

ANNUAL REPORT

December 1, 2015

November 30th, 2015

To: The Governor of the State of Florida, Members of the Cabinet, the President of the Senate, and the Speaker of the House of Representatives

It's my distinct honor and privilege to submit Veterans Florida's annual report for 2015. The Board has established the Corporation, completed a Strategic Plan, hired a three person full time staff, branded Florida is for Veterans, Inc. as Veterans Florida and is working towards realizing your vision of making Florida the most Veteran friendly state in the nation for Veterans and their families to live and work.

This year marks the launch of the first ever veteran specific marketing campaign in state history, where Veterans Florida will tell veterans across the country that Florida welcomes them and wants them to make this state their home. We will also complete our first year of implementing and managing two important grant programs that will help veterans find meaningful employment and acquire the skills they need to start their own businesses. Most importantly, we have done this in a completely transparent and cost-effective manner, always remembering that we are working with the tax payer's dollars. I'm proud of the accomplishments we've made this year and the team we have assembled that will take us from planning to execution on all of your strategic goals and objectives.

Sincerely,

Bobby Carbonell Executive Director Veterans Florida

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BOARD OF DIRECTORS

Veterans Florida is led by a nine-member Board of Directors. The Governor, the President of the Senate, and the Speaker of the House of Representatives each appoint three members to the board. Board members represent active and retired military personnel, military spouses, a range of ages, and possess experience and expertise in business, education, government relations, marketing, and information management. They come from around the state and are active leaders in their community.

The Board of Directors elects a Chair annually from among the board's members. Each member of the board serves for a term of four years, except the initial appointees appointed by the Governor, who serve for a term of two years to allow for members serving staggered terms.

The Board meets on a regular basis to help guide the activities of the corporation and to ensure the organization meets legislative intent and mandates. Meetings are open to the public and announced via public notice. Board meetings are held throughout the state in order to increase awareness statewide and to present opportunities for residents in other parts of the state to attend. Additionally, meetings are broadcast on the Florida Channel and available to the public for viewing.





MEET THE BOARD OF DIRECTORS

LIEUTENANT COLONEL (RETIRED) JIM BAGBY, CHAIRMAN OF THE BOARD



Jim Bagby was appointed to the Board of Directors by former Senate President Don Gaetz and elected Chairman by a vote of the Board. Jim grew up near Tyler, Texas. He and his wife, Jennie, have two daughters: Sara and Jennifer who both live and work in New York City. Jim has a Bachelor of Science degree in Engineering from West Point and a Master's degree in Public Administration from Western Kentucky University.

Jim's work experience includes 24 years in the US Army with a variety of operational and staff assignments throughout the world. Prior to working for Visit South Walton, he was the Town Manager of Rosemary Beach for nearly 10 years. In July 2013, Jim joined the Walton County Tourist Development Council as the Executive Director. In that capacity, he provides leadership and is responsible for managing the internal departments of the TDC including marketing, communications, sales, administration, and beach operations.

Jim served two terms on the City of Destin City Council and currently serves on the Walton County Chamber of Commerce Board of Directors. He is a member of the Visit Florida Advertising and Internet committee and is a Lector and Eucharistic Minister at Resurrection Catholic Church. His hobbies include reading, golfing and riding his Harley Davidson.

JIM SAMPEY, VICE-CHAIRMAN OF THE BOARD



After serving 23 year at Cox Target Media, including roles as President of Valpak and Executive Vice President at Cox Target Media, Jim Sampey founded CIHU (Can I Help You?), LLC, in retirement, helping friends and business associates to take their businesses to the next level.

Jim is engaged as Founder, Advisor and/or Investor to several organizations including Live Water Sports, Sky Data Ventures, Sterling Payment Technologies, Valpak, and Shinn and Company, savvycard.com, Prime Medical Apparel, and Performance Health Applied Technologies. He also serves on various Boards including the Tampa Bay Partnership, University of Dayton, SunTrust Bank, Now Up Foundation, Vision Integrated Graphics, and the Tampa Bay Defense Alliance.

Jim has a Bachelor's degree in business from the University of Dayton. He is married to his wife of 20 years, Carol, and has three children Jimmy, Ryan and Rachel.

Governor Rick Scott appointed Jim to the Board of Directors and his peers selected him as the Board's first Vice-Chair.

BRIGADIER GENERAL (RETIRED) JOHN ADAMS, SECRETARY



Brigadier General John Adams retired from the US Army in September 2007, culminating his service as Deputy U.S. Military Representative to the North Atlantic Treaty Organization (NATO). As a Foreign Area Officer, Military Intelligence Officer, and Army Aviator, his more than thirty years of active duty service in command and staff assignments included nearly eighteen years in Europe, Asia, the Middle East, and Africa.

He is the founder and President of Guardian Six LLC, a Florida-based Service-Disabled Veteran Owned Small Business that assists clients in successfully analyzing national security issues and addressing U.S. and allied national security requirements.

John holds a Master's in International Relations (Boston University), English (University of Massachusetts), and Strategic Studies (US Army War College). He taught English at West Point from 1988-90. He is proficient in French, Dutch, German, and Croatian.

John and his wife, Laura Magan, MD, make their home in Gulf Breeze, Florida. They enjoy sailing, hiking, and cooking. He is a member of the Gulf Breeze Rotary Club. Former Speaker of the House Will Weatherford appointed John to the Board of Directors.

FIRST SERGEANT (RETIRED) TOM RICE, TREASURER



Tom Rice is the owner and chef of The Magnolia Grill of Ft. Walton Beach, which he and his wife, Peggy, opened in 1996. In 2004, the Magnolia Grill received Florida's Good Neighbor Award from the National Restaurant Association and was the Greater Ft. Walton Beach Chamber of Commerce's Small Business of the Year. In July 2007, Congressman Jeff Miller recognized Tom and Peggy for humanitarian work in the Congressional Record of the 110th Congress.

Tom serves on numerous Boards including the Emerald Coast Bridge Authority, Emerald Coast Honor Flight, Northwest Florida Chapter of the American Red Cross, Community Advisor for Covenant Hospice, and has served on the Fisher House of the Emerald Coast Board for the past two years. He is a Life Member of the Veterans of Foreign Wars and DAV 72.

Tom is a Veteran and retired as First Sgt. from the US Army. He is married to Peggy Starkey Rice and they are the parents of one daughter, Meghan, who is a graduate of Auburn University. Tom was appointed to the Board of Directors by former Senate President Don Gaetz.



Jamee Graff Appointed to the Board of Directors by Former Speaker of the House Will Weatherford to represent military spouses and families, both active, transitioned, and retired, Jamee Graff brings wealth of experience to the Veterans Florida Board.

As a military spouse and mother, Jamee has been a champion for military spouses and families for more than twenty years. She understands the complex nature of being a military spouse and is passionate about being a voice for military spouses and families. She is continuing that dedication while serving as a Board Member of Veterans Florida, and the Chair of the External Affairs Committee.

Along with raising four children and navigating multiple moves, Jamee attended University of Alaska where she graduated from nursing school. She also received her Bachelor in Science degree in Business Management from Bellevue University. She began her career as a Real Estate professional, focusing on the unique needs of a military family during frequent relocations and change of duty stations.

While in Washington D.C., Jamee led a committee of Air Force General Officer spouses in a program to help the recovery journey of Wounded Warriors and their families at Walter Reed National Military Medical Center. This program provided real, personal interaction with Wounded Warriors and their families, encouraging Veterans and their families to interact with their disabilities in simple activities.

While at Tyndall AFB, FL, Jamee worked with base organizations and personnel to help bridge the gap between military spouse and families with the base leadership. She served as the honorary President and Vice President of the Tyndall AFB Officer Spouse Club, which championed support for spouses during times of need and during service member deployment. Jamee also created new liaisons and worked closely with the Bay County Chamber of Commerce and the Bay Defense Alliance to garner community support for Tyndall AFB families. Jamee also served on the Panama City Habitat for Humanity Board and worked closely with the Wounded Warrior Beach Retreat.

Jamee is currently a Real Estate Professional with ERA Neubauer Real Estate and a Board Member on the Niceville High School Student Advisory Council. Jamee is married to the former Tyndall AFB Wing Commander, Colonel (retired) David Graff. They reside in Niceville, Florida, with their four children Ellie, Ryan, Marc, and Addie Kate.



<u>Prebble Q Ramswell</u> Prebble Q Ramswell was a Division I swimmer and coach prior to her acceptance of a position with the Central Intelligence Agency where she spent six years working in Counterterrorism.

Upon moving to Florida after her husband was named Course Director EUCOM at the USAF Special Operations School at Hurlburt Field, Ramswell embraced a new challenge: running for Destin City Council in March 2014. Her successful bid for Councilwoman led to appointments on the Growth Management and Economic Development Board and International Relations Committee with the Florida League of Cities, as well as appointments to the Okaloosa-Walton Transportation Planning Organization, YMCA Board, and the Okaloosa County Economic Development Council Policy Board. Ms. Ramswell has also served on the Board of Directors for organizations including the Junior League of Northern Virginia, Junior League of the Emerald Coast, Montessori Learning Center in Fort Walton Beach, Gulf Swimming, and the Children's Museum of Northern Virginia.

Prebble earned BA's in Psychology, Sociology, and Political Science from the University of Houston, a Masters in Liberal Arts/Social Science from Texas Christian University, and is PhD (ABD) in International Development/Political Science from the University of Southern Mississippi.

She is an active community volunteer and a proud member of the Destin Rotary Club. She has served as a lead instructor for the Destin Fire Rescue Foundation's Junior Lifeguard Program since 2010. Ramswell and her husband, Tony, live in Destin with their daughter, Briar.

Prebble was appointed to the Board of Directors by former Senate President Don Gaetz.



<u>Courtney Heidelberg</u> Courtney Heidelberg joined On 3 Public Relations in January 2014, where she serves as Director of Accounts. She has more than a decade of experience as a communications professional, including serving as Communications Director for the Florida Department of Highway Safety and Motor Vehicles, Public Relations Manager for the Florida Department of Veterans' Affairs, and Public Information Officer for the Florida Department of Children and Families.

In addition to her work in state government, Heidelberg served in the U.S. Army and Florida National Guard as a Signal Officer for a total of six years. Her military service included a year-long tour in Iraq from February 2004 to February 2005 in support of Operation Iraqi Freedom.

Heidelberg lives with her husband, Maj. Blake Heidelberg (Florida Army National Guard), and their son, Rex, in Tallahassee. She is a member of the Florida Public Relations Association and the Veterans of Foreign Wars. Heidelberg earned a Bachelor's degree in Journalism from Ohio University, and a Master's degree in Communications from Florida State University.



