



# **ENTERPRISE FLORIDA**

ANNUAL REPORT 2015-16

# RICK SCOTT,

Governor, Chairman, Enterprise Florida, Inc.



## 2016: Making Florida First for Job Creation

I know firsthand that a job is the single most important thing to a family. Growing up, when my parents had jobs, it changed my family's life. I ran in 2010 on a mission to turn Florida's economy around, and since then, Florida businesses have added over one million jobs, and Florida's annual job growth rate has outpaced the nation's for more than four years.

Florida competes for jobs with 49 other states and countless global markets. When considering locations to move or expand, companies look at business climate, low taxes, education system, workforce, transportation infrastructure and even the weather. Florida's strong job growth has consistently outpaced our top competitor states, including Texas, California and New York, and in September, our job growth rate outpaced the entire nation. We have a lot to offer to outcompete for jobs wins.

It's clear that our low tax, business friendly environment sends a strong message that Florida is the best location for businesses to grow. Since 2011, Enterprise Florida and its statewide partners have won more than 900 competitive economic development projects. Projects established last year alone will keep and create nearly 29,000 high-skill, high-wage private-sector jobs in our state and generate \$2.82 billion in capital investments.

Enterprise Florida is aggressively restructuring their business development strategies, focusing on targeted industries such as corporate headquarters, aviation/aerospace/defense, financial services, information technology and advanced manufacturing to bring more high-paying jobs to the state.

Visit www.enterpriseflorida.com to see my recommended reforms for the 2017 legislative session to get Enterprise Florida back to its core mission of job creation. We'll keep working to make Florida first for jobs and the best place to live the American Dream.

Sincerely,

Governor Rick Scott

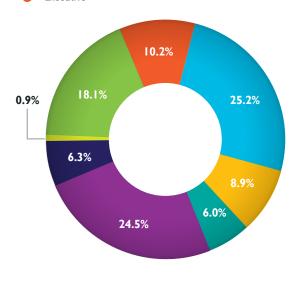


# **FUNDING & BUSINESS PERFORMANCE**

### Use of Funds FY 2015-16

(Total Funds \$27,013,327)

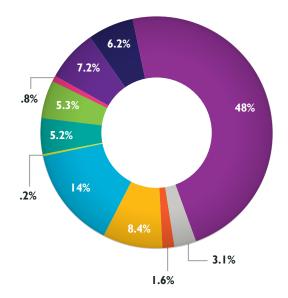
- Strategic Partnerships
- Administration
- Marketing and Communications
- International Trade
- Business Development
- Minority and Business Development
- Sports Development
- Executive



### Source of Funds FY 2014-15

(Total Funds \$32,096,449)

- General Revenue
- Florida International Trade and Promotion
- Minority Business Development
- Professional Sports Development
- State Small Business Credit Initiative (SSBCI)
- Federal Grant Assistance
- Corporate Contributions
- Program Revenues
- Tag Revenue
- Grants to Sub Recipients (Pass through funding)
- Florida Defense Support



### **ABOUT ENTERPRISE FLORIDA**

Created by the Florida Legislature in 1996, Enterprise Florida, Inc. (EFI) is a public-private partnership between Florida's business and government leaders, and is the principal economic development organization for Florida. EFI facilitates job growth for Florida businesses through recruitment and retention, international trade and exporting, promotion of sports as an economic driver, capital funding programs to assist small and minority businesses, and protection of military bases across the state. In pursuit of its mission, EFI works closely with a statewide network of economic development partners. A policy-driven Board of Directors oversees the organization, comprised of public sector leaders including the Governor, Cabinet members, State Senate and House-appointees, appointed members and a diverse group of investors representing some of the most notable corporations in Florida and the nation. The board provides strategic direction for the organization's activities and advises on matters of economic development policy. Through the efforts of EFI, its Board and partners, Florida is becoming the best place in the nation to do business.



# JELLYFISH HEALTH EXPANDS IN PANHANDLE

Jellyfish Health LLC will expand its Panama City operations and create 100 jobs. The majority of the new jobs will be focused on software development at an average wage that is more than 200 percent of the current average in Bay County. The new positions will work to develop mobile technology solutions that make healthcare more convenient for patients, physicians and care staff, technology.

