



**MEETING AGENDA – Tuesday, April 21st, 2020 1:30 PM FloridaWest Economic
Development Alliance – Board of Director’s Meeting
Via Teleconference (Dial In: 605-313-5145 Participant Code: 68888)**

- | | |
|--|----------------|
| 1. Verify Quorum/Roll Call | Melissa Stoker |
| 2. Call to Order | Karen Sindel |
| 3. Meeting publicly noticed (April 13, 2020) | Karen Sindel |
| 4. Public Comment | Karen Sindel |
| 5. Discussion Items (Board Reports, Minutes, and Financials are attached for your review. Action on these items will be taken at the next in person meeting.) | |
| a. Cybersecurity Update | Scott Luth |
| b. FloridaWest Response to COVID-19 | Scott Luth |
| i. Pensacola/Escambia County Micro-Business Grant | Scott Luth |
| ii. ESF-18 Economic Recovery Planning | Scott Luth |
| 6. Adjourn | Karen Sindel |

Next Meeting: Tuesday, May 19th at 1:30 pm

Fiscal Year Meeting Schedule

May 19, 2020

June 23, 2020

July 21, 2020

August 25, 2020

September 15, 2020



February 18th, 2020 – Co:Lab, 1st Floor Conference Room
418 W Garden Street - 3rd Floor Conference Room - Pensacola, Florida 32502

FloridaWest Members Present: President Karen Sindel, Vice President Rebecca Ferguson, Ryan Tilley, Tim Haag, Lewis Bear, Donnie McMahon, Bonita Player, Jim Waite

Investors Present: Jonathan Tucker, Ryan Greenhut, Dr. Ed Meadows

Absent Members: Secretary/Treasurer Rick Byars

Absent Investors: Sheryl Rehberg, Dawn Rutledge, John Hutchinson

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

Guests: Brian Wyer, Dave Murzin, Jackalyn Kovac

1. **Call to Order:** The meeting was called to order by President Karen Sindel at 1:04 pm.
2. **Public Notice:** This meeting was publicly noticed for FloridaWest on February 6, 2020.
3. **Public Comment:** Public comments were requested.
4. **Action Items:**
 - a. **Approval of January 21st, 2020 Minutes:**

Tim Haag moves to approve.
Ryan Tilley seconds.
Passed unanimously.
 - b. **Approval of January 2020 Financials:**

Rebecca Ferguson moves to approve.
Tim Haag seconds.
Passed unanimously.
 - c. **Escambia County Board of Commissioners CSE Board Appointees: Dianne Hatke and Tracy Andrews to be formally submitted for approval**

Jim Waite moves to approve.
Donnie McMahon seconds.
Passed unanimously.
 - d. **Review of Cyber Consulting Service Agreement:** Donnie McMahon encouraged adding CyberSecurity and General Liability insurance language to Section 3A. Rebecca Ferguson suggests that we request a physical address instead of a PO Box once the business is in place with Sunshine.biz. Ryan Tilley asked if we had considered doing a 12-month contract with a 6-month optional extension. Scott referred the board to the section which allowed the board to terminate the contract. Ryan Tilley suggested that we can add language stating that we can terminate the contract with or without cause. Tim Haag stated that section 3C mentions FloridaWest not needing to be advised of the employment of additional employees despite Section 6. It was determined to add a notification to address this concern to section 3C. Jonathan Tucker stated that there may be some redundancy based on language in other sections of the contract. Rebecca

Ferguson suggested clarifying the language of section 6 regarding “unique methods”. Lewis Bear would like to see specific measurable goals are listed in the scope of work section of the contract. In addition to reporting what has been done, we need to be specific about our expectations so we are accomplishing our goals. Ryan Tilley suggested capturing deliverables per segment of work. Donnie McMahon suggested using the CyberSecurity Strategy to determine the deliverables. Scott Luth shared that the CyberSecurity Strategy will be a part of the contract. Tim Haag stated that FloridaWest is spelled two different ways in Exhibit “A”. Ryan Tilley also asked for clarification on the travel component of the contract. Ryan Tilley suggests specifying the 9 trips to protect both us and the contractor. If not, Ryan Tilley suggests including language that the trips are at the contractor’s discretion.