<u>Lieutenant General (Retired) Martin Steele</u> Born in Philadelphia, Pennsylvania, and raised in Fayetteville, Arkansas, Lieutenant General (Retired) Martin R. Steele enlisted in the Marine Corps in January 1965. He rose from private to three-star general, culminating his military career as the Deputy Chief of Staff for Plans, Policies and Operations at Headquarters, US Marine Corps, in Washington, DC, in August of 1999.

A decorated combat Veteran with 34-1/2 years of service, he is a recognized expert in the integration of all elements of national power (diplomatic, economic, informational, and military) with strategic military war plans and has served as an executive strategic planner/policy director in multiple theaters across Asia. His extraordinary career was chronicled as one of three principles in the award-winning military biography Boys of '67 by Charles Jones.

Upon his retirement from active duty in 1999, he served as President and CEO of the Intrepid Sea-Air-Space Museum in New York City. Under his leadership, they adopted the mission statement of "Honor our heroes, educate the public, and inspire our youth about the price of freedom."

Currently, General Steele serves as the Associate Vice President for Veterans Research, the Executive Director of Military Partnerships, and Co-Chair of the Veterans Reintegration Steering Committee at the University of South Florida in Tampa, Florida. Additionally, General Steele is the Chairman and Chief Executive Officer of Steele Partners, Inc., a strategic advisory and leadership consulting company.

General Steele is a graduate of the University of Arkansas where he obtained a Bachelor of Arts degree in History ('74) and was recognized as a Distinguished Graduate of the Fulbright College of Arts and Sciences. He is a recipient of the 2013 Arkansas Alumni Award Citation of Distinguished Alumni which recognizes exceptional professional and personal achievement and extraordinary distinction in a chosen field. He also holds three Masters Degrees from Central Michigan University, Salve Regina College, and the Naval War College.

Married to the former Cynthia Bayliss of Little Rock, Arkansas, the Steele's live in Tampa and are the parents of three adult children and three grandchildren. General Steele serves proudly on several boards across the country to include the Marine Corps Scholarship Foundation, Fisher House Foundation, Stability Institute, Call of Duty Endowment, Stay in Step Foundation, Operation Helping Hand, Veterans Advantage, University of Arkansas Veterans Resource and Information Center Board, and the Jesse Lewis Choose Love Foundation.

Former Speaker of the House Will Weatherford appointed General Steele to the Board of Directors.



<u>Captain (Retired) Joe O'Conor</u> Captain O'Conor US Navy (Retired) holds a Bachelor's Degree from the US Naval Academy and a Master's Degree in Public Administration from George Washington University. Additionally, he holds a Master's Degree in National Resource Strategy from the National Defense University in Washington D.C.

Captain O'Conor retired from the Navy after serving a wide range of duty assignments. He served on numerous ships including USS Sampson (DDG 10), USS Boone (FFG-28), USS Hayler (DD-997), Pre-commissioning Executive Officer of USS Monterey (CG 61) and Commanding Officer of USS O'Bannon (DD-987). Four of those ships were based in Mayport, Florida.

Additionally, he served several times in Washington, DC, including tours on the Chief of Naval Operations Staff in the Pentagon as well as a Congressional Liaison Officer for the Navy on Capitol Hill.

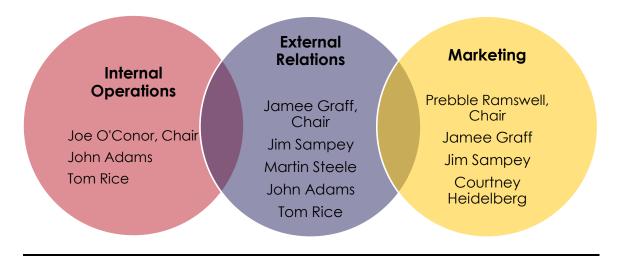
After retiring from the Navy, he transitioned to the civilian world and joined Earl Industries, LLC, as Director, Florida Operations. He was instrumental in the growth and profitability of the company's ship repair operation in Mayport. He became the General Manager,

General Dynamics NASSCO Mayport after the purchase of Earl Industries by General Dynamics in August 2012. He successfully made the transition from working for a small business to one of the largest defense firms in the country.

Captain O'Conor was a founding member of the Jacksonville Area Ship Repair Association (JASRA). This is an organization of more than 50 companies which has been instrumental in successfully working with elected representatives to bring more ships and jobs to Mayport Naval Station.

Captain O'Conor resides in Atlantic Beach and has three children living in Florida and one in Abu Dhabi. He spends his spare time as a Guardian Ad Litem Volunteer.

Governor Rick Scott appointed Captain O'Conor to the Board of Directors.



COMMITTEE STRUCTURES

*Chairman Jim Bagby serves as Ex-Officio on each Committee

MEET THE STAFF

Veterans Florida is currently comprised of a small staff who work to complete and implement the tasks that will accomplish the organizational goals and objectives. The staff currently consists of an Executive Director, a Chief Operations Officer, and a Budget Manager. This staff will increase as the implementation of the goals and objectives of the organization begin to be realized.

BOBBY CARBONELL, EXECUTIVE DIRECTOR



Bobby Carbonell joined Veterans Florida as the corporation's first Executive Director in January 2015. Prior to his position with Veterans Florida, Bobby served as the Legislative and Cabinet Affairs Director for the Florida Department of Veterans' Affairs and the Deputy Legislative Affairs Director for the Department of Military Affairs.

Bobby also serves as an Aircraft Maintenance Officer in the Florida Air National Guard's 125th Fighter Wing. He served as the Aide-de-Camp for the 1st Air Force Commander at Tyndall AFB, Florida, from 2012-2013. Prior to commissioning in 2010, he spent 10 years as a soldier in the Florida Army National Guard. His Army career included a tour in Iraq in 2003-2004 and selection as 83rd Troop Command's Non-Commissioned Officer of the Year in 2010.

Bobby lives in Tallahassee with his wife, Jamie, and his daughter, Sophie. He graduated from Florida State University in 2007 with a Bachelor of Arts in International Affairs. He also co-owns Growler Country, a small business in Tallahassee with his brother Michael Carbonell.

MARINO, CHIEF OPERATING OFFICER



Joe Marino has been active in Florida Legislative policy regarding military, Veteran and defense economic development issues since 2002. He founded a trade association in 2010 for Florida defense businesses working to improve their business climate in Florida and to connect defense businesses for opportunities all across the state.

Joe is a West Point graduate and former US Army officer. During his time in the Army, he was a commissioned Air Defense Artillery Officer. Following his military service, Joe spent eight years working for the State of Florida in various capacities. From 2008 to 2010, he was the Governor's Office liaison to the state's military installations and communities. From 2006

to 2008, he was Deputy Legislative Affairs Director for the Florida Department of Veterans Affairs, advocating for Veterans issues and the departmental budget. From 2002 to 2006, he also worked as legislative analyst on the Florida House of Representative's Military and Veterans Affairs Committee.

Prior to his time with the State of Florida, Joe was a recruiter assisting separating military officers find employment with Fortune 500 companies.

Joe was born and raised in the Tampa, Florida, area and graduated from Brandon High.

Kristen Kerr, Budget Manager



Kristen Kerr joined Veterans Florida as the organization's Budget Manager and Administrative Assistant in March of 2015. She is a two-time graduate of the Florida State University with her Bachelor's degree in International Affairs and Sociology and Master's degree in Public Administration and Policy. Prior to working at Veterans Florida, she worked as an Office Manager for a nonprofit organization, Aging with Dignity and as a Grants Manager for the Florida Division of Emergency Management. Kristen spends her free time volunteering with the Second Judicial Circuit Guardian ad Litem Program, kayaking, camping, and attending FSU sporting events. Kristen was born and raised in Indian Harbour Beach, FL.



OUTREACH: STATEWIDE TO LOCAL COMMUNITIES

The Veterans Florida staff and Board of Directors have used this past year to reach out to local organizations throughout the State. In July, Executive Director, Bobby Carbonell spoke on the Florida Chamber of Commerce's Bottom Line Series and called upon the business community to unite efforts to hire veterans. The following month, Mr. Carbonell and Board Member Martin Steele presented at the Chamber's Annual Military, Defense, and Veterans Opportunities Summit in Orlando, FL. Mr. Carbonell has also addressed groups that support the veterans' community such as the Northwest Florida Manufacturers' Council and the Florida Trucking Association. In addition, our Board has met with various partners throughout the State to discuss their opportunity to work with Veterans Florida in building a strong network of businesses and service providers. Tom Rice spoke with CareerSource Okaloosa-Walton in September of 2015 about the mission and vision of the Organization. Jim Sampey, Board Member presented the Organization to the Tampa Bay Defense Alliance in July 2015. On March 10, 2015, John Adams briefed Congressman Jeff Miller (FL-1) on Veterans Florida, along with Ms. Susan Nelms highlighting the relationship between Veterans Florida and CareerSource Florida, and the importance of addressing the needs and aspirations of Florida's Post-9/11 Veteran population. John Adams has briefed several partners in the Pensacola area including the Pensacola Veterans Service Organizations, the Gulf Breeze Rotary Club, and at the University of West Florida's Veterans Day Event.











TARGET MARKET RESEARCH, VETERAN BENEFITS, AND IDENTIFIED GAPS IN SERVICES

Veterans Florida identified a need to conduct research on the veteran population and the business community through its strategic planning process. Veterans were to be surveyed to determine their specific employment and educational needs during the transition to civilian life, whether they planned on relocated to another state or not, what factors would impact the decision of where to relocate, what states are "veteran-friendly", and a series of questions to gauge their opinions on the State of Florida as a relocation destination. Business owners and hiring managers were included in a separate study that examined the attitudes of Florida employers toward hiring veterans and to discover any potential misconceptions or roadblocks that could prevent veterans from finding employment.

The corporation worked with Visit Florida to design two market research Requests for Proposals (RFP) which were published in the Florida Administrative Register on March 18th, 2015. The Veterans Florida Board of Directors selected Study Hall Research of Tampa to conduct the research on veterans and Kerr & Downs Research of Tallahassee to conduct research on businesses on April 13th, 2015.

Veterans Research conducted by Study Hall Research

The veterans research was designed as a series of 10 focus groups of active duty military with planned separation dates within two years, veterans who separated less than two years ago and spouses of both groups. The locations for these focus groups were chosen to get the best mix of the military services, ranks and ages. Focus groups were held May 11th, 12th, and 13th in the following cities: Norfolk, VA, Columbus, GA, Colorado Springs, CO, San Antonio, TX, and San Diego, CA. The results of

the focus group questions were used to design a survey with a target of 1,600 responses from the same demographic groups as the focus groups.