Founded in 2014, Jellyfish Health creates innovative, easy to use software applications that empower and engage patients and put them in control of their own experience, while giving facilities the insight they need to cost-effectively allocate staff and other resources according to real time patient needs. Their solutions are used by ambulatory surgery centers, health systems, urgent care clinics and practices that seek to transform both the patient experience and the organization's bottom line.

"Jellyfish Health is all about making life easier for patients and the people who take care of them. We bring that same philosophy to the workplace by giving employees an opportunity to explore their passion along with competitive pay and a flexible work schedule." — Dave Dyell, President and CEO of Jellyfish Health





# **BUSINESS DEVELOPMENT PERFORMANCE**

#### **JOBS FOR FLORIDA**

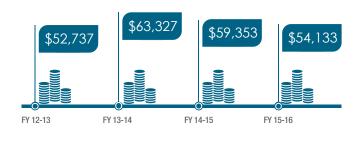
	COMMITTED JOBS	RETAINED JOBS	TOTAL JOBS
FY 12-13	20,188	5,005	25,193
FY 13-14	23,864	12,343	36,207
FY 14-15	23,650	9,898	33,548
FY 15-16	23,484	5,435	28,919



### **COMMITTED CAPITAL INVESTMENT**



#### **AVERAGE WAGE**



#### TOTAL COMMITTED JOBS AND CAPITAL INVESTMENT BY SECTOR





\$684,076,000 CAP INV





Aviation/Aerospace 3,287 JOBS \$555,712,000 CAP INV







Other Sectors 1,709 JOBS \$89,050,975 CAP INV



# **BLUE ORIGIN SELECTS FLORIDA**

Blue Origin selected Florida as the site for the launch, manufacturing and support facilities for its Orbital Launch Vehicle (OLV) program. The project will create 330 new jobs and a capital investment of \$200 million in the region over the next five years.

Blue Origin was established by Jeff Bezos, founder and CEO of Amazon.com, with the mission of developing vehicles and technologies to enable commercial human space transportation. The company has a long-term vision of greatly increasing the number of people that fly into space. Along with human spaceflight, Blue Origin's vehicles will provide streamlined launch opportunities for satellites and research payloads.

"Cape Canaveral has long been a gateway to humankind's greatest adventures. Our new home – Complex 36 – has seen 43 years of service and 145 launches, including the Mariner missions, Pioneer 10 and Surveyor 1 – the first U.S. spacecraft to land softly on the moon. This historic pad hasn't seen a rocket launch in more than 10 years – too long – we can't wait to fix that." — Jeff Bezos, Founder and CEO of Amazon.com





# CHENEY DELIVERS GLOBALLY FROM FLORIDA

Cheney Brothers, Inc. opened its fifth Florida facility – a new food distribution center in Punta Gorda – in the fall of 2015. The 345,000 sq. ft., \$40 million facility has created more than 400 jobs for families in Charlotte County. The company employs more than 2,500 Floridians statewide. Cheney Brothers is a privately-owned Florida company and broadline food distributor carrying over 15,000 individual products. They have additional locations in Riviera Beach, Ocala, Orlando and Miami, and supply customers around the world. The opening of the Charlotte County facility will provide a closer distribution center to its customers in the Tampa Bay region and southwest Florida.

"This project has been years in the making, and we are proud to cut the ribbon and officially open the doors of Cheney's Brothers newest facility in Charlotte County. On behalf of the whole Cheney Brothers team, I would like to thank Governor Scott and our local partners at the Charlotte County EDC for their support during this exciting process." — Byron Russell, CEO and Chairman, Cheney Brothers, Inc.