Donnie McMahon moves to approve this contract with the mentioned changes and amendments discussed today with the contractor establishing under Sunshine.biz before more time is spent on this contract.

Jim Waite seconds.

Passed unanimously.

5. Discussion Items

a. ED Project Updates:

1. CyberSecurity: Scott stated that a new Cyber related prospect will be meeting in the community with our strategic partners next week with several hundred potential jobs.
2. Co:Lab: Patrick Rooney provided an update on Co:Lab, referencing the provided report. We are currently at 75% occupancy and are slated to be at 82% on March 1st. Patrick Rooney also shared that an ad for The Spring was released over the weekend identifying the primary legs of service for Entrepreneurs. There is an Entrepreneur Ecosystem meeting tomorrow morning with a special group of guests. CodeFest will be during the first weekend of April. One Million Cups is the first Wednesday of March. Dr. Meadows shared that PSC received at \$275K in cash and real estate property to be used with stipulations to support PSC’s entrepreneurial efforts. He also shared that PSC is meeting with ST Engineering regarding a grant proposal to Triumph for an airman tech associate degree as well as an apprenticeship program. The next meeting is next week.
3. Business Development: Danita Andrews updated the board based on the business development report provided in the board packet. Scott Luth shared that the trip to Singapore had gone well. He provided a debrief from the meetings held and the relationships made. Scott Luth shared that, in partnership with Gulf Power, First Place Partners, and Santa Rosa EDO, we are looking at upcoming consultant shows.
4. Workforce: Jeff Dyer shared that the IDN grant by CAEL over 18 months recently had their 3rd convening in Houston. We will be hosting the fourth convening June 17-18, at which point we will host 35-40 people from around the country and CAEL so we can showcase our local efforts.
5. Marketing: Sena Maddison shared that the Governor will be in town tomorrow morning at 10 am on the 2nd floor just outside of security to make a major announcement at the airport. If anyone would like to attend, please let Sena know. EBI is graduating from Co:Lab, so we will be working on that announcement. There are several other announcements coming in the next month or so as well. Quarterly reports are available should you be interested.

- b. Strategic Partner Updates:** There were no updates provided.
- c. Membership:** There have not been any new members. The First Bank attended our last meeting in January. Scott Luth will be following up with them as they go through their budget cycle. If there are other recommendations on companies/organizations we should reach out to, please let us know.
- d. ED Calendar Review:** Please see the calendar provided in your board packet.
- e. New Business:**
 - 1.** Meeting Dates for March, June, and August: The board has agreed to change the meeting dates following the PEDC schedule. Lewis Bear proposed moving the FloridaWest meetings to 1:30 pm.
 - 2.** Scott Luth shared that Melissa Medley passed, who was helping in our strategic planning for our business development efforts. Scott is working on regrouping and deciding on how to proceed in our efforts.
 - 3.** Scott Luth shared that the City and County want applications in March, so we will be working to put together our funding requests for PEDC and FloridaWest.
 - 4.** The Quarterly Report is available and will be distributed accordingly to the City and County.
 - 5.** Tim Haag's retiring on June 12th. ECUA's new director should be on-sight in May.

Adjourned at 2:09 pm.

Respectfully Submitted By:

Rick Byars, Secretary-Treasurer
FloridaWest Economic Development Alliance

FloridaWest (CEDA)