Where veterans find information about transition-

Key findings from the focus groups with veterans included the fact that there were a limited variety of sources used to gather information about transition. For the majority of focus group participants the information search started at the moment they were approved for separation. The struggle for most of our participants was

there is not 'one' source that contains all of the necessary information needed. Additionally spouses told us there is no

The struggle for most of our participants was there is not 'one' source that contains all of the necessary information needed.

definitive source of information or support for spouses in the transition materials they found. General

thoughts are that transitioning information is catered toward the servicemember and many spouses feel like an afterthought.

Military to Civilian Translation-

A major concern among a large number of participants was how to 'be a civilian' with responses like 'How do I successfully integrate with civilians, socially and professionally?' frequently coming up. The second major concern that came up consistently during the focus groups was "What am I qualified for?" There is a lack of information or assistance for 'syncing up' skills & jobs.

Relocation after military service-

Perceptions of ideal states for relocation are based primarily on word of mouth. Military servicemen and women rely on friends to inform them about desirable states to relocate to post-separation. Very few states promote their veteran programs or explain why they are a desirable relocation option. Among those that do, Texas was most favored. Employment is a top driver for

relocation yet there were several frustrations that participants had with traditional resume systems and the need to constantly update their resume to find ways for their military experience to align with civilian experience. States with strong numbers of 'military experience jobs' are viewed favorably but there was limited awareness of key employment sectors that each state holds, especially in Florida.

Perceptions of Florida are limited-

Little is known about Florida outside of its climate, tourism opportunities, and the 'weird stories' that are highlighted throughout the news. Those who have visited Florida have positive associations with the state and its degree of veteran friendliness. Most participants perceive Florida as a place to retire but not to start a career. As compared to other states, such as Texas, there was little known about iobs, veteran population, relocation opportunities that Florida holds. In addition, there was varying knowledge among all of the participants about the job industries in Florida. Florida does not have the same dearee of 'word of mouth' that other states have.

Summary of the quantitative portion of the study:

Audience-

Active-duty with anticipated separation within two years is the clear target market

for Veterans Florida. Respondents in this group were most likely to relocate and need moving and job assistance. These respondents also had the strongest opinions throughout the survey. Veterans separated less than two years are also a target market for Veterans Florida. This aroup's stronaest needs are for educational information and assistance in starting a self-owned business. Spouses appear to be less of a target. However, the spouse segment in this analysis was composed of both active-duty and already-separated veterans. In a subanalysis, spouses of active-duty military showed behavior and opinion patterns far closer to their spouse, and spouses of already separated veterans had opinions closer to veterans separated over two years. Veterans separated over two years may not be a target market for Veterans Florida. They show less propensity to move, seek education, start a business, or make other changes They were less influenced by messaging, and had the lowest agreement ratings overall throughout the survey, tending toward neutral. There were very few differences respondents in different service branches; the same messaging can be used for all military. The presence of children in the family has a profound effect on behaviors and opinions. Respondents with children had significantly higher levels agreement with almost all questions. Further analysis indicates that respondents

with no children are older, long-separated veterans. Most active-duty respondents were significantly more likely to have children.

Messaging-

All benefits of relocating and living in Florida resonate with the target markets of active-duty and veterans separated less than two years. Results from the survey clearly show messaging prioritizations, providing a strong roadmap for messaging emphasis. A major driver for

this audience with regard to Florida as a consideration for relocation has to do with 'lifestyle' implications such as climate and availability

Veterans Florida needs to take critical action to implement metrics that track movement from 'interested and considering' to 'took action and moved!'

activities. As learned in qualitative research, and confirmed by the quantitative study, benefits such as 'no state income tax' and a favorable/growing job outlook are also major drivers.

Traditional (and expensive!) media sources are least likely to be used, which suggests a need for greater focus on non-traditional media and messaging vehicles.

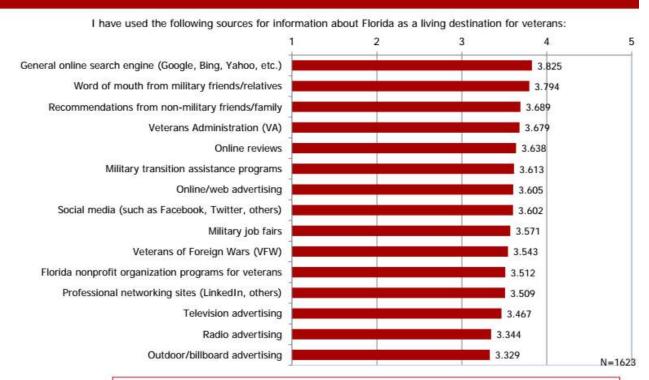
Web-based messaging is very important. Search Engine Optimization should be a top priority for the new Veterans Florida website. Word of mouth a strong driver. opportunity for Florida Huae 'ambassadors.' Veterans Florida should explore opportunities or methods for building word-of-mouth or opinion leadership in states outside of Florida, but using Florida-linked military personnel. Opportunity for presence at military job fairs and other veterans organizations (VA, VFW). At present, no state is actively or aggressively 'asking for the sale.'

want you here' is a powerful message that no state is perceived to be communicating to veterans.

Action-

Knowing more about Florida does 'move the needle' on interest and consideration. The research suggests Veterans Florida needs to take critical action to implement metrics that track movement from 'interested and considering' to 'took action and moved!'

Information sources



STUDY HALL

Respondents typically use a search engine to find out about military benefits, followed by word-ofmouth from others and the VA. Traditional media forms (TV, radio, outdoor) are least likely to be reported as a source, though this may be due to a lack of relevant messaging on those media.

Business Research conducted by Kerr & Downs Research

The research explores hiring agents' efforts to recruit military veterans and their reactions to providing preferences to veterans in the job interviewing process. Hiring agents' awareness of, and preferences for, various types of incentives for hiring military veterans were explored to determine what types of incentives should be offered to Florida businesses to encourage them to recruit military veterans.

The research presents hiring agents' perceptions of skill sets military veterans learned during their military service and how these skill sets translate to civilian careers. A correlated issue that was examined was hiring agents' abilities to understand military veterans' resumes, which contain job titles and responsibilities that might be unfamiliar to hiring agents who have not served in the military.

The research then explored hiring agents' perceptions of the risks and advantages of hiring military veterans. Part of this discussion involves National Guardsmen and Reservists whose military responsibilities and obligations interact with civilian job responsibilities and obligations.

The qualitative, first phase of the study involved four focus groups with hiring

agents. Focus group cities included Tampa, Orlando, Jacksonville, and Miami. These cities were selected because they are located in parts of the state that offer comparatively more job opportunities. Focus groups were conducted in May 2015. Focus groups were followed by a quantitative, second phase of the research. Interviews were conducted in June 2015 via internet and telephone with 550 hiring agents across the State of Florida. The study design ensured that 100 hiring agents in each of five geographic zones across the state were interviewed.

Research Findings

To understand how hiring agents perceive military veterans as job candidates, it is important to examine the entire process leading up to the moment military veterans are evaluated by hiring agents. As raw materials, i.e., 18 year-olds headed to the military, military veterans were viewed differently than 18 year-old college-bound individuals by hiring agents. Eighteen year-old military-bound youth were viewed as having fewer opportunities, searching for direction, and being less interested or less capable in school. They were, on the other hand, perceived as more responsible, more patriotic, and trainable.

Eighteen year-old college-bound youth, while perceived as immature, lazy and party animals, were also described in

terms that clearly spoke to potential success in the business world – words such as educated, intelligent, technologically savvy, open-minded, and fast learners.

Hiring agents also perceived intelligence gaps between military-bound and college-bound youth: 20% of military-bound youth were classified by hiring agents as having above average intelligence quotients (IQ), while 31% of college-bound youth were labeled in this fashion.

Searching for Job Applicants

Hiring agents relied heavily on internetbased platforms such as Craiaslist, Monster, CareerBuilder, and LinkedIn to find job applicants. Surprisingly, unlike the largest companies, companies in the study (between 25 and 1,500 employees) relied less on universities as sources for job applicants. About one in three hiring in the agents survey claimed purposefully seek out military veterans group results suggested considerably lower percentage.

Hiring agents who sought military veterans also went to Monster, CareerBuilder, etc., but they also reported visiting websites that promote jobs to military veterans. They also reported attending military career fairs or partnering with a military veterans employment advocacy group. Five percent (5%) of hiring agents attended a Transition Assistance Program,

and nearly as many contracted headhunters who specialize in placing military veterans. A few hiring agents in markets with heavy military presence (e.g., Jacksonville) did have limited interaction with military bases in efforts to find qualified military job applicants.

Hiring agents who did not make special efforts to recruit military veterans simply did not think about doing so or claimed they made no special efforts to seek out any segment of applicants. Only 5% claimed that military veterans were not well suited for their available jobs.

Job Applications & Interviews

A majority of hiring agents (60%) indicated that their job applications contained a question about military service, while not quite half also had a question for National Guardsmen/Reservists to indicate their service. In the survey, 38% of hiring agents reported that their interviewers were trained to ask if applicants were military veterans, yet the focus group discussions suggested a lower percentage.

Hiring Process & Preferences

Three in ten hiring agents indicated that their firms offered preferences to military veterans, however, preferences, for the most part, were not quantified. Hiring agents were more likely to offer explanations such as "Military veterans have first shot even if they fall a bit short on

knowledge from other applicants," or "If they meet the minimum requirements for the job, they are given a telephone interview."

Not quite half of hiring agents (44%) believed that military veterans should receive preferences in the candidate evaluation process. Nearly half of the hiring agents (46%) who believed military veterans deserved preferences worked for firms that did not offer preferences to military veterans.

Incentives for Hiring Military Veterans

For the most part, hiring agents lacked knowledge about specific incentives that are available for hiring military veterans. Only 23% were aware that the State of Florida offers up to \$8,000 reimbursement for training costs.

Hiring agents' reactions to types of incentives were mixed:

- 37% preferred income tax refunds,
- 36% preferred direct cash payments, and
- 27% preferred reimbursement of training costs.

Hiring Military Veterans

Half of hiring agents claimed they hired military veterans in the past year, although only four in ten hired more than five military veterans. Half of hiring agents maintained their firms actively attempt to hire military veterans. A plurality of hiring agents whose firms hire military veterans indicated they did so because "it's the right thing to do," as opposed to citing attributes/skills of military veterans. Military veterans' dependability, loyalty, and work ethic were mentioned most frequently as reasons for making efforts to hire veterans. Job skills were mentioned by three in ten hiring agents as reasons for hiring military veterans. Three out of four firms had military veterans in their work forces, and just over half (56%) had National Guardsmen/Reservists.