# FLORIDA'S RURAL REGIONS

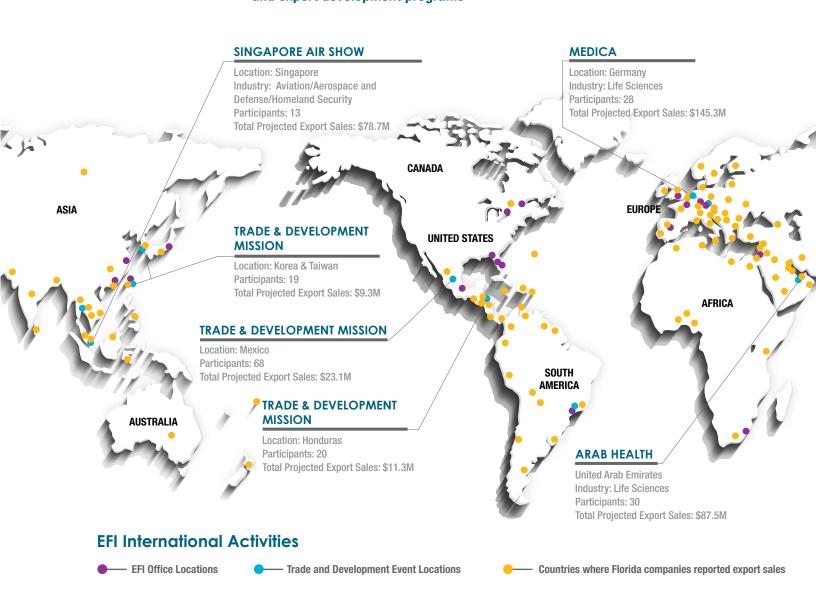
Florida's rural regions offer a world of opportunity for businesses across all industries. The areas provide an abundance of open space yet are just a short drive away from urban resources. These regions provide affordable land; a robust pool of trainable talent; a top-ranked, accessible infrastructure; and an enviable quality of life.

Enviva is the world's largest producer of wood pellets used to produce energy. The company's Cottondale facility is in Jackson County, located in the Opportunity Florida rural region. The plant has a production capacity of 700,000 metric tons per year, manufactured from a mix of untreated raw wood, waste wood and residuals. The facility employs more than 100 people, including technicians, engineers and operators.



# GLOBAL OUTREACH BY THE NUMBERS

**FLORIDA** Largest user of the U.S. Department of Commerce's Gold Key Program 2,756 **Unique consultations with Florida companies** 1,410 **Companies new to EFI trade programs** 40 **Major domestic and overseas events** 962 **Companies that participated in EFI international events** \$911.5 MILLION Total projected export sales as a result of EFI's export assistance and export development programs



# SMALL BUSINESSES GROW THROUGH TRADE

The mission to the 2016 Farnborough International Airshow resulted in \$10.5 million in actual export sales and \$73.2 million in projected export sales, as reported by the 11 Florida small businesses and organizations in attendance. The reported \$83.7 million in total projected sales are the second-highest since Enterprise Florida began attending the show 20 years ago.

The Florida Pavilion was again the largest of any U.S. state in attendance. In total, 11 exhibitors from various industry segments like MRO (maintenance, repair and overhaul), engineering, education, airport/ground equipment, aircraft component manufacturing, and pneumatic tools attended the show.

"The Target Sector Trade Grant from Enterprise Florida allowed us to participate as an exhibitor at Farnborough. We renewed many prior business relationships that will lead to business and more opportunities in 2017. It was a great location for the booth and booth design is far superior to other state pavilions. We had excellent support from all Enterprise Florida staff before, during and after the show." — William Bryson, Director of Business Development for Honeycomb Co. of America in Sarasota



# SUPPORTING FLORIDA'S MILITARY

In 2016, \$1.8 million was awarded through the Florida Defense Support Task Force Grant Program to support seven defense projects across 13 counties. This funding will strengthen Florida's military bases ahead of any potential Department of Defense realignment or closure actions, thereby protecting nearly 775,000 jobs and more than \$79.8 billion in economic impact the defense industry supports in Florida...

\$4.6 MILLION **TOTAL FUNDING** 

 $^{\$}2$  million

Florida Defense Support Task Forct

 $^{\$}1.6$  million

**Defense Infrastructure Grant** 

\$850,000

**Defense Reinvestment Grant** 

\$150,000

**Military Base Protection Grant** 

### **ESCAMBIA**

Naval Air Station Pensacola, Corry Station, Saufley Field

Total County Impact: \$7,184.1 billion Employment: 63,293 jobs Capital Investment: \$708.6 million

### SANTA ROSA

**Naval Air Station Whiting Field** Total County Impact: \$1,190.5 billion

Employment: 13,369 jobs Capital Investment: \$314.2 million

#### DUVAL

**Naval Air Station Jacksonville, Naval** Station Mayport, Marine Corps Support **Facility Blount Island** 

Total County Impact: \$11,474.6 billion Employment: 101,500 jobs Capital Investment: \$1,085.4 billion