Profit & Loss Budget Performance

October 2019 through March 2020

	Oct '19 - Mar 20	Budget	\$ Over Budget	% of Budget
Income				
4200 · Investor Membership Dues	30,000.00	40,000.00	-10,000.00	75.0%
4000 · Membership Dues	140,000.00	280,000.00	-140,000.00	50.0%
4410 · Non-Dues Income	40,000.00	85,000.00	-45,000.00	47.06%
4420 · Government Income	75,000.00	150,000.00	-75,000.00	50.0%
4430 · PEDC	337,500.00	675,000.00	-337,500.00	50.0%
4500 · CoLab - Rent	60,632.60	100,000.00	-39,367.40	60.63%
4512 · Miscellaneous Income	37.75	1,000.00	-962.25	3.78%
Total Income	683,170.35	1,331,000.00	-647,829.65	51.33%
Gross Profit	683,170.35	1,331,000.00	-647,829.65	51.33%
Expense				
5005 · Bank & Credit Card Fees	507.04	1,000.00	-492.96	50.7%
5060 · Marketing, Adv & Promo/Investor	29,799.28	125,000.00	-95,200.72	23.84%
5066 · Database/Research	7,800.36	45,000.00	-37,199.64	17.33%
5100 · Audit Expense	21,500.00	29,000.00	-7,500.00	74.14%
5105 · Legal Fees	4,080.00	10,000.00	-5,920.00	40.8%
5120 · Auto Travel	5,117.38	10,000.00	-4,882.62	51.17%
5140 · Business Travel	24,112.77	50,000.00	-25,887.23	48.23%
5190 · Depreciation Expense	0.00	15,000.00	-15,000.00	0.0%
5200 · Dues & Subscriptions	5,079.95	10,000.00	-4,920.05	50.8%
5310 · Insur-D&O/Liab/Umbrella/EPLI	5,349.17	6,000.00	-650.83	89.15%
5410 · Maint & Repair- Computers	10,201.26	21,000.00	-10,798.74	48.58%
5440 · Meeting Expense	673.42	2,000.00	-1,326.58	33.67%
5500 · CoLab Expenses	20,727.19	120,000.00	-99,272.81	17.27%
5559 · Workforce Marketing	10,468.79	20,000.00	-9,531.21	52.34%
5600 · Miscellaneous Expense	0.00	1,000.00	-1,000.00	0.0%
5610 · Postage	356.00	1,000.00	-644.00	35.6%
5680 · High Growth Companies	12,286.06	15,000.00	-2,713.94	81.91%
57000 · Employee Wages & Benefits	354,273.88	785,000.00	-430,726.12	45.13%
5800 · Supplies	1,469.83	3,000.00	-1,530.17	48.99%
5915 · Telephone	1,115.77	4,000.00	-2,884.23	27.89%
5925 · Cell Phones	3,895.25	8,000.00	-4,104.75	48.69%
5954 · Copier Expense	0.00	2,000.00	-2,000.00	0.0%
5980 · Rent Expense	27,142.48	48,000.00	-20,857.52	56.55%
Total Expense	545,955.88	1,331,000.00	-785,044.12	41.02%
Net Income	137,214.47	0.00	137,214.47	100.0%

FloridaWest (CEDA)

Balance Sheet

As of March 31, 2020

Mar 31, 20

ASSETS

Current Assets

Checking/Savings

1000 · Checking- Private Hancock -363 515,008.79

1010 · Checking - Public Hancock- 355 136,009.95

Total Checking/Savings 651,018.74

Accounts Receivable

11000 · Accounts Receivable 19,623.58

Total Accounts Receivable 19,623.58

Total Current Assets 670,642.32

Fixed Assets

1702 · Accum Depr-Leasehold Improvemen -4,070.00

1655 · Leasehold Improvements 135,544.93

1600 · Furniture and Fixtures 44,009.73

1650 · Computers 28,454.59

1700 · Accum Depreciation Computers -7,798.31

1701 · Accum Depreciation Furn & Fix -8,447.41

Total Fixed Assets 187,693.53

Other Assets

1800 · Security Deposit 1,000.00

Total Other Assets 1,000.00

TOTAL ASSETS 859,335.85

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

Total Accounts Payable 0.00

Other Current Liabilities

2300 · Other Payables

2350 · Christmas Club Payable 3,975.00

Total 2300 · Other Payables 3,975.00

2400 · Payroll Liabilities 3,677.00

Total Other Current Liabilities 7,652.00

Total Current Liabilities 7,652.00

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Equity

3200 · Unrestricted Net Assets 714,469.38

Net Income 137,214.47

Total Equity 851,683.85

TOTAL LIABILITIES & EQUITY 859,335.85

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TOTAL LIABILITIES & EQUITY 859,335.85



