm with UWF that we and UWF are on the same page regarding the landscape. Dave Hoxeng stated that he sees this as a need for a long time to come. He asked Scott how we are doing to provide the workforce. Scott indicated that we don't have near the number of people we need because the industry is hiring for every sector. The good news is that the labor doesn't exist anywhere, so it's not going to take folks away. We are just as competitive if not more so. Our cost for delivery is 40-50% less than our competition. Dave Hoxeng mentioned a previous discussion about the need for a Skiff. Dave asked if there is a need outside of the base to make a Skiff happen. Scott stated that without committed users, this is challenging. We are working on getting agreements for usage to help fund it. Scott shared that we are also looking at Bossier City as a model. Steven Barry asked about visits last week for economic development involving First Place Partners that Scott and Danita were not included on. He expressed concern over the partnerships and FloridaWest not being included. Scott stated that he will find out which agency was in town. Steven Barry asked if the Mayor was able to find the needed funds for the \$4.3 deficit still needing to be identified for ST Engineering. Steven shared that there is money available within the budget that should be available for this. Steven Barry asked if there is anything else we can do for Triumph. Lewis Bear shared that there are no A ranked projects from Escambia County. The last one was the school system, who said they didn't want to continue its request for Triumph funding. Scott shared that, regarding the Bluffs, we will be going back again this next session and putting in a governor's growth fund ask, which he is working on right now. We still have a pending application with Triumph, but because of the way Triumph is structured, we have to have the job commitment. Danita is exploring how to meet that requirement. Scott shared the plans for the EDO visit beginning tomorrow. Steven Barry encouraged Scott to ask them for advice.

5. Marketing: The Escambia Career Pathway website is up. We also have our site database, which is now linked to our website. First Place Partners pushed out the first press release. The videos are complete. Sena is pushing them out over the summer. The next project is the annual report, which will be expanded as a result of our 5-year anniversary. Danita Andrews stated that a microsite has current demographic data that allows you to compare any area of Escambia County with any other community across the US, which is updated twice a year.

This provides a lot of additional background data and is an enhancement to our website. Scott Luth stated that we will be working with FPP to host a user briefing of the site, which will include our real estate and SBDC community partners as well as city and county staff leadership.

c. Other Business:

1. **City/County Budget:** Lewis Bear shared that support is much appreciated if you are able to attend. Dates were provided in the board packet.
2. **Annual Meeting:** We will be working for something in September or October for the 5-year anniversary of FloridaWest. Steven Barry asked if FPP will be involved continuously. Scott Luth shared that he is hopeful that they will continue to support our efforts. Lewis Bear shared that there is opportunity for FPP to do other support for us.

Lewis Bear adjourned the meeting at 10:58 am.

Respectfully Submitted By:

Dave Hoxeng, Secretary-Treasurer
Pensacola-Escambia Promotion & Development Commission



PENSACOLA-ESCAMBIA PROMOTION & DEVELOPMENT COMMISSION

July 16th, 2019 – Co:Lab, 1st Floor Conference Room
418 W Garden Street – 1st Floor Conference Room - Pensacola, Florida 32502

RFP Committee Members Present: Dave Hoxeng, Mayor Henry Hawkins, Adam Principe

Staff Present: Melissa Stoker

Public Present: NA

Dave Hoxeng called the meeting to order at 9:22 am.

Dave Hoxeng reviewed the two received proposals for Landscaping service. Complete Grounds Maintenance and Executive Landscaping are the two companies represented.

Adam Principe stated that we should be looking for ways to reduce costs and the Executive Landscaping proposal is standard given his experience. Executive Landscaping is our current provider, and their service has been consistent up to this point minus items outside of their control such as the fence and people on the property. Complete Grounds Maintenance proposal is missing several items that Executive Landscaping includes. Dave Hoxeng shared that he is inclined to continue the relationship with Executive Landscaping. The committee agreed that the invoices from Executive Landscaping are to include the service log mentioned in the RFP. FloridaWest staff are to check the property weekly to ensure the contract is being honored.

Mayor Henry Hawkins motioned to approve Executive Landscaping.