### OKALOOSA

Eglin Air Force Base, **Hurlburt Field** 

Total County Impact: \$8,816.5 billion Employment: 71,780 jobs Capital Investment: \$891.3 million

### BAY

**Naval Support Activity Panama** City. Tyndall Air Force Base

Total County Impact: \$2,393.0 billion Employment: 22,561 jobs Capital Investment: \$286.2 million

### **CLAY**

**Camp Blanding Joint Training Center** 

Total County Impact: \$654.5 million Employment: 9,167 jobs Capital Investment: \$184.1 million

#### HILLSBOROUGH

MacDill Air Force Base, U.S. Central Command, U.S. Special **Operations Command** 

Total County Impact: \$8,869.3 billion Employment: 72,636 jobs Capital Investment: \$985.8 million

### **PINELLAS**

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**United States Coast Guard Air Station Clearwater** 

Total County Impact: \$8,869.3 billion Employment: 72,636 jobs Capital Investment: \$985.8 million

### **ORANGE**

**Naval Support Activity Orlando: Multi-Service Modeling, Simulation** and Training Acquisition

Total County Impact: \$7,208.7 billion Employment: 65.341 jobs Capital Investment: \$718.6 million

#### **HIGHLANDS**

**Avon Park Air Force Range** 

Total County Impact: \$92.5 million Employment: 1,487 jobs Capital Investment: \$24.2 million

#### **POLK**

**Avon Park Air Force Range** 

Total County Impact: \$881.0 million Employment: 10,981 jobs Capital Investment: \$177.0 million

#### **BREVARD**

Patrick Air Force Base, Cape Canaveral Air Force Station, Naval Ordnance **Test Unit** 

Total County Impact: \$4,547.4 billion Employment: 41,029 jobs Capital Investment: \$556.2 million



Marine Corps



Army Base

#### **MONROE**

**Naval Air Station Key West** 

Total County Impact: \$1,006.1 billion Employment: 8,606

Capital Investment: \$103.9 million

### MIAMI-DADE

**United States Southern Command.** Homestead Air Reserve Base, 7th **Coast Guard District Headquarters** 

Total County Impact: \$5,578.3 billion Employment: 56,476 jobs Capital Investment: \$640.0 million



Air Force Base



Naval Base



# FLORIDA DEFENSE SUPPORT TASK FORCE **GRANT PROGRAM**

In 2016, \$1.8 million was awarded through the Florida Defense Support Task Force Grant Program to support seven defense projects across 13 counties. This funding will strengthen Florida's military bases ahead of any potential Department of Defense realignment or closure actions, thereby protecting nearly 775,000 jobs and more than \$79.8 billion in economic impact the defense industry supports in Florida.

◆ Pararescuemen from the 920th Rescue Wing, Patrick Air Force Base, climb onto a rope before being hoisted into an HH-60G Pave Hawk during a simulated personnel recovery scenario near Avon Park Air Force Range.

In June, the Highlands County won a \$500,000 Florida Defense Support Task Force grant. The grant will enable the county to purchase easements around the Avon Park Air Force Range, allowing for continued operations of the Range and a safer environment for residents and military personnel.



▲ The City of Key West was awarded \$150,000 through the grant program to refurbish the Truman Annex seawall and support the Naval Air Station Key West (NASKW). The seawall serves as protection for a critical boat ramp facility utilized by the NASKW for mission-ready exercises and naval operations in the harbor.



# FLORIDA'S SPORTS INDUSTRY WINS

111 Grants 64,151 **Out-of-state and international visitors** \$518,883,111 **Economic impact** \$28,870,000 Sales tax revenue collected 8,012 **Sports related jobs created** 

The Florida Sports Foundation had an effective year awarding 111 grants impacting all regions of Florida. Through our four grant programs we partnered with Florida's 28 sports commissions who hosted of 3,200 events including our small and rural markets.

This year the state was awarded:

**MAJOR LEAGUE BASEBALL ALL STAR GAME FOR 2017** 

THE NFL SUPER BOWL FOR 2020

NFL PRO BOWL FOR 2017, 2018 AND 2019

Our professional sports team partnership had a record year with specialty tag sales. 117,425 tags were sold or renewed — an increase of 4.8% over last year.