Post Hiring Activity

Just over one in four hiring agents (27%) said their firms offered assistance to military veterans to help them acclimate to corporate culture or to assimilate to

civilian lives. Hiring agents were more likely than not to state that military veterans required no more training than civilians, were as productive on the job as civilians, and stayed with

Significant percentages of hiring agents felt that military veterans required less training than civilians (26%), were more productive than civilians (39%), and stayed more years with their companies (27%).

their companies as long as civilians. In fact, significant percentages of hiring agents felt that military veterans required less training than civilians (26%), were more productive than civilians (39%), and

stayed more years with their companies (27%).

Job Skills

Military veterans were also perceived as superior to civilian job candidates on leadership skills, being quick learners, working without close supervision, having higher potential, and analytical skills.

Across twenty-three iob skills, hiring agents felt military veterans were better prepared on fifteen of them: civilians were better prepared on six; and both groups virtually were identical on two

other job skills. Military veterans were perceived as superior to civilian job applicants on timeliness, ability to work in teams, attention to detail, time management, and being able to go beyond job requirements – all attributes that were closely associated with military-related skills.

Military veterans were also perceived as superior to civilian job candidates on leadership skills, being quick learners, working without close supervision, having higher potential, and analytical skills. Conversely, civilian job applicants were perceived as superior in Internet skills, ability to express ideas in discussions with clients, business skills, computer skills, oral presentations, and social media skills. Hiring agents perceived military veterans and civilians nearly equally with regard to

industry/profession-specific skills and ability to represent their firms.

Hiring agents were more likely to list logistics, information mechanic, technology, transportation, communications, enforcement, law supply, and culinary services occupational skills military veterans learned while on military duty.

Preferred Job Candidate. Hiring agents were presented with the following job candidates:

- 4-year military veteran who received training and work experience related to your company's industry
- Civilian with an Associate's degree and two years experience in a company in your profession/industry
- College graduate with a degree related to your profession/industry

Four out of ten hiring agents preferred the military veteran, while about three in ten preferred each of the other two candidates. In the focus groups, it was clear that many hiring agents had manual labor or production jobs in mind when answering this question, but the survey question clearly stated that hiring agents should select the "candidate who was able to advance to a senior position in your company one day." Responses did not differ substantially between the focus groups and the survey.

Risks in Hiring Military Veterans

A plurality of hiring agents (32%) claimed there were no additional risks in hiring military veterans. One in ten hiring agents claimed the risks were associated with PTSD or lack of job-related skills. Other hiring agents were concerned about rigidity in style and personality, difficulty adjusting to corporate culture, or difficulty assimilating to civilian life. Concern about PTSD or emotional stability was greater in focus group discussions, especially among female hiring agents.

Advantages of Hiring Military Veterans

A plurality of hiring agents (32%) claimed firms should hire veterans because it was the right thing to do. Nearly three in ten hiring agents cited work ethic, discipline, and dependability as reasons for hiring military veterans. It is interesting to note that responses to this question were not similar to responses to the question that had hiring agents directly compare civilian and military veteran job applicants across twenty-three job skills. In the latter question, military veterans were ranked higher than civilian job candidates on fifteen of twenty-three job skills including leadership skills, quick learners, able to take initiative, and analytical skills. Yet, none of those skills surfaced when hiring agents were requested to list reasons for hiring military veterans.

Understanding Military Backgrounds & Experience

Only 37% of the hiring agents in the survey indicated that it was difficult for most hiring agents to understand how skills learned in the military translated to skills necessary in their companies. However, hiring agents in the focus groups were basically lost in understanding military resumes. Furthermore, hiring agents in the survey were not particularly good at indicating the correct order of military ranks and job titles. For example, fewer than half of hiring agents knew that Sergeant was the highest rank among four ranks shown to them (by chance, one would expect 25% of the hiring agents to select Sergeant as the highest rank if they had no idea).

National Guard/Reserves

Knowledge about companies' obligations to National Guardsmen/Reservists was modest as six in ten hiring agents clearly understood that their companies had to save a job for Guardsmen/Reservists who leave for six months of military duty, regardless of whether or not the leave is voluntary or involuntary.

Fewer than half of the firms (47%) had sections in their Personnel Policies that explicitly detailed how absences by National Guardsmen/Reservists would be handled. Three in four hiring agents thought at least some of their colleagues

at other firms did not hire National Guardsmen/Reservists because of possible absences due to training or deployment.

Gaps in Veterans Services and Benefits

The corporation is required to submit a report identifying existing gaps in veteran resources and recommending best practices that may be used to assist veterans and improvements to current or new resources and programs.

MARKETING CAMPAIGN: DELIVERY SYSTEM AND OUTREACH TO TARGET MARKET

The corporation contracted with Bow Stern Communications of Tallahassee, FL to build a responsive WordPress theme for the corporation's website which went live this summer. Veterans Florida will continue to add content and functionality to its website throughout 2016. Additionally, the corporation has established accounts on the major social media sites such as Facebook, Twitter, and LinkedIn.

A full-page advertisement titled "Why Veterans Choose Florida" was run in the annual "Veterans Affairs" edition of USA Today. This is a closed circulation publication which is delivered free of charge to every military installation, VA hospital, clinic and throughout the Pentagon. The advertisement contains information about the state's favorable tax climate, large defense industry workforce, highlights of the major benefits offered by the state to veterans and a sample of the great lifestyle related activities that veterans in Florida enjoy year-round. The content of the advertisement was developed based on the market research and serves to begin shifting the perception of Florida by our audience. This publication will be widely available in waiting rooms and gathering places on military bases and VA facilities for several months which should give Veterans Florida an enduring presence among our target audience.

Veterans Florida presented its marketing campaign performance measures to the Legislative Budget Commission on September 15, 2015 as required by law. The Legislative Budget Commission approved the performance measures which released the marketing funds necessary to execute the marketing campaign. Visit Florida and Veterans Florida jointly developed a Request for Qualifications which was sent to Visit Florida's roster agencies in early October. Three firms submitted bids directly to Visit Florida and Veterans Florida's Board of Directors approved Visit Florida's recommendation to hire Miles Partnership of Sarasota, FL to prepare and conduct the corporation's first marketing campaign. Miles has conducted strategy sessions with the staff of Veterans Florida and is preparing a marketing campaign strategy that will be executed on or around January 1st, 2016.

Veterans Florida has entered into a contract with Unite US, a software development company, to operate their unique veterans' resource directory software on the corporation's website. The software will allow Veterans Florida to link all of the veteran serving organizations throughout the state, including government and nonprofit organizations, to veterans across

the country. Additionally, the software will allow these groups to share information and refer veterans to one another drastically improving the outcomes for veterans requesting assistance. This system will serve two roles. The first role this software will play is a marketing draw for out-of-state veterans. During our research, many active duty service members and veterans expressed frustration with their being no definitive website listing all the benefits and services being offered in one location or state. This platform will be able show visitors all the veteran related organizations and the services they provide in one place. Organization will be sorted by type of service provided and then will appear on a map of the state that can be searched by users.

Once a user finds a service they are interested in receiving, they simply click the 'get assistance' button and a request for service is sent to that organization. That request is then tracked by Veterans Florida until the veteran's request is satisfied. This will become the central operations system of Veterans Florida and serve as the main connection point between veterans and employment resources. It comes with the additional benefit of being able to serve veterans' other needs during transition such as benefits counseling, housing assistance, counseling and other needs.

To reach the business community the corporation will work through state, regional and local business/trade organizations throughout 2016. This will give the corporation an audience with which to discuss the value of military skills and education to the business community as well as to educate them on our Business Training Grants which can help them pay for training of their new veteran hires.

FLORIDA VETERANS EMPLOYMENT AND TRAINING SERVICES PROGRAM

Proposed revisions or additions to performance measurements for the programs administered by the corporation were approved by the Legislative Budget Commission on September 15th, 2015. No revisions or additions are necessary at this time. Copies of the performance measures are located in the appendix.

VETERANS EMPLOYMENT AND TRAINING SERVICES PROGRAM INCLUDES THE FOLLOWING FUNCTIONS:

Conduct marketing and recruiting efforts directed at veterans who reside in or who have an interest in relocating to this state and who are seeking employment.

See section two of this report titled 'Marketing Campaign: Delivery System and Outreach to Target Market'



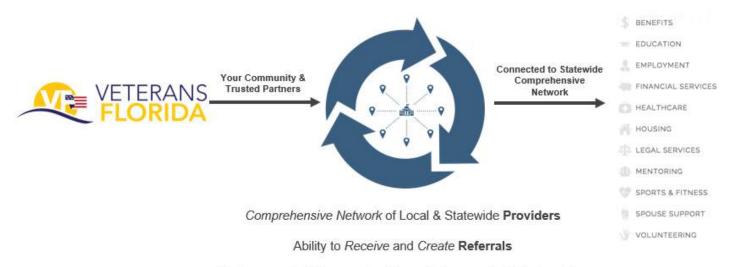
Create a grant program to provide funding to assist veterans in meeting the workforce-skill needs of businesses seeking to hire veterans, establish criteria for approval of requests for funding, and maximize the use of funding for this program. Grant funds may be used only in the absence of available veteran-specific federally funded programs. Grants may fund specialized training specific to a particular business.

Veterans Florida contracted with a consultant (Governance) to research and develop a grant program that would meet the requirements of Florida Statutes but would also be easy for businesses to apply for and use. The recommendation was for the Veterans Florida Business Training Grants to closely mirror the Quick Response Training Grant Program (now Florida Flex) from CareerSource Florida. The statutes allow a business to receive both the Quick Response Training Grant (QRT) and the Veterans Florida Business Training Grant for the same trainee. By aligning the application process we are simplifying the process for the businesses. Additionally, by using the fiscal agent model of QRT we gain a local presence throughout the state to help us find qualified businesses and assist with their applications. Finally, many of the fiscal agents and their institutions have long standing relationships with businesses that use QRT on an ongoing basis, thus giving us a built-in customer list to start our grant program.

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Enhancement of Communication and Community Collaboration

Assist veterans who reside in or relocate to this state and who are seeking employment. The corporation shall offer skills assessments to veterans and assist them in establishing employment goals and applying for and achieving gainful employment. Veterans Florida is not currently resourced to complete this task for every veteran desiring skills assessments and establishing employment goals. During the first half of 2016, Veterans Florida will use the Unite Us technology listed in section two of this report to connect veterans to CareerSource Florida who will provide the skills assessments and assist them in establishing employment. This system will provide us metrics on each veteran referred out for service so there will be an accurate record of the level of service each veteran receives.