Adam Principe seconded.

Approved unanimously.

Adjourned by Dave Hoxeng at 9:40 am

Respectfully Submitted By:

Dave Hoxeng, Secretary-Treasurer
Pensacola-Escambia Promotion & Development Commission

Pensacola Escambia County Promotion & Development Comm

Profit & Loss Budget Performance

October 2018 through July 2019

	Oct '18 - Jul 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4000 · City of Pensacola Income	125,000.00	150,000.00	-25,000.00	83.33%
4100 · Escambia County Income	458,333.00	600,000.00	-141,667.00	76.39%
4400 · Foreign Trade Zone Income	2,000.00	0.00	2,000.00	100.0%
4520 · FOIL Income	1,455,476.50	2,000,000.00	-544,523.50	72.77%
4800 · Interest Income	0.00	300.00	-300.00	0.0%
Total Income	2,040,809.50	2,750,300.00	-709,490.50	74.2%
Gross Profit	2,040,809.50	2,750,300.00	-709,490.50	74.2%
Expense				
5004 · Economic Development	600,000.00	650,000.00	-50,000.00	92.31%
5010 · Foreign Trade Zone	1,360.00	2,000.00	-640.00	68.0%
5100 · Audit Fees	8,000.00	10,000.00	-2,000.00	80.0%
5310 · Insurance - D&O Liability	0.00	1,500.00	-1,500.00	0.0%
5320 · Legal Expenses	23,257.75	7,500.00	15,757.75	310.1%
5330 · Bank Service Charges	15.30	1,000.00	-984.70	1.53%
5340 · Special District Fees	175.00	300.00	-125.00	58.33%
5400 · Technology Park Expenses	18,081.21	62,000.00	-43,918.79	29.16%
5420 · FOIL Expenses	1,162,287.46	2,000,000.00	-837,712.54	58.11%
5500 · New Project Expense	0.00	15,000.00	-15,000.00	0.0%
5600 · Miscellaneous Expense	0.00	1,000.00	-1,000.00	0.0%
Total Expense	1,813,176.72	2,750,300.00	-937,123.28	65.93%
Net Ordinary Income	227,632.78	0.00	227,632.78	100.0%
Net Income	227,632.78	0.00	227,632.78	100.0%