The Florida Senior Games are growing every year and included a total of 12,472 competing athletes and a total of 24,944 attendees.

The Sunshine State Games continue to grow sports participation and reported record numbers this year especially in Archery, Track & Field and Water polo. The events totaled 10,444 competing athletes and 27,414 total attendees.





# FLORIDA - THE FUTURE IS HERE

In the competitive world of economic development, the most recognizable state "brands" consistently attract the most corporate relocations, expansions, capital investment, and jobs. They earn the highest industry awards, receive the most recognition in the press, and in turn see long-term effects on the state's health, growth, and success. As competition for business expansion and job growth intensified across the country, we worked with our Team Florida partners to launch a new business brand campaign designed to position Florida as the nation's leader in job creation. In January of 2015, we launched the new campaign: Florida – The Future is Here.

The campaign theme is "Boundless," using expansive imagery to depict the state's many business advantages, coupling these images with statements proving companies can and are thriving here, right now. The "Florida – The Future is Here" tagline inspires a sense of possibility – an urgency to take action and take advantage of the many benefits of doing business in Florida.

Since its launch, the campaign has generated more than 250 million media impressions and received resoundingly positive feedback both in and out of Florida. Web and social media traffic is up, as are leads – but it's about more than just numbers. It's about the lasting impact our efforts bring to all Florida communities, making a difference now and in the future.

264+ MILLION **Media impressions** 

> 22 Represented in 22 marketing channels

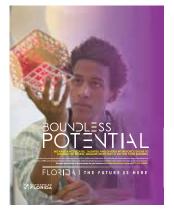
20+ **Events attended** 

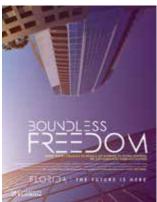
C-suite, corporate real estate executives, and consultants hosted



400+







# FLORIDA | THE FUTURE IS HERE.



17
total publications

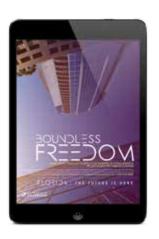
**55** total insertions

**52 million+** circulations

**71,537,571** total out-of-home impressions

**48** billboards

**137** airport ads



# We took over 6 airports in 4 cities.

On your iPads in private airport lounges:

250 screens

25 Admiral's Club Lounges.

**PUBLIC RELATIONS** 

Over 9.3 million impressions and over 2,000 positive news stories about Florida.

**SOCIAL MEDIA** 

Over 425,000 organic social impressions,

3.5 million paid social impressions,

**28.3% increase** in social media friends and followers.





## ENTERPRISE FLORIDA BOARD OF DIRECTORS 2015-16

ADT US Holdings, Inc.

Holly Borgmann

AT&T

Joe York

Bank of America, N.A.

Gene Schaefer

**Barron Collier Companies** 

Blake Gable

Becker & Poliakoff, P.A.

Alan Becker

Biter Enterprises, LLC.

Jesse Biter

BMG Money, Inc.

Tom McCormick

BRPH Architects-Engineers, Inc.

**Brian Curtin** 

CareerSource Florida

**Britt Sikes** 

**Charter Communications** 

Marva Johnson

Darden Restaurants, Inc.

Susan Connelly

**Dosal Tobacco Corporation** 

Yolanda Nader

**Duke Energy** 

Harry Sideris

**EDC of Okaloosa County** 

Nathan Sparks

Embraer Aircraft Holding, Inc.

Gary Spulak

Fifth Third Bank - North Florida

Brian Lamb

Fleetwing Corp.

Andy Wike

Florida Blue

Jason Altmire

Florida Chamber Of Commerce

Mark Wilson

Florida Community Bank

Kent Ellert

Florida Council of 100

**Bob Ward** 

Florida Department of Agriculture &

**Consumer Services** 

Adam Putnam

Florida Department of Education

Pam Stewart

Florida Department of **Financial Services** 

Jeff Atwater

Florida Department of State

Ken Detzner

Florida Economic **Development Council** 

Cathy Chambers

Florida House of Representatives

Jim Boyd

Florida Office of the Attorney General

Pam Bondi

Florida Power & Light Co.