In the future Veterans Florida will seek resources to conduct these skills assessments in-house with dedicated Veterans Outreach Specialists.

Assist Florida businesses in recruiting and hiring veterans. The corporation shall provide services to Florida businesses to meet their hiring needs by connecting businesses with suitable veteran applicants for employment. The corporation shall also provide information about the state and federal benefits of hiring veterans. Veterans Florida will use multiple methods to connect employers with veterans seeking employment. The first method will be through the Unite Us technology embedded in our website. This provides veterans the ability to connect directly with their local CareerSource board to seek employment or directly connect with an employer who has listed their company on our website. This provides an alternative to the traditional job board method of finding employment, which veterans expressed much frustration with during our focus groups and surveys.

Additionally, Veterans Florida will be hosting job fairs with specific industries which have strong correlations with common military career fields. Veterans Florida has met with the Florida Trucking Association and is in the process of setting up a job fair for Florida National Guard and Army Reserve truck drivers and mechanics in the near future.

In the future, Veterans Florida is seeking resources to hire dedicated Business Outreach Specialists who will travel the state educating the business community on why and how to hire veterans.

Contract with one or more entities to administer an entrepreneur initiative program for veterans in this state which connects business leaders in the state with veterans seeking to become entrepreneurs.



Veterans Florida contracted with a consulting firm (TMG Government) to research the current capacity for entrepreneurship training at Florida's Universities, report on any veteran-specific entrepreneurship programs run in Florida, and garner any best practices from veteran-specific programs nationwide. The result of this research was a draft statement of work that was to be used to further refine the program requirements through consultation with the Universities. The corporation held a workshop with the universities during the July 2015 Board of Directors meeting in Fort Walton Beach. Seven state universities participated in the workshop which led to the final program design.



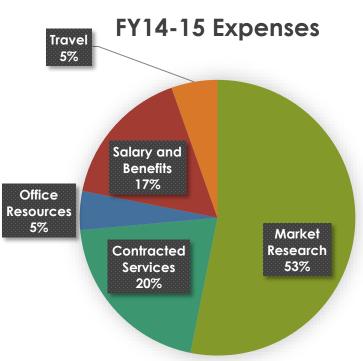
The FL VETS Entrepreneurship Program is designed as a network universities with one university serving as the Host Partner and additional universities serving as Network Partners. The Host partner will hold the contract with Veterans Florida and execute the majority of the administrative duties for the network, to include: financial reporting, collection of participant performance metrics, purchasing any shared software or curriculum materials, hosting curriculum development meetings, and taking the lead on joint promotional materials. The program is designed as a high-touch, intensive, three-phase program. The first phase of the program consist of a distance-learning phase designed to get all participants on an equal footing for the next phase. The residency phase, is a one-week boot-camp style phase where participants will travel to the nearest participating university for intensive work with professors and staff on business fundamentals. The days will be long, but the goal is to build the veteran entrepreneurs confidence in his or her plan or ability to create a business. The final phase is the mentorship phase in which the veteran will be paired with a mentor that is knowledgeable about the type of business that the veteran is interested in starting or the area of the state that the veteran is targeting.



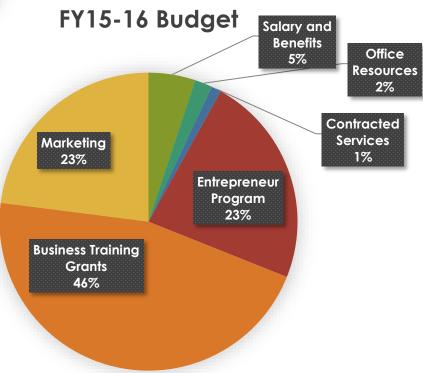
The universities that are participating: University of West Florida (Host Partner), University of North Florida, Florida Atlantic University and Florida Gulf Coast University.

Participant recruiting begins in January 2016.

FINANCIAL SUMMARY



Veterans Florida received funding for FY14-15 in February. With a late start into the fiscal year, staff contracted services such as strategic planning, logo design, accounting, website development, payroll services, and business training grant program development. These services not only supported the strong foundations of the Organization's internal operations but assisted the staff of three in planning for the release of program funds by the Legislative Budget Commission for FY15-16 for both FL VETS Programs.



Contracts FY14-15

The corporation has entered into the following contracts to carry out its duties:

Date Contract Entered	Contractor	Service Provided	Amount	Date Contract Completed
12/15/2014	TMG Government	Strategic Planning Consulting	\$65,000	4/13/15
4/20/2015	Kerr & Downs Research	Business Research	\$95,000	7/13/2015
4/21/2015	Study Hall Research	Veterans Research - Focus Groups	\$87,600	7/13/2015
5/7/2015	Study Hall Research	Veterans Research - Surveys	\$98,700	7/13/2015
4/22/2015	BowStern Marketing Communications	Logo/Design and Branding	\$2,900	6/8/2015
6/10/2015	BowStern Marketing Communications	Website Design	\$5,700	6/30/2015
4/9/2015	James Moore & Co., PL	Accounting Consulting	\$2,510	Ongoing Services
6/16/2015	Carr, Riggs, & Ingram, LLC.	Auditing	\$9,500	11/16/2015
6/3/2015	Maddox Horne Law Firm	Business Training Grants Program Development	\$25,000	7/13/2015
9/22/2015	Maddox Horne Law Firm	General Counsel	\$15,000	Contract signed for services up to 6/30/2016

Annual compliance and financial audit of accounts and records for FY14-15

The corporation has completed its annual compliance or financial audits for FY2014-15. A copy of the audit report is attached to this report.

VISION

FLORIDA IS THE NUMBER ONE STATE IN THE NATION FOR VETERANS THEIR FAMILIES TO LIVE AND WORK

MISSION

ATTRACT AND RETAIN VETERANS
AND THEIR FAMILIES BY
CONNECTING THEM TO
EMPLOYMENT, TRAINING AND
EDUCATIONAL OPPORTUNITIES

STRENGTHEN FLORIDA BUSINESSES BY EDUCATING THEM ON THE VALUE AND SKILLSETS VETERANS BRING TO THE WORKFORCE AND PROVIDING TRAINING RESOURCES FOR THEIR VETERAN HIRES

ENHANCE THE ENTREPRENEURIAL SKILLS OF VETERANS

VALUES

Integrity ♦ Service ♦ Caring ♦ Commitment ♦ Excellence



Headquarters

930 Thomasville Rd. Suite 100 Tallahassee, FL 32303

Phone

(850) 898-1444

Website

veteransflorida.org







Florida is for Veterans, Inc.

FINANCIAL STATEMENTS

June 30, 2015



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INDEPENDENT AUDITORS' REPORT

To the Board of Directors of Florida is for Veterans, Inc. Tallahassee, Florida

Report on the Financial Statements

We were engaged to audit the accompanying financial statements of Florida is for Veterans, Inc. (a nonprofit organization), which comprise the statement of financial position as of June 30, 2015, and the related statements of activities and cash flows for the period from inception (November 11, 2014) to June 30, 2015, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. 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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Florida is for Veterans, Inc. (a nonprofit organization) as of June 30, 2015, and the changes in its net assets and its cash flows for the period from inception (November 11, 2014) to June 30, 2015 in accordance with accounting principles generally accepted in the United States of America.

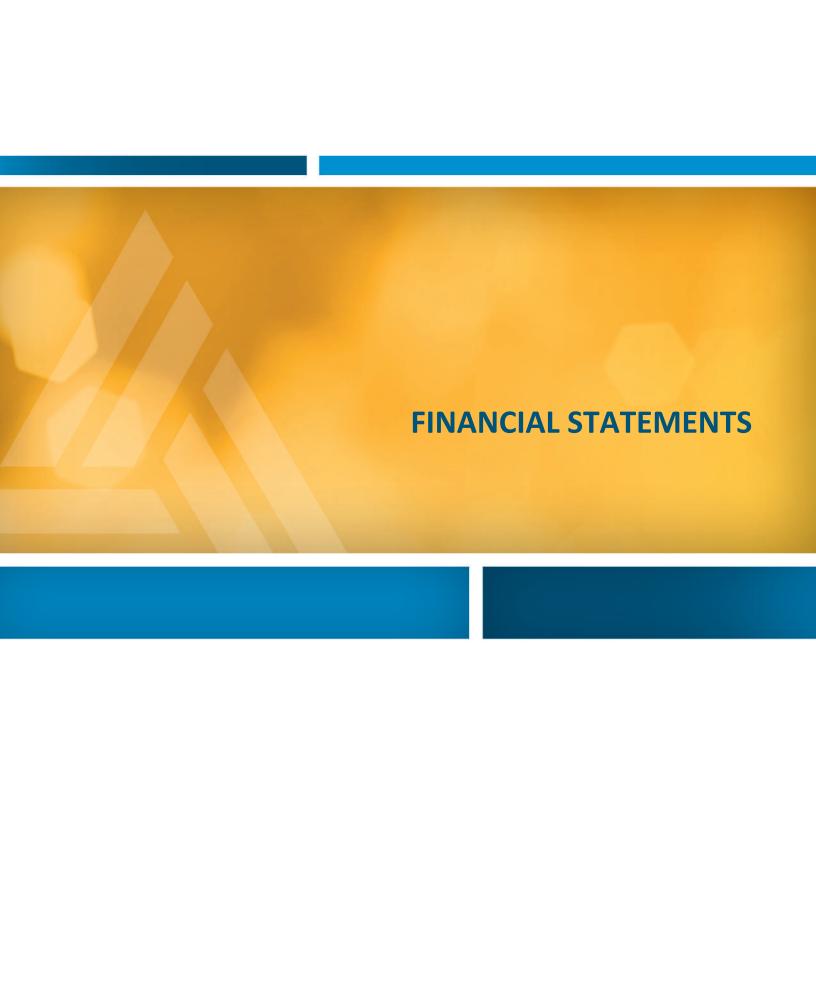
Report on Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The schedule of general and administrative expenses on page 9 is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the 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. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Can Rigge & Ingram, L.L.C.