Pensacola Escambia County Promotion & Development Comm

Balance Sheet

As of July 31, 2019

Jul 31, 19

ASSETS

Current Assets

Checking/Savings

1010 · Checking - Compass

1,375,175.77

Total Checking/Savings

1,375,175.77

Accounts Receivable

1200 · Accounts Receivable

58,333.00

Total Accounts Receivable

58,333.00

Total Current Assets

1,433,508.77

Fixed Assets

1500 · Land

8,325,000.00

1600 · Land Improvements

3,243,106.03

1799 · Allowance for Fair Value Adj

-5,718,106.03

Total Fixed Assets

5,850,000.00

TOTAL ASSETS

7,283,508.77

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Other Current Liabilities

2122 · Tech Park Payable - County LOC

2,168,065.98

2140 · Grant Funding payable - County

680,285.00

Total Other Current Liabilities

2,848,350.98

Total Current Liabilities

2,848,350.98

Total Liabilities

2,848,350.98

Equity

32000 · Unrestricted Net Assets

4,094,017.81

3202 · Economic Development Projects

61,198.00

3203 · Commerce Park Impr/Mktg

52,309.20

Net Income

227,632.78

Total Equity

4,435,157.79

TOTAL LIABILITIES & EQUITY

7,283,508.77

10:22 AM
08/12/19
Accrual Basis

	<u>Oct '18 - Jul 19</u>	<u>Current Budget</u>	<u>Proposed Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Ordinary Income/Expense					
Income					
4000 · City of Pensacola Income	125,000.00	150,000.00	150,000.00	-25,000.00	83.33%
4100 · Escambia County Income	458,333.00	600,000.00	600,000.00	-141,667.00	76.39%
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Total Income	<u>2,040,809.50</u>	<u>2,750,300.00</u>	<u>2,752,300.00</u>	<u>-709,490.50</u>	<u>74.2%</u>
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5330 · Bank Service Charges	15.30	1,000.00	1,000.00	-984.70	1.53%
5340 · Special District Fees	175.00	300.00	300.00	-125.00	58.33%
5400 · Technology Park Expenses	18,081.21	62,000.00	42,000.00	-43,918.79	29.16%
5420 · FOIL Expenses	1,162,287.46	2,000,000.00	2,000,000.00	-837,712.54	58.11%
5500 · New Project Expense	0.00	15,000.00	15,000.00	-15,000.00	0.0%
5600 · Miscellaneous Expense	0.00	1,000.00	1,000.00	-1,000.00	0.0%
Total Expense	<u>1,813,176.72</u>	<u>2,750,300.00</u>	<u>2,752,300.00</u>	<u>-937,123.28</u>	<u>65.93%</u>
Net Ordinary Income	<u>227,632.78</u>	<u>0.00</u>	<u>0.00</u>	<u>227,632.78</u>	<u>100.0%</u>
Net Income	<u>227,632.78</u>	<u>0.00</u>	<u>0.00</u>	<u>227,632.78</u>	<u>100.0%</u>



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

12 Recruitment
4 Expansions

2249 JOBS



Manufacturing 50%



Aviation/Aerospace 19%



Warehouse/Distribution 19%



Marine MRO 6%



Headquarters 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

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
Total Tenant Companies	19	
Total Current Employment (working in Co:Lab)	49	

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



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

Pensacola Technology Park Overview by Agency

Broker Opinion of Value

Mike Mangrum	Coldwell Banker	\$5,308,425 to \$6,488,075
Logan DeVries	NAI Pensacola	\$6,700,000

Pensacola and Escambia County

The City and County hereby agree that neither shall require the PEDC to reimburse or otherwise pay for the respective property interests conveyed unto it.

The PEDC is authorized to market, negotiate and sell or lease lots on such terms and to such purchasers as the PEDC determines to be in the best interests of development of the Downtown Technology Park; and otherwise consistent with the requirements of the PEDC.

City or County may exercise its retained right of re-entry if the PEDC does not sell or enter into a long-term lease, not less than fifteen (15) years in duration, of a Downtown Technology Park lot within thirty-six (36) months of the Effective Date of this Amended Agreement.

City of Pensacola

Per meeting with Sherry Morris, Planning Services Administrator, the current approved property plat and design guideline would not prevent sale of property for other uses. New owner would submit any changes to the City for review and approval. New project would need to adhere to any current guidelines.

Escambia County

10/10/13 - RECORD JE TO RECLASSIFY TECH PARK

Collections from the Tech Park (\$2,156,807) will no longer be considered a current receivable. Based on the amendment, payments will be received on sales of lots; instead of, grant proceeds. Since the sales of lots will take a considerable amount of time to execute, these funds are no longer considered to be a current receivable. Therefore, the principal and interest balance will be reclassified to Assets Non - Current.

11/30/2017 BCC Meeting - for the PEDC-TRIUMPH pre application. This indicated that if the TRIUMPH board selects the UWF Innovation Network project for funding, then PEDC would be released from its County LOC obligation.

Economic Development Administration (EDA)

Gregory Vaday, AICP

Expected Commitment

370 net new jobs; \$20 million Private Sector Investment; \$50,000 average wage

Contract grant amount was \$2,446,938.48 (53% of project cost)

EDA has a 20-year interest in the project expiring in 2029.

If property is sold for use other than proposed in the grant application, then EDA would need to be paid and estimated 53% of sales price.



July 24, 2019

Pensacola-Escambia County Promotion and Development Commission
3 West Garden Street, Suite 618
Pensacola, Florida 32502

We are pleased to confirm our understanding of the services we are to provide for the Pensacola-Escambia County Promotion and Development Commission (the "Commission") for the fiscal years ended September 30, 2019, 2020, 2021, and 2022.