Eric Silagy

Florida Realtors

Maria Wells

Florida Senate

Nancy Detert

Florida Tax Watch

Dominic Calabro

Florida Trend

**Andy Corty** 

**Full Sail University** 

Bill Heavener

Global Tech LED

Gary Mart

**Gulf Power Company** 

Stan Connally

**Harris Corporation** 

Sheldon Fox

**ICI Homes** 

Mori Hosseini

J.M. Family Enterprises

Sonya Deen Hartley

Jones Walker LLC

Christopher Moya

Kaplan, Inc.

Andy Rosen

**Keiser University** 

Belinda Keiser

Lakewood Ranch Commercial Realty

Kirk Boylston

Lockheed Martin Training and

**Logistics Solutions** 

Amy Gowder

Mitsubishi Hitachi Power Systems Americas, Inc.

Paul F. Browning

Monicarla, L.T.D.

Jay Beyrouti

**NDS USA** 

Danny Gaekwad

Odebrecht Construction, Inc.

Jairo Flor

**Parsons** 

Michael Johnson

Publix Super Markets, Inc.

Jeff Chamberlain

**Regions Bank** 

**Brett Couch** 

**Smith & Associates** 

Jason Steele

State of Florida Governor's Office

Rick Scott

State University System of Florida-**Board of Governors** 

Marshall Criser, III

Summit Bank, N.A.

Neal Dunn, MD, FACS

SunTrust Bank

Tom Pennekamp

Tampa Bay Lightning

Jeff Vinik

**TD Bank** 

Ernie Diaz

**TECO Energy** 

Gordon Gillette

The St. Joe Company

Jorge Gonzalez

The Vestcor Companies, Inc.

John D. Rood

University of Florida

Winfred Phillips

**VoltAir Consulting Engineers** 

Julius Davis

**Weatherford Partners** 

**Drew Weatherford** 

Wells Fargo Bank, N.A.

Kelly Madden

## ECONOMIC DEVELOPMENT PARTNERS

Alachua

Gainesville Council for **Economic Outreach** 

**Baker** 

**Baker County Development** Commission

**Bay Economic Development Alliance** 

**Bradford** 

North Florida Regional Chamber of Commerce

**Brevard** 

EDC of Florida's Space Coast

**Broward** 

Greater Fort Lauderdale Alliance

Calhoun

Calhoun County Chamber of Commerce

Charlotte

**EDC of Charlotte County** 

Citrus

Citrus County EDC

Clay

Clay County EDC

Collier

The Partnership for Collier's Future Economy, Inc.