CARR, RIGGS & INGRAM, LLC

November 9, 2015



Florida is for Veterans, Inc. Statement of Financial Position

June 30,	2015
Assets	
Current assets	
Cash and cash equivalents	\$ 157,124
Due from governmental departments and agencies	68,988
Prepaid expenses	2,268
Total current assets	228,380
Deposit	2,130
Total assets	\$ 230,510
Liabilities and Net Assets Current liabilities Accounts payable	\$ 110,948
Due to governmental departments and agencies	103,106
Deferred revenue	4,398
Total current liabilities	218,452
Accrued leave	12,058
Total liabilites	230,510
Net assets - unrestricted	-
Total liabilities and net assets	\$ 230,510

Florida is for Veterans, Inc. Statement of Activities

Period from inception (November 11, 2014) to June 30,	2015
Revenue and support	
Governmental support revenue	\$ 541,425
Total revenue and support	541,425
Expenses	
Program services:	
Contracted services	389,496
Salary and benefits	81,105
Supporting services:	
General and administrative	70,824
Total expenses	541,425
Change in unrestricted net assets	-
Net assets at beginning of year	-
Unrestricted net assets, end of year	\$ -

Florida is for Veterans, Inc. Statement of Cash Flows

Period from inception (November 11, 2014) to June 30,	2015
Cash flows from operating activities	
Change in net assets	\$ -
Adjustments to reconcile change in net assets to net cash	
provided by operating activities:	
(Increase) decrease in operating assets:	
Due from governmental departments and agencies	(68,988)
Deposit	(2,130)
Prepaid expenses	(2,268)
Increase (decrease) in operating liabilities:	
Accounts payable	110,948
Due to governmental departments and agencies	103,106
Accrued leave	12,058
Deferred revenue	4,398
Net cash provided by operating activities	157,124
Net change in cash and cash equivalents	157,124
Cash and cash equivalents, beginning of year	-
Cash and cash equivalents, end of year	\$ 157,124

Florida is for Veterans, Inc. Notes to Financial Statements

NOTE 1 – NATURE OF BUSINESS

Florida is for Veterans, Inc. (the Organization) is a nonprofit organization whose mission is to attract and retain veterans and their families in the State of Florida, by connecting veterans to employment, training and educational opportunities. The Organization promotes veterans to Florida businesses by educating businesses on the value and skillsets veterans bring to the workforce.

NOTE 2 – AUDIT PERIOD

The Organization's audited financial statements as of June 30, 2015 cover a period of time shorter than 12 months. The period covered by this audit is from the Organization's date of incorporation of November 11, 2014 to the Organization's fiscal year end of June 30, 2015.

NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

This summary of significant accounting policies of the Organization is presented to assist in understanding the Organization's financial statements. These accounting policies conform to accounting principles generally accepted in the United States of America and have been consistently applied in the preparation of the financial statements.

Basis of Accounting

The Organization's financial statements are presented on the accrual basis of accounting.

Cash and Cash Equivalents

Cash and cash equivalents represent cash held at financial institutions.

Income Taxes

The Organization has received a determination letter from the Internal Revenue Service for exemption from income taxes under Section 501(c)(3) of the Internal Revenue Code, except for taxes on unrelated business income. The Organization had no activities considered unrelated business income for the period from inception (November 11, 2014) to June 30, 2015.

Governmental Support Revenue

The Organization recognizes governmental support as the related expenses are incurred. Any unused funds at June 30, 2015 are recorded as deferred revenue or recorded as due to the governmental department or agency. Any expenses for which the Organization has not received reimbursement from the governmental department or agency at year end are recorded as due from the governmental department or agency.

Florida is for Veterans, Inc. Notes to Financial Statements

NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the statement of financial position. Actual results could differ from those estimates.

Subsequent Events

Subsequent events have been evaluated through the date of the independent auditors' report, which is the date the financial statements were available to be issued.

NOTE 4 – DUE TO GOVERNMENTAL DEPARTMENT OR AGENCY

Due to governmental department or agency includes unspent funds to be returned as follows:

June 30, 2015	 Amount
Due to Florida Department of Veteran's Affairs	\$ 89,624
Due to VISIT Florida	13,482
Total	\$ 103,106

NOTE 5 – DUE FROM GOVERNMENTAL DEPARTMENT OR AGENCY

Due from governmental department or agency includes funds receivable as follows:

June 30, 2015	A	Amount
Due from Florida Department of Veteran's Affairs	\$	56,930
Other receivable		12,058
Total	\$	68,988

Florida is for Veterans, Inc. Notes to Financial Statements

NOTE 6 – LEASES

The Organization leases office space under an agreement accounted for as an operating lease. Rent expense under this agreement was \$8,520 for the period from inception (November 11, 2014) to June 30, 2015. Future rent payments are as follows:

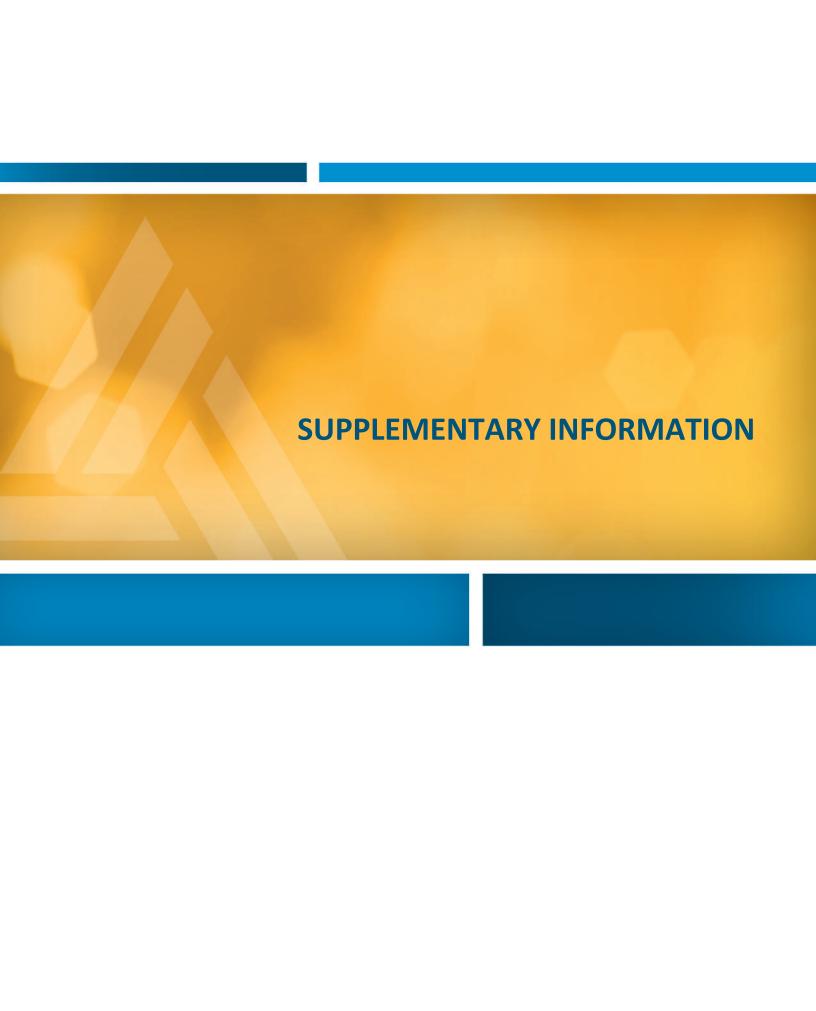
Years ending June 30,	P	Amount
2016	\$	25,814
2017		26,587
2018		18,077
Total	\$	70,478

NOTE 7 – CONCENTRATION OF RISK

During the period from inception (November 11, 2014) to June 30, 2015, the Organization received appropriated funds from the State of Florida through Florida Department of Veterans Affairs and VISIT Florida in the amounts of \$336,871 and \$313,482, respectively.

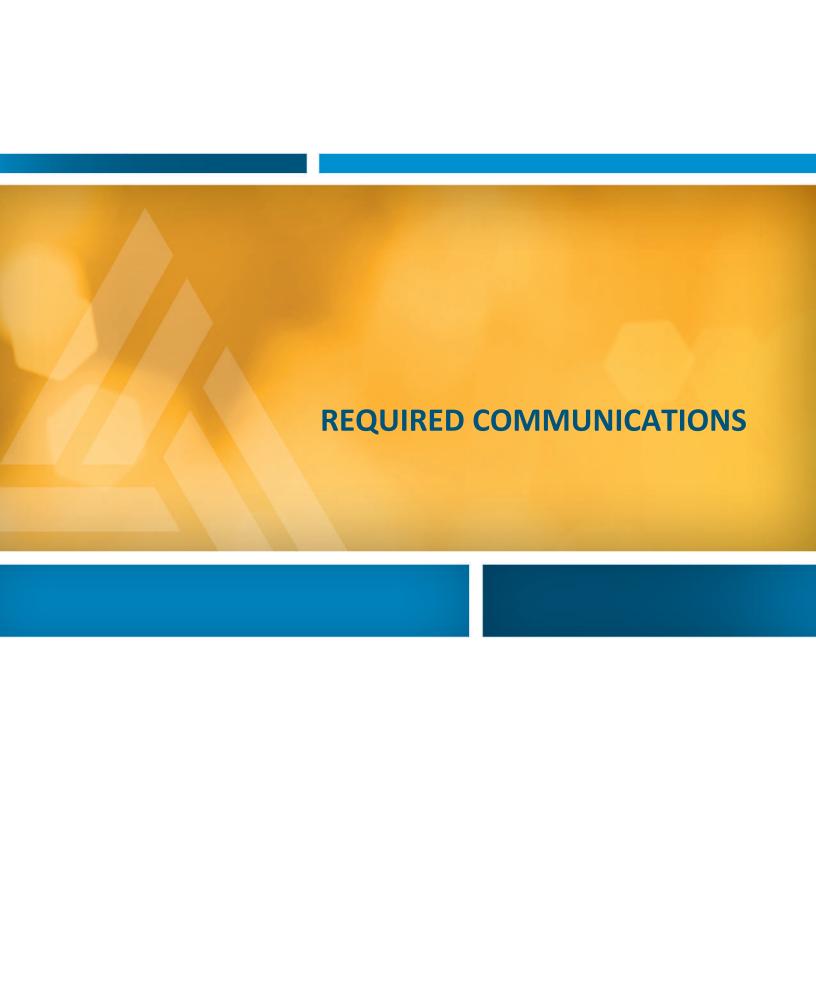
NOTE 8 – INCOME TAXES

The Organization utilizes the accounting requirements associated with uncertainty in income taxes using the provisions of Financial Accounting Standards Board (FASB) ASC 740, *Income Taxes*. Using that guidance, tax positions initially need to be recognized in the financial statements when it is more-likely-than-not the positions will be sustained upon examination by the tax authorities. It also provides guidance for derecognition, classification, interest and penalties, accounting in interim periods, disclosure and transition. As of June 30, 2015, the Organization has no uncertain tax positions that qualify for either recognition or disclosure in the financial statements.