We will audit the financial statements of the governmental activities, including the related notes to the financial statements, which collectively comprise the basic financial statements of the Commission as of and for the years ended September 30, 2019, 2020, 2021 and 2022. Accounting standards generally accepted in the United States of America provide for certain required supplementary information ("RSI"), such as management's discussion and analysis ("MD&A"), to supplement the Commission's basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. As part of our engagement, we will apply certain limited procedures to the Commission's RSI in accordance with auditing standards generally accepted in the United States of America. These limited procedures will consist of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We will not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance. The following RSI is required by generally accepted accounting principles and will be subjected to certain limited procedures, but will not be audited:

1) Management's Discussion and Analysis.

We have also been engaged to report on supplementary information other than RSI that accompanies the Commission's financial statements. We will subject the following supplementary information to the auditing procedures applied in our audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America, and we will provide an opinion on it in relation to the financial statements as a whole, in a report combined with our auditor's report on the financial statements:

1) Schedule of expenditures of state financial assistance.

Audit Objectives

The objective of our audits is the expression an opinion about whether your financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles and to report on the fairness of the supplementary information referred to in the second paragraph when considered in relation to the financial statements as a whole. The objective also includes reporting on:

- Internal control over financial reporting and compliance with provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a material effect on the financial statements in accordance with *Government Auditing Standards*.
- Internal control over compliance related to major state projects and an opinion (or disclaimer of opinion) on compliance with laws, regulations, and the provisions of contracts or grant agreements that could have a direct and material effect on each major project in accordance with the Florida Single Audit Act and Chapter 10.650, Rules of the Auditor General.

The *Government Auditing Standards* report on internal control over financial reporting and on compliance and other matters will include a paragraph that states that (1) the purpose of the report is solely to describe the scope of testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance, and (2) the report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. The State Single Audit report on internal control over compliance will include a paragraph that states that the purpose of the report on internal control over compliance is solely to describe the scope of testing of internal control over compliance and the results of that testing based on the requirements of Chapter 10.650, Rules of the Auditor General. Both reports will state that the report is not suitable for any other purpose.

Our audits will be conducted in accordance with auditing standards generally accepted in the United States of America; the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; the Florida Single Audit Act; and the provisions of Chapter 10.650, Rules of the Auditor General, and will include tests of accounting records, a determination of major projects(s) in accordance with Chapter 10.650, Rules of the Auditor General, and other procedures we consider necessary to enable us to express such an opinion. We will issue written reports upon completion of our Single Audit. Our reports will be addressed to the Board of Directors of the Commission. 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 emphasis-of-matter or other-matter paragraph. If our opinion on the financial statements or the Single Audit compliance opinion are other than unmodified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audits or are unable to form or have not formed an opinion, we may decline to express an opinion or issue reports, or we may withdraw from this engagement.

Audit Procedures - General

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audits 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 the Commission or to acts by management or employees acting on behalf of the Commission. Because the determination of abuse is subjective, *Government Auditing Standards* do not expect auditors to provide reasonable assurance of detecting abuse.

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 or noncompliance 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 and *Government 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 or major projects. However, we will inform the appropriate level of management of any material errors, any fraudulent financial reporting, or misappropriation of assets that come 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, and of any material abuse that comes to our attention. We will include such matters in the reports required for a Single Audit. 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 procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, direct confirmation of receivables and certain other assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions. We will request written representations from your 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 your responsibilities for the financial statements; schedule of expenditures of state financial assistance; state projects; compliance with laws, regulations, contracts, and grant agreements; and other responsibilities required by generally accepted auditing standards.

Audit Procedures - Internal Control

Our audit will include obtaining an understanding of the Commission 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. Tests of controls may be performed to test the effectiveness of certain controls that we consider relevant to preventing and detecting errors and fraud that are material to the financial statements and to preventing and detecting misstatements resulting from illegal acts and other noncompliance matters that have a direct and material effect on the financial statements. Our tests, if performed, will be less in scope than would be necessary to render an opinion on internal control and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to *Government Auditing Standards*.