Columbia

Columbia County Economic **Development Department** 

**DeSoto** 

**DeSoto County EDC** 

Dixie

Dixie County Chamber of Commerce

Duval

JAXUSA Partnership

Escambia

Greater Pensacola Chamber

Flagler

Flagler County Department of **Economic Opportunity** 

Franklin

Franklin County Board of **County Commissioners** 

Gadsden

Gadsden County Development Council

**Gilchrist** 

Gilchrist County

**Glades** 

**Glades County EDC** 

Gulf

**Gulf County EDC** 

Hamilton

Hamilton County Office of Tourism and Economic Development

Hardee

Hardee County EDC/IDA

Hendry

**Hendry County EDC** 

Hernando

Hernando County Office of **Business Development** 

**Highlands** 

**Highlands County EDC** 

Hillsborough

Tampa Hillsborough EDC

**Holmes** 

Holmes County EDC

**Indian River** 

Indian River Chamber of Commerce

Jackson

Jackson County **Development Council** 

**Jefferson** 

Jefferson County EDC

Lafayette

Lafayette County Development Authority

Lake County Office of Economic **Development & Tourism** 

Lee

Lee County Office of Economic Development

Greater Tallahassee Chamber of Commerce

Levy

Levy County Nature Coast **Business Development Council** 

Liberty

Liberty County Chamber of Commerce

Madison

Madison County Development Council

Manatee

**Bradenton Area EDC** 

Marion

Ocala-Marion County Chamber & **Economic Partnership** 

Martin

**Business Development Board of** Martin County

Miami-Dade

The Beacon Council

Monroe

Greater Marathon Chamber of Commerce

Nassau

Nassau County Economic **Development Board** 

Okaloosa

**EDC of Okaloosa County** 

Okeechobee

BDB of Okeechobee

Orange

Orlando EDC

Osceola

Osceola County Economic **Development Department** 

Palm Beach

**Business Development Board** of Palm Beach County

Pasco

Pasco EDC

**Pinellas** 

**Pinellas County Economic** Development

Central Florida Development Council of Polk County

Putnam

**Putnam County Chamber of** Commerce

Santa Rosa

Santa Rosa Economic Alliance

Sarasota

**EDC of Sarasota County** 

Seminole

Seminole County Government

St. Johns

St. Johns County Board of **County Commissioners** 

St. Lucie

EDC of St. Lucie County

Sumter

**Sumter County Economic** Development

Suwannee

Suwannee County Economic **Development Office** 

**Taylor** 

**Taylor County Development Authority** 

**Union County** 

Volusia

Volusia County Division of **Economic Development** 

Wakulla

Wakulla County EDC

Walton

Walton County Economic **Development Alliance** 

Washington

Washington County Chamber of Commerce

**Regional Partners** 

Florida's Great Northwest Florida's Heartland REDI JAXUSA Partnership North Florida Economic **Development Partnership** Opportunity Florida Orlando EDC Southwest Florida Economic **Development Alliance** 

**Utility Partners** 

Tampa Bay Partnership

**Duke Energy** Florida Power & Light Co. **Gulf Power Company** PowerSouth Energy Cooperative **TECO Energy** 

# **ENTERPRISE FLORIDA OFFICE LOCATIONS**

#### PRINCIPAL FLORIDA OFFICES

ORLANDO (Headquarters) 800 N. Magnolia Avenue Suite 1100 Orlando, FL 32803 T (407) 956-5639

F (407) 956-5556

**TALLAHASSEE**101 North Monroe Street
Suite 1000
Tallahassee, FL 32301
T (850) 298-6632
F (850) 298-6659

CORAL GABLES (International Trade & Development) 201 Alhambra Circle Suite 610 Coral Gables, FL 33134 T (305) 808-3660 F (305) 808-3586 FLORIDA SPORTS FOUNDATION OFFICE

101 North Monroe Street Suite 1000 Tallahassee, Florida 32301 T (850) 410-6280 info@flasports.com SENIOR GAMES & SUNSHINE STATE GAMES OFFICE

1501 North Belcher Road # 238 Clearwater, Florida 33765 T (866) 354-2637 games@flasports.com

#### **FLORIDA REGIONAL OFFICES**

#### Jacksonville/Northeast

Larry Bernaski, Regional Manager International Trade & Development (Marine Industry Specialist) Enterprise Florida, Inc. Three Independent Drive Jacksonville, FL 32202 T (904) 359-9350 Ibernaski@enterpriseflorida.com

#### Miami-Dade/Southwest

Jorge Riano, Regional Manager Joseph Bell, Regional Manager International Trade & Development 201 Alhambra Circle, Suite 610 Coral Gables, FL 33134 T (305) 808-3660 Jbell@enterpriseflorida.com jriano@enterpriseflorida.com

#### Orlando/Central Florida

Paul Mitchell, Director International Trade & Development (Aviation/Aerospace Specialist) Enterprise Florida, Inc. 800 N. Magnolia Avenue, Suite 1100 Orlando, FL 32803 T (407) 956-5639 pmitchell@enterpriseflorida.com

#### Pensacola/Northwest/Tallahassee

Andrea Moore, Regional Manager International Trade & Development (ICT-Computer Industry Specialist) Enterprise Florida, Inc. 117 West Garden Street Pensacola, FL 32502 T (850) 469-8989 Toll Free: (866) 974-8989 amoore@enterpriseflorida.com

#### Tampa Bay

International Trade & Development Enterprise Florida, Inc. 201 North Franklin Street, Suite 201 Tampa, FL 33602 T (813) 276-9430

#### **West Palm Beach/Southeast**

John Diep, Director International Trade & Development (Asia Specialist and Clean Technology Specialist) Enterprise Florida, Inc. 310 Evernia Street West Palm Beach, FL 33401 T (561) 832-8339 jdiep@enterpriseflorida.com