Co:Lab Pensacola

Report for Policy Board as of 4/1/20



Occupancy (Goal: 80%)	Total Leasable Square Feet	Square Feet Occupied	Available	% Occupancy	Clients	Employees
1st Floor (sf)	2,280	1,775	505	77.85%	5	13
2nd Floor (sf)	3,696	3,028	668	81.93%	7	17
3rd Floor (sf)	3,974	2,635	1,339	66.31%	7	25
TOTAL SQUARE FEET:	9,950	7,438	Totals:	74.75%	19	55

Current Clients	Connection	Status
International Debt Recovery, Inc.	Virtual 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
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
Association Resource Solutions	Tenant	1st year
128 Creative Collective	Tenant	1st year
Smartbiz Design	Tenant	1st year
Speaker Training	Tenant	1st year

Exited Clients	Date of Entry	Co:Lab Status	Business Status
The Analyst Group	Mar-09	Graduated 7/15/12	Office space in Milton
Engineering & Planning Resources	Sep-10	Graduated 4/2014	Office space in downtown Pensacola
Accountingfly	Jun-12	Graduated 2/15/17	Office space in downtown Pensacola
Pay Cell Systems, Inc.	Aug-12	Graduated 6/01/16	Office space in Escambia County, then moved to Atlanta
FFCFC	Oct-12	Moved out 02/15/17	Office space in downtown Pensacola
Re Vera Services, LLC	Dec-12	Graduated 9/9/16	Bought office in downtown Pensacola
Intelligent Retinal Imaging Systems	Feb-14	Graduated 04/01/18	Office space in downtown Pensacola
Lost Key Media	May-14	Graduated 05/31/19	Moved out; Principal took position inside Primary Customer
Paint University	Jun-14	Graduated 2/1/17	Bought office/warehouse in downtown Pensacola
Clearstream	Aug-14	Graduated 9/1/16	Moved company to NYC
Robotics Unlimited, Inc.	Oct-14	Graduated 12/2015	Office space in downtown Pensacola
Jewel Graphics	Feb-15	Moved out 4/1/17	Continues as freelance developer
Hatchmark Studio	Oct-15	Graduated 08/01/18	Moved to Cowork Annex
Broker Frameworks	Dec-15	Moved Out 2/1/17	Moved into other office space in Pensacola
Koala Pickup	Jul-16	Moved Out 2/1/17	Dissolved company, no scalability
Hexad Analytics	Jul-16	Moved out 4/1/17	Dissolved company, loss of founder
Robotics Unlimited, Inc.	May-17	Moved out 10/31/17	Company in idle state, took jobs out of town
YourTechnoGeeks	Apr-18	Moved out 05/01/18	Returned to home office/ freelance work
Business RadioX	Jun-18	Moved out 06/25/18	Moved out
Greater Things Fitness	Sep-18	Moved out 9/30/19	Relocated
Samantha Weaver	Jun-17	Moved out 9/30/19	Moved out
EBI Management Group, Inc.	Nov-16	Graduated 3/1/20	Bought office building in downtown Pensacola
Qualia Is	Oct-19	Moved out 3/1/20	Business dissolved