As required by Chapter 10.650, Rules of the Auditor General, we will perform tests of controls over compliance to evaluate the effectiveness of the design and operation of controls that we consider relevant to preventing or detecting material noncompliance with compliance requirements applicable to each major state project. However, our tests will be less in scope than would be necessary to render an opinion on those controls and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to Chapter 10.650, Rules of the Auditor General.

An audit is not designed to provide assurance on internal control or to identify significant deficiencies or material weaknesses. Accordingly, we will express no such opinion. However, during the audit, we will communicate to management and those charged with governance internal control related matters that are required to be communicated under AICPA professional standards, *Government Auditing Standards*, and Chapter 10.650, Rules of the Auditor General.

Audit Procedures - Compliance

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of the Commission's compliance with provisions of applicable laws, regulations, contracts, agreements, and grants. However, the objective of our audit will not be to provide an opinion on overall compliance and we will not express such an opinion in our report on compliance issued pursuant to *Government Auditing Standards*.

Chapter 10.650, Rules of the Auditor General requires that we also plan and perform the audit to obtain reasonable assurance about whether the auditee has complied with applicable laws and regulations and the provisions of contracts and grant agreements applicable to major projects. Our procedures will consist of tests of transactions and other applicable procedures described in the *Florida State Projects Compliance Supplement* for the types of compliance requirements that could have a direct and material effect on each of the Commission's major projects. The purpose of these procedures will be to express an opinion on the Commission's compliance with requirements applicable to each of its major projects in our report on compliance issued pursuant to Chapter 10.650, Rules of the Auditor General.

Other Services

We will also assist in preparing the financial statements, schedule of expenditures of state financial assistance, and related notes of the Commission in conformity with U.S. generally accepted accounting principles and Chapter 10.650, Rules of the Auditor General based on information provided by you. These nonaudit services do not constitute an audit under *Government Auditing Standards* and such services will not be conducted in accordance with *Government Auditing Standards*. We will perform the services in accordance with applicable professional standards. The other services are limited to the financial statements, schedule of state financial assistance, and related notes previously defined. We, in our sole professional judgement, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities.

Management Responsibilities

Management is responsible for (1) designing, implementing, establishing, and maintaining effective 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 internal controls over state financial assistance, and for evaluating and monitoring ongoing activities to help ensure that appropriate goals and objectives are met; (2) following laws and regulations; (3) ensuring that there is reasonable assurance that government programs are administered in compliance with compliance requirements; and (4) ensuring that management and financial information is reliable and properly reported. Management is also responsible for implementing systems designed to achieve compliance with applicable laws, regulations, contracts, and grant agreements. You are also responsible for the selection and application of accounting principles; for the preparation and fair presentation of the financial statements, schedule of expenditures of state financial assistance, and all accompanying information in conformity with U.S. generally accepted accounting principles; and for compliance with applicable laws and regulations (including state statutes) and the provisions of contracts and grant agreements (including award agreements). Your responsibilities also include identifying significant contractor relationships in which the contractor has responsibility for program compliance and for the accuracy and completeness of that information.

Management is 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) access to personnel, accounts, books, records, supporting documentation, and other information as needed to perform an audit under Chapter 10.650, Rules of the Auditor General, (3) additional information that we may request for the purpose of the audit, and (4) unrestricted access to persons within the Commission 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 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 the Commission 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 the Commission received in communications from employees, former employees, grantors, regulators, or others.

In addition, you are responsible for identifying and ensuring that the Commission complies with applicable laws, regulations, contracts, agreements, and grants. Management is also responsible for taking timely and appropriate steps to remedy fraud and noncompliance with provisions of laws, regulations, contracts, and grant agreements, or abuse that we report. Additionally, as required by Chapter 10.650, Rules of the Auditor General, it is management's responsibility to evaluate and monitor noncompliance with state statutes, regulations, and the terms and conditions of financial assistance; take prompt action when instances of noncompliance are identified including noncompliance identified in audit findings; promptly follow up and take corrective action on reported audit findings; and prepare a summary schedule of prior audit findings and a separate corrective action plan.