#### **INTERNATIONAL OFFICES**

Brazil (Sao Paulo)
Fabio Yukio Yamada, Director
Mariana Falkenburger, Manager
Katarina Yamada
WTC Business Tower
Av. Nacoes Unidas, 12551
4th Floor,
Sao Paulo, SP, Brazil 04578-903

T 011 (55-11) 3044-4848 (Fabio) M 011 (55-11) 9 7207-2065 fabio@eflorida.com.br

T 011 (55-11) 3044-1294 (Mariana) M 011 (55-11) 9 8447-9454 mariana@eflorida.com.br

T 011 (55-11) 3044-5350 (Katarina) katarina@eflorida.com.br

#### **Canada** (Montreal) Daniel Silverman, Director

Daniel Silverman, Director 416 de Maisonneuve West Suite 1000 Montreal, QC, Canada H3A 1L2 T 1 (514) 495-5231 dsilverman@roivision.com

Canada (Toronto)
Gillian Hatton, Director
970 Eglinton Avenue West
Toronto, ON, Canada M6C 2C5
T 1 (416) 277-5269
ghatton@enterpriseflorida.ca

#### Mexico

Ana Arroyo Yllanes, Director Pestalozzi No. 1204, Int. 303 Colonia del Valle Mexico, D.F. 03100 T 011 (52-55) 2455-3971 to 73 enterprisefloridamexico@negociosinternacionales.net

#### ASIA

Shanghai and Hong Kong Amy Wendholt, Chief Representative T 011 (852) 2826-9388 awendholt@eflorida.com.hk

Japan (Tokyo)
K. Sam Tabuchi, Director
Kazumi Fujimoto
Fukuda Bldg., 5F
2-3-23, Hamamatsu-cho
Minato-ku, Tokyo 105-0013 Japan
T 011 81 (0) 3 3578-8777
kstabuchi@eflorida.jp
kfujimoto@eflorida.jp

Taiwan (Taipei) (Taipei Liaison Office) Wennie Chen, Director Taipei World Trade Center Suite #7E-01 5 Hsin Yi Road, Sec. 5, Taipei, Taiwan 110 T 011 (886-2) 2758-5181 wenniechen@aol.com

### **EUROPE**

Czech Republic & Slovak (Prague Liaison Office) JUDR. Jan Kotík, Director U Prašné brány 1078/1, 110 00 Praha 1 Prague, Czech Republic T 011 (420 224) 900-027 M 011 (420 602) 625-186 kotik@becker-poliakoff.cz

France (Paris)
Christelle Maffre, Director
12 Rue de la Chaussée d'Antin,
75009 Paris, France
T 011 33 (0) 64 562-0287
christelle.maffre@eflorida-europe.com

Germany (Munich)
Alexander Bothmann, Deputy Director
Karlsplatz 5
80335 Munich, Germany
T 011 (49-89) 9901-3665
alexander.bothmann@invest-in-florida.de

Spain (Madrid) Gonzalo Arance, Director Paseo de la Castellana 164, 6°D 28046 Madrid, Spain T 011 (34-91) 781-3483 M 011 (34-677) 649 473 garance@e-finance-institute.com

#### U.K. & Ireland (London)

Julia Mills, Director Yassin Nahi, Deputy Director 6th Floor, 36-38 Whitefriars Street, London EC4Y 8BQ United Kingdom T 011 44 (0) 207-822-0718 M 011 44 (0) 7850-744-846 julia.mills@eflorida-europe.com yassin.nahi@eflorida-europe.com

#### MIDDLE EAST/AFRICA

Israel (Ramat Ha Sharon) Nurit Gazit, Director Elysa Rapoport, Business Development Manager 10 Sold Street P.O.B. 1183 Ramat Ha Sharon, 47225

#### Israel

T 011 (972-54) 599-6160 T 011 (972-3) 540-0390 (Nurit) ngazit@eflorida.co.il erapoport@eflorida.co.il

South Africa (Durban)
Abigail Ellary, Director
The Business Centre
2 Ncondo Place, Ridgeside,
Postnet Suite 47
Private Bag X01
Umhlanga Rocks
Durban 4320, South Africa
T 011-27 (0) 31-830-5054
M 011-27 (0) 82-341-9541
aellary@eflorida.co.za



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