Florida is for Veterans, Inc. Schedule of General and Administrative Expenses

Period from inception (November 11, 2014) to June 30,	2015
Administrative	
	\$ 17,803
Telephone	1,560
Insurance	1,488
Legal notices	1,338
Total administrative	22,189
General	
Travel	28,651
Rent	8,520
Office equipment	4,614
Office furniture	3,587
Supplies	2,379
Software	884
Total general	48,635
Total general and administrative expenses	\$ 70,824



As discussed with the Board of Directors and management during our planning process, our audit plan represented an approach responsive to the assessment of risk for the Organization. Specifically, we planned and performed our audit to:

- Perform audit services, as requested by the Board of Directors, in accordance with auditing standards generally accepted in the United States of America, in order to express an opinion on the Organization's financial statements for the period from inception (November 11, 2014) to June 30, 2015;
- Communicate directly with the Board of Directors and management regarding the results of our procedures;
- Address with the Board of Directors and management any accounting and financial reporting issues;
- Anticipate and respond to concerns of the Board of Directors and management; and
- Other audit-related projects as they arise and upon request.

We have audited the financial statements of Florida is for Veterans, Inc. for the period from inception (November 11, 2014) to June 30, 2015, and have issued our report thereon dated November 9, 2015. Professional standards require that we provide you with the following information related to our audit:

MATTER TO BE COMMUNICATED	AUDITOR'S RESPONSE
Auditor's responsibility under Generally Accepted Auditing Standards	As stated in our engagement letter dated June 10, 2015, our responsibility, as described by professional standards, is to express an opinion about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with accounting principles generally accepted in the United States of America (GAAP). Our audit of the financial statements does not relieve you or management of your responsibilities.
	As part of our audit, we considered the internal control of the Organization. Such considerations were solely for the purpose of determining our audit procedures and not to provide any assurance concerning such internal control.
Client's responsibility	Management, with oversight from those charged with governance, is responsible for establishing and maintaining internal controls, including monitoring ongoing activities; for the selection and application of accounting principles; and for the fair presentation in the financial statements of financial position, results of operations, and cash flows in conformity with the applicable framework. Management is responsible for the design and implementation of programs and controls to prevent and detect fraud.
Planned scope and timing of the audit	Our initial audit plan was not significantly altered during our fieldwork.
Management judgments and accounting estimates The process used by management in forming	Please see the following section titled "Accounting Policies, Judgments and Sensitive Estimates & CRI Comments on Quality."
particularly sensitive accounting estimates and the basis for the auditor's conclusion regarding the reasonableness of those estimates.	
Potential effect on the financial statements of any significant risks and exposures Major risks and exposures facing the Organization and how they are disclosed.	No such risks or exposures were noted.

MATTER TO BE COMMUNICATED

Significant accounting policies, including critical accounting policies and alternative treatments within generally accepted accounting principles and the auditor's judgment about the quality of accounting principles

- The initial selection of and changes in significant accounting policies or their application; methods used to account for significant unusual transactions; and effect of significant policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus.
- The auditor should also discuss the auditor's judgment about the quality, not just the acceptability, of the Organization's accounting policies as applied in its financial reporting. The discussion should include such matters as consistency of accounting policies and their application, and clarity and completeness of the financial statements, including disclosures. Critical accounting policies and practices applied by the Organization in its financial statements assessment and our management's disclosures regarding such policies and practices (including any significant modifications to such disclosures proposed by us but rejected by management), the reasons why certain policies and practices are or are not considered critical, and how current and anticipated future events impact those determinations;
- Alternative treatments within GAAP for accounting policies and practices related to material items. includina recognition, measurement, presentation and disclosure alternatives, that have been discussed with client management during the current audit period, the ramifications of the use of such alternative disclosures and treatments, and the treatment preferred by the auditor; Furthermore, if the accounting policy selected by management is not the policy preferred by us, discuss the reasons why management selected that policy, the policy preferred by us, and the reason we preferred the other policy.

AUDITOR'S RESPONSE

See section entitled "Accounting Policies, Judgments and Sensitive Estimates & CRI Comments on Quality" and Note 3 of the Notes to Financial Statements.

MATTER TO BE COMMUNICATED	AUDITOR'S RESPONSE
Significant difficulties encountered in the audit Any significant difficulties, for example, unreasonable logistical constraints or lack of cooperation by management.	None.
Disagreements with management Disagreements, whether or not subsequently resolved, about matters significant to the financial statements or auditors' report. This does not include those that came about based on incomplete facts or preliminary information.	None.
Other findings or issues Matters significant to oversight of the financial reporting practices by those charged with governance. For example, an entity's failure to obtain the necessary type of audit, such as one under Government Auditing Standards, in addition to GAAS.	None.
Matters arising from the audit that were discussed with, or the subject of correspondence with, management Business conditions that might affect risk or discussions regarding accounting practices or application of auditing standards.	None.
Corrected and uncorrected misstatements All significant audit adjustments arising from the audit, whether or not recorded by the Organization, that could individually or in the aggregate have a significant effect on the financial statements. We should also inform the Board about uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented, that were determined by management to be immaterial, both individually and in the aggregate, to the financial statements taken as a whole. Any internal control deficiencies that could have prevented the misstatements.	Please see the following section titled "Summary of Audit Adjustments."

MATTER TO BE COMMUNICATED	AUDITOR'S RESPONSE
Major issues discussed with management prior to retention Any major accounting, auditing or reporting issues discussed with management in connection with our initial or recurring retention.	None.
Consultations with other accountants When management has consulted with other accountants about significant accounting or auditing matters.	None of which we are aware.
Written representations A description of the written representations the auditor requested (or a copy of the representation letter).	See "Management Representation Letter" section.
Internal control deficiencies Any significant deficiencies or material weaknesses in the design or operation of internal control that came to the auditor's attention during the audit.	See "Internal Control Findings" section.
Fraud and illegal acts Fraud involving the Organization's management, or those responsible for internal controls, or causing a material misstatement of the financial statements, where the auditor determines there is evidence that such fraud may exist. Any illegal acts coming to the auditor's attention involving the Organization's management and any other illegal acts, unless clearly inconsequential.	We are unaware of any fraud or illegal acts involving management or causing material misstatement of the financial statements.
Other information in documents containing audited financial statements The external auditor's responsibility for information in a document containing audited financial statements, as well as any procedures performed and the results.	Our responsibility related to documents (including annual reports, websites, etc.) containing the financial statements is to read the other information to consider whether: • Such information is materially inconsistent with the financial statements; and • We believe such information represents a material misstatement of fact. We have not been provided any such items to date and are unaware of any other documents that contain the audited financial statements.

Accounting Policies, Judgments and Sensitive Estimates & CRI Comments on Quality

We are required to communicate our judgments about the quality, not just the acceptability, of the Organization's accounting principles as applied in its financial reporting. We are also required to communicate critical accounting policies and sensitive accounting estimates. The Board may wish to monitor throughout the year the process used to compute and record these accounting estimates. The table below summarizes our communications regarding these matters.

AREA	ACCOUNTING POLICY	CRITICAL POLICY?	JUDGMENTS & SENSITIVE ESTIMATES	COMMENTS ON QUALITY OF ACCOUNTING POLICY & APPLICATION
Expenses	The Organization allocates expenses between program and supporting services as required by the AICPA Audit and Accounting Guide for Not-for-Profit Entities.	X	The Organization expenses items based on its functional classification. The allocation between program and general and administrative expenses is based on a combination of direct and indirect allocation of expenses. Indirect expenses are allocated between program and supporting service functions based on employee time records and management's estimate of effort.	The Organization's methodology for expense allocation appears to be in accordance with applicable accounting guidelines.

Summary of Audit Adjustments

During the course of our audit, we accumulate differences between amounts recorded by the Organization and amounts that we believe are required to be recorded under GAAP. Those adjustments are either recorded (corrected) by the Organization or passed (uncorrected).

Adjustments recorded by the Organization are included in the attached schedule. No passed adjustments were identified.

QUALITATIVE MATERIALITY CONSIDERATIONS

In evaluating the materiality of audit differences when they do arise, we consider both quantitative and qualitative factors, for example:

- Whether the difference arises from an item capable of precise measurement or whether it arises from an estimate, and, if so, the degree of imprecision inherent in the estimate.
- Whether the difference masks a change in earnings or other trends.
- Whether the difference changes a net decrease in assets to addition, or vice versa.
- Whether the difference concerns an area of the Organization's operating environment that has been identified as playing a significant role in the Organization's operations or viability.
- Whether the difference affects compliance with regulatory requirements.
- Whether the difference has the effect of increasing management's compensation for example, by satisfying requirements for the award of bonuses or other forms of incentive compensation.
- Whether the difference involves concealment of an unlawful transaction.

Summary of Audit Adjustments

56,930.00

56,930.00

Client: Florida is for Veterans, Inc. Florida is for Veterans, Inc. 6/30/2015 Engagement:

Period Ending:

Total

Period Ending:	6/30/2015		
Workpaper:	Adjusting Journal Entries Report		
Account	Description	Debit	Credit
Adjusting Journ	al Entries JE # 1		
To accrue emplo	yee leave as of 6/30/2015 and record the revenue		
receivable assoc	iated with the leave expenditure.		
102-000	Accounts Receivable	12,058.00	
511-006	Salary and Benfits: Accrued PTO/Comp Absence	12,058.00	
201-006	Accrued PTO/Comp Absence		12,058.00
400-000	Governmental Support Revenue		12,058.00
Total		24,116.00	24,116.00
Adjusting Journ	al Entries JE# 2		
To reclass Cash	booked as deposit in transit as a receivable as of		
6/30/2015.			
102-000	Accounts Receivable	56,930.00	
100-000	ADVANTAGE BUSINESS C (XXXXXX 3082)		56,930.00

Management Representation Letter



November 9, 2015

Carr, Riggs & Ingram, LLC 1713 Mahan Drive Tallahassee, FL 32308

This representation letter is provided in connection with your audit of the financial statements of Florida is for Veterans, Inc., which comprise the statements of financial position as of June 30, 2015, and the related statements of activities and cash flows for the period from inception (November 11, 2014) to June 20, 2015, and the related notes to the financial statements, for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States (U.S. GAAP).

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. An omission or misstatement that is monetarily small in amount could be considered material as a result of qualitative factors.

We confirm, to the best of our knowledge and belief, as of November 9, 2015, the following representations made to you during your audit.