BUSINESS DEVELOPMENT REPORT

Year to Date

October 1, 2019 – April 1, 2020

DANITA ANDREWS
Chief Business Development Officer



FloridaWest - Business Expansion and Relocation Announcements

Company	Sector	New Jobs	Retained Jobs	Average Wage	Annual Payroll	Capital Investment
Navy Federal Credit Union	Financial Services	5000		\$50,000	\$250,000,000	\$350,000,000
October, 2014						
International Paper	Manufacturing	12	424	\$49,900	\$21,756,400	\$92,000,000
October, 2014						
Offshore Inland-Corporate	Headquarters	30		\$75,000	\$2,250,000	\$90,000
December, 2014						
AeroSekur	Aviation MRO	5		\$43,600	\$218,000	\$50,000
March, 2015						
Financial Management & Investment Corp.	Headquarters	15		\$74,720	\$1,120,800	\$1,355,000
March, 2015						
Dept. of Homeland Security	IT/Cyber	35		\$85,000	\$2,975,000	\$20,000,000
June, 2015						
Oren International	Manufacturing	18	8	\$39,225	\$1,019,850	\$2,100,000
March, 2016						
Re Vera Services	Headquarters	4		NA	NA	NA
September, 2016						
Jupiter Composites	Manufacturing	150	100	\$27,040	\$6,760,000	\$1,000,000
May, 2016						
Armoured Frog	Mfg. / Showroom	5	5	\$45,000	\$450,000	\$200,000
November, 2016						
PaintUniversity	Headquarters	7		NA	NA	\$340,200
February, 2017						
Accounting Fly	Headquarters	8		NA	NA	NA
February, 2017						
VetFed	IT	20	2	\$46,000	\$1,012,000	\$95,000
December, 2017						
Pall Corporation	R&D	14	36	\$73,500	\$3,675,000	NA
January, 2018						
Intelligent Retinal Imaging Systems, Inc.	Headquarters/ IT	30	30	NA	NA	NA
April, 2018						
Hatchmark Studio	Business Services	5		NA	NA	NA
August, 2018						
Lost Key Media	Business Services	3		NA	NA	NA
May, 2019						
American Tire Distributors	Distribution	30	20	\$32,000	\$1,600,000	\$4,000,000
June, 2019						
ST Engineering Aerospace	Aviation	1325		\$45,394	\$60,147,000	\$245,000,000
July, 2019						
Totals	17 Projects	6716	625	\$52,798	\$352,984,050	\$716,230,200

YEAR TO DATE BUSINESS DEVELOPMENT SUMMARY

Total Pipeline	28
Active Projects	16
Existing	7
New	9
Site Visits	5
Business Retention Visits	21

*Conducting focused Covid-19 outreach to local companies and clients

Pipeline by Sector



Manufacturing 64%



Aviation/Aerospace 11%



Warehouse/Distribution 11%



Headquarters 4%



Business Services 4%



Marine MRO 4%

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	Dead	60,000	Direct	4
A02202017_MFG	20	Manufacturing	Active	0	Direct	3
T07172017_AAM	1325	Aviation	Active	200,000	Direct	4
A04162018_MFG	50	Manufacturing	Active	30 AC	Consultant	3
E07112018_MFG	20	Manufacturing	Active	40,000	Direct	2
V07132018_HQ	24	Headquarters	Active	10,000	Direct	2
A10232108_WD	45	Warehouse/Distribution	On-Hold	100 AC	Consultant	2
B08102018_MRO	30	MRO	Active	TBD	Direct	2
H10172019_MFG	10	Manufacturing	Inactive	20,000	Direct	3
C02252019_MFG	70	Manufacturing	Active	100,000	Direct	2
S03112019_MFG	30	Manufacturing	Active	30,000	FGNW	1
S03142019_MFG	200	Manufacturing	Active	50,000	Local Realtor	3
V04232019_MFG	514	Manufacturing	Active	200,000	EFI	2
A08012019_AAM	23	Aviation	Active	35,000	EFI	1
C08-07-2019_BSVC	25	Business Services	Active	10 AC	Direct	3
M08132019_MFG	500	Manufacturing	Active	50 - 100 AC	Direct	1
P08212019_BPO	50	BPO	Active	2500 SF	Consultant	2
C09292019_MFG	35	Manufacturing	Active	60000 SF	Direct	2
S11152019_MFG	52	Manufacturing	Active	90000 SF	Direct	2
S11292019_MFG	100	Manufacturing	Active	70000 SF	Direct	2
X01102020_MFG	26	Manufacturing	Active	26,000 SF	EFI	1
L01212020_AAM	35	Aviation	Lost Opportunity	40,000 SF	EFI	1
D1312020_MFG	80	Manufacturing	Active	300,000 SF	Direct	1
M02072020_AAM	350	Aviation	Active	180,000 SF	FGNW	1
D01312020_MFG	80	Manufacturing	Active	300,000 SF	Direct	1
B03032020_WD	414	Warehouse/Distribution	Active	400,000 SF	EFI	1
C03042020-HDQTR	200	Manufacturing	Active	40,000 - 50,000 SF	EFI	1
V03052020-MFG	300	Manufacturing	Active	40,000 - 50,000 SF	EFI	1
S03102020_MFG	70	Manufacturing	Active	55,000 SF	FGNW	1
# Jobs	4,718		Total SF	895,000		