You are responsible for identifying all state projects received and understanding and complying with the compliance requirements and for the preparation of the schedule of expenditures of state financial assistance (including notes and noncash assistance received) in conformity with Chapter 10.650, Rules of the Auditor General. You agree to include our report on the schedule of expenditures of state financial assistance in any document that contains and indicates that we have reported on the schedule of expenditures of state financial assistance. You also agree to include the audited financial statements with any presentation of the schedule of expenditures of state financial assistance that includes our report thereon. Your responsibilities include acknowledging to us in the written representation letter that (1) you are responsible for presentation of the schedule of expenditures of state financial assistance in accordance with Chapter 10.650, Rules of the Auditor General; (2) you believe the schedule of expenditures of state financial assistance, including its form and content, is stated fairly in accordance with Chapter 10.650, Rules of the Auditor General; (3) the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the schedule of expenditures of state financial assistance.

Management is responsible for establishing and maintaining a process for tracking the status of audit findings and recommendations. Management is also responsible for identifying and providing report copies of previous financial audits, attestation engagements, performance audits, or other studies related to the objectives discussed in the Audit Objectives section of this letter. This responsibility includes relaying to us corrective actions taken to address significant findings and recommendations resulting from those audits, attestation engagements, performance audits, or studies. You are also responsible for providing management's views on our current findings, conclusions, and recommendations, as well as your planned corrective actions, for the report, and for the timing and format for providing that information.

You agree to assume all management responsibilities relating to the financial statements, schedule of expenditures of state financial assistance, related notes, and any other nonaudit services we provide. You will be required to acknowledge in the management representation letter our assistance with preparation of the financial statements, schedule of expenditures of state financial assistance, and related notes and that you have reviewed and approved the financial statements, schedule of expenditures of state financial assistance, and related notes prior to their issuance and have accepted responsibility for them. Further, you agree to oversee the nonaudit services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of those services; and accept responsibility for them.

Engagement Administration, Fees, and Other

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

We will provide copies of our reports to the Board of Directors; however, management is responsible for distribution of the reports and the financial statements. Unless restricted by law or regulation, or containing privileged and confidential information, copies of our reports are to be made available for public inspection.

The audit documentation for this engagement is the property of Saltmarsh, Cleaveland, & Gund, and constitutes confidential information. However, subject to applicable laws and regulations, audit documentation and appropriate individuals will be made available upon request and in a timely manner to the State of Florida Office of the Auditor General or its designee, a state agency providing direct or indirect funding, or the U.S. Government Accountability Office for purposes of a quality review of the audit, to resolve audit findings, or to carry out oversight responsibilities. We will notify you of any such request. If requested, access to such audit documentation will be provided under the supervision of Saltmarsh, Cleaveland, & Gund personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the aforementioned parties. These parties may intend, or decide, to distribute the copies or information contained therein to others, including other governmental agencies.

The audit documentation for this engagement will be retained for a minimum of five years after the report release date or for any additional period requested by the State of Florida Office of the Auditor General. If we are aware that a state awarding agency or auditee is contesting an audit finding, we will contact the party(ies) contesting the audit finding for guidance prior to destroying the audit documentation.

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

We estimate that our fee for each of the years ended September 30, 2019, 2020, 2021 and 2022 will be \$8,000 for the financial statement audit services and \$2,000 for the state single audit. Our fee estimate is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the audit. If significant additional time is necessary, we will discuss it with you and arrive at a new fee estimate before we incur the additional costs. Our invoices for these fees will be rendered as work progresses and are payable on presentation.

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 a 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 the Commission 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 and return it to us. The copy is for your records.

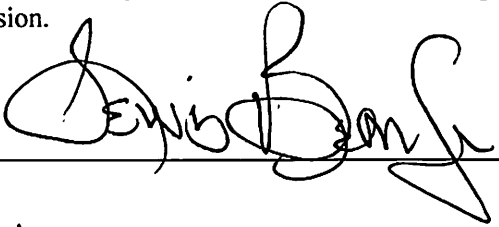
Very truly yours,



For the Firm

RESPONSE:

This letter correctly sets forth the understanding of the Pensacola-Escambia County Promotion and Development Commission.

By: 

Title: Chairman

Date: 8-20-19