LEAD SOURCE:

Enterprise Florida, Inc. (7)
 Florida's Great Northwest (3)
 Site Consultant (3)
 Direct (16)
 Local Realtor (1)

TYPE:

Existing ☒
 New ☐

STATUS:

Active (26)
 Inactive (1)
 Hold (1)
 Dead (2)
 Announced

RATING:

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

Total Request For Proposal (RFP) by Sector 13



Manufacturing 76%



Aviation 17%



Headquarters 8%



Warehouse/Distribution 8%

YTD Prospect/Project Site Visits 5

Spruce	S03142019_MFG	ACTIVE	Oct. 3, 2019, Feb. 6, 2020
Concord	C09292019_MFG	ACTIVE	Oct. 7, 2019
Silver	S11152019_MFG	ACTIVE	Nov. 15, 2019, Mar. 5, 2020

Total Active Projects 16

9 Recruitment

7 Expansions

2605 JOBS



Manufacturing 63%



Aviation/Aerospace 6%



Warehouse/Distribution 13%



Marine MRO 6%



Headquarters 6%



Business Services 6%

Business Retention-Expansion 21 Visits

Existing Industry Visits 2019-2020

Date	Visit	# Employees	Sector
10/01/19	Alorica	600	1 BPO
10/01/19	Lewis Bear Company	130	1 Warehouse/Distribution
10/02/19	ST Engineering	180	1 Aviation
10/03/19	IMS Expert Services	85	1 Business Services
10/03/19	DHS	240	1 Cyber/IT
10/08/19	WA United	8	1 Business Services
11/14/19	Immudyne	5	1 Manufacturing
11/14/19	Port of Pensacola	9	1 Port Operations
11/26/19	VetFed	9	1 Information Technology
12/10/19	Offshore Inland	120	1 Marine MRO
12/12/19	Superior Granite	30	1 Manufacturing
12/17/19	ST Engineering	180	1 Aviation
12/18/19	Navy Federal Credit Union	8182	1 Financial Services
01/17/20	International Paper	600	1 Manufacturing
01/17/20	Exxon Mobil	189	1 Manufacturing
02/13/20	Exxon Mobil - HR	189	1 Manufacturing
02/21/20	Pensacola Shipyard	5	1 Marine/Operations
03/02/20	Vivid Bridge	5	1 Business Services
03/02/20	Port of Pensacola	9	1 Port Operations
03/03/20	Arco	55	1 Manufacturing
03/04/20	Cerex Advanced Fabrics	55	1 Manufacturing
3/30/20			
to			
Present	COVID-19 Outreach (emails, calls, resource info)		All Sectors

Business Development & Site Consultant Missions

Oct 7 -11, 2019	Defense TechConnect Innovation Summit, National Harbor, MD
Oct 12-16, 2019	IEDC Annual Economic Development Conference, Kansas City
Oct 16 - 17, 2019	Orlando Aerospace Alliance, Orlando
Nov. 4 - 7, 2019	Southern California Trade Mission
Nov. 18 - 22, 2019	NY/NJ Region Trade Mission
Dec. 4 - 5, 2019	Economix - Consultant Connect, Charleston
Dec. 16-18, 2019	In-Bound SSG Consultants Visit (Gulf Power sponsored)
Jan. 7 - 10, 2020	CES -Consumer Technology Assoc.
Feb. 6 - 12, 2020	Singapore Airshow
Mar. 9-12, 2020	Site Selectors Guild, Atlanta