Financial Statements

- We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated June 10, 2015, including our responsibility for the preparation and fair presentation of the financial statements in accordance with U.S. GAAP.
- 2) The financial statements referred to above are fairly presented in conformity with U.S. GAAP.
- 3) We acknowledge our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
- 4) We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.
- Significant assumptions we used in making accounting estimates, including those measured at fair value, are reasonable.
- Related-party relationships and transactions have been appropriately accounted for and disclosed in accordance with U.S. GAAP.
- All events subsequent to the date of the financial statements and for which U.S. GAAP requires adjustment or disclosure have been adjusted or disclosed.
- 8) We are in agreement with the adjusting journal entries you have proposed, and they have been posted to the Organization's accounts. In this case, no representation about uncorrected misstatements is necessary.
- The effects of all known actual or possible litigation, claims, and assessments have been accounted for and disclosed in accordance with U.S. GAAP.
- 10) Material concentrations have been appropriately disclosed in accordance with U.S. GAAP.
- Guarantees, whether written or oral, under which the Organization is contingently liable, have been properly recorded or disclosed in accordance with U.S. GAAP.

850-898-1444 \star www.VeteransFlorida.org \star 930 Thomasville Road, Suite 100, Tallahassee, FL 32303

Management Representation Letter



Information Provided

- 12) We have provided you with:
 - a) Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, and other matters.
 - b) Additional information that you have requested from us for the purpose of the audit.
 - Unrestricted access to persons within the Organization from whom you determined it necessary to obtain audit evidence.
 - d) Minutes of the meetings of the governing board or summaries of actions of recent meetings for which minutes have not yet been prepared.
- 13) All material transactions have been recorded in the accounting records and are reflected in the financial statements.
- 14) We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
- 15) We have no knowledge of any fraud or suspected fraud that affects the Organization and involves:
 - a) Management,
 - b) Employees who have significant roles in internal control, or
 - Others where the fraud could have a material effect on the financial statements.
- 16) We have no knowledge of any allegations of fraud or suspected fraud affecting the Organization's financial statements communicated by employees, former employees, grantors, regulators, or others.
- 17) We have no knowledge of any instances of noncompliance or suspected noncompliance with laws and regulations whose effects should be considered when preparing financial statements.
- 18) We are not aware of any pending or threatened litigation, claims, or assessments or unasserted claims or assessments that are required to be accrued or disclosed in the financial statements in accordance with U.S. GAAP, and we have not consulted a lawyer concerning litigation, claims, or assessments.
- 19) We have disclosed to you the identity of the Organization's related parties and all the related-party relationships and transactions of which we are aware.
- 20) The Organization has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.
- 21) We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to us.
- 22) Florida is for Veterans, Inc. is an exempt organization under Section 501(c)(3) of the Internal Revenue Code. Any activities of which we are aware that would jeopardize the Organization's tax-exempt status, and all activities subject to tax on unrelated business income or excise or other tax, have been disclosed to you. All required filings with tax authorities are up-to-date.
- 23) We acknowledge our responsibility for presenting the schedule of general and administrative expenses in accordance with U.S. GAAP, and we believe the general and administrative expenses, including its form and content, is fairly presented in accordance with U.S. GAAP. The methods of measurement and presentation of the general and administrative expenses have not changed from those used in the prior period, and we have disclosed to you any significant assumptions or interpretations underlying the measurement and presentation of the supplementary information.

Management Representation Letter

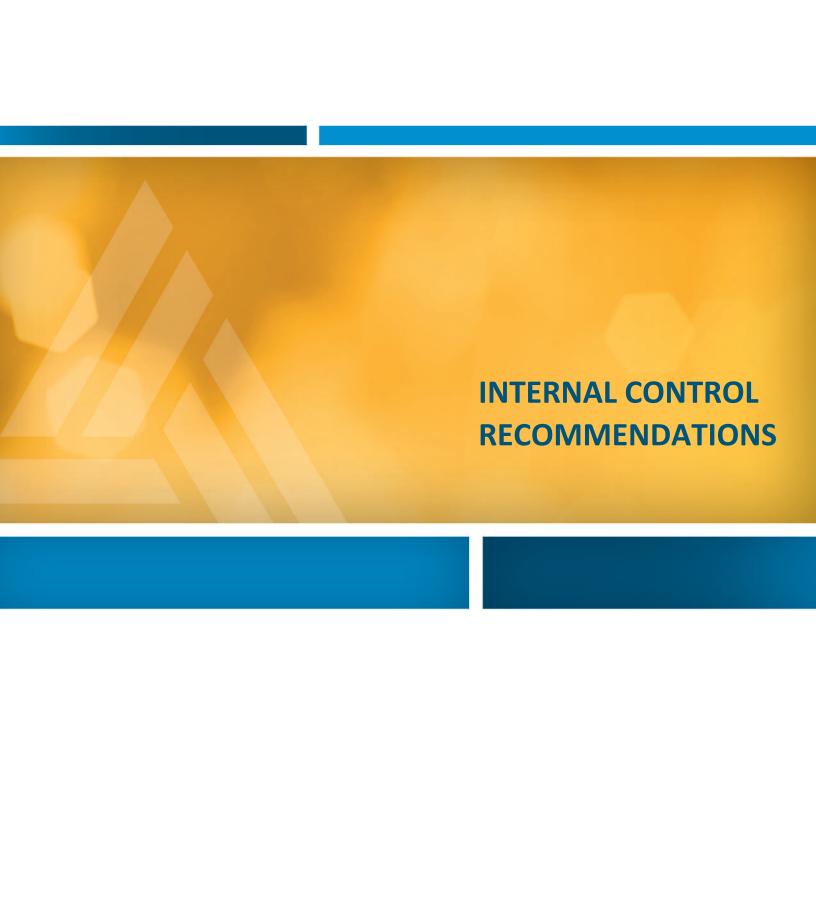


24) In regard to the tax services performed by you, we have-

- Assumed all management responsibilities.
- Designated an individual (within senior management) with suitable skill, knowledge, or experience to oversee the services.
- Evaluated the adequacy and results of the services performed.
- Accepted responsibility for the results of the services.

Signature:

Executive Director /Budget Manager



The Board of Directors and Management of Florida is for Veterans, Inc.

In planning and performing our audit of the financial statements as of and for the period from inception (November 11, 2014) to June 30, 2015, in accordance with auditing standards generally accepted in the United States of America, we considered Florida is for Veterans, Inc.'s internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Florida is for Veterans, Inc.'s internal control. Accordingly, we do not express an opinion on the effectiveness of Florida is for Veterans, Inc.'s internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and, therefore, material weaknesses or significant deficiencies may exist that were not identified. However, as discussed below, we identified a certain deficiency in internal control that we consider to be a material weakness.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency or a combination of deficiencies in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis.

A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

We included in the accompanying table control deficiencies and other internal control recommendations for management and the Board of Director's consideration.

This communication is intended solely for the information and use of management, Board of Directors, the applicable grantors, and others within Florida is for Veterans, Inc., and is not intended to be, and should not be, used by anyone other than these specified parties.

Cau, Rigge & Ingram, L.L.C.

Carr, Riggs & Ingram, LLC

Tallahassee, Florida

November 9, 2015

The following legend should be used in conjunction with reviewing the "Rating" of each of the identified internal control items:

IP =	D =	SD =	MW =
Improvement Point	Control Deficiency	Significant Deficiency	Material Weakness

ITEM	RATING	AREA	ITEM NOTED	SUGGESTION	MANAGEMENT ACTION
2014-1	MW	All	During the audit, we proposed certain journal entries to adjust the Organization's financial statements in accordance with generally accepted accounting principles. In addition, management relies on us to prepare the annual financial statements and related notes in accordance with generally accepted accounting principles.	Review adjustments prepared in current year's audit and consider them in future year-end financial closeouts. Continue to consult with certified public accountants for preparation of financial statements.	Management will consider the current year audit entries as part of their year-end close-out; however, management believes this policy of preparing the annual financial statements is the most cost-effective approach to prepare them in accordance with generally accepted accounting principles.
2014-2	D	Liabilities	Eligible employees of the Organization earn paid time off and compensated absences. Leave accrued by employees may be carried forward into the next fiscal period, or in the event of termination, leave is paid out to eligible employees. During our audit, we proposed journal entries to record accrued leave, as this liability was not recorded by the Organization.	We recommend the Organization establish procedures for recording accrued leave to ensure the amounts are in accordance with generally accepted accounting principles.	Management will monitor accrued leave throughout the fiscal year in order to appropriately record the liability at year end.

ITEM	RATING	AREA	ITEM NOTED	SUGGESTION	MANAGEMENT ACTION
2014-3	IP	Expenses	During our audit, we noted salary expense was not allocated between program and general and administrative functions.	We recommend tracking employee time spent on program and general and administrative activities, in order for the Organization to allocate salary expense between functional activities. Additionally, the Organization should consider implementing a costs basis, such as employee time, to allocate other indirect expenses incurred by the Organization.	Management has implemented a feature in the Organization's time management application to monitor employee time spent on program and general and administrative activities.
2014-4	IP	Expenses	The Organization does not require dual signatures on check disbursements over an established threshold. However, Board approval is required on disbursements over \$15,000.	We recommend the Organization establish a disbursement threshold in which all disbursements over a specific amount would require two signers. If duel signature is not feasible, then we recommend lowering the threshold for Chairman/Treasurer approval on disbursements. This would allow additional oversight over significant disbursements.	Management will consider implementing the additional control procedure.

ITEM	RATING	AREA	ITEM NOTED	SUGGESTION	MANAGEMENT ACTION
2014-5	D	Cash	We noted the Organization's Executive Director and Budget Manager have online access to the operating bank account and use the same user name and password to access online banking.	We recommend the Organization establish individual user names and passwords for users with access to online banking and system applications. Individual user names and passwords allow the Organization to monitor online banking and system activity.	Management is currently working with the Organization's bank to implement separate user names and passwords.
2014-6	IP	All	Passwords are not changed on a regular basis.	In order to reduce the risk of access to computer files by unauthorized personnel, we recommend that the Organization institute a policy that requires passwords to be changed on a regular basis.	Management will consider implementing the control procedure.

ITEM	RATING	AREA	ITEM NOTED	SUGGESTION	MANAGEMENT ACTION
2014-7	IP	All	Although we were advised that all bank reconciliations are approved by a responsible employee, no indication of such review was evident on the reconciliations selected for review.	We recommend that the reconciliations be signed as an indication of approval. This prevents time from being wasted by inadvertent review of reconciliations that had already been reviewed and provides evidence of such review. We also recommend that the reconciliations be signed and dated by the employees preparing them. As a prompt to the preparer and reviewer/approver to sign the reconciliation, preprinted reconciliation forms could include a signature block with space for the signatures, or a stamp with a signature block could be applied to the reconciliations. This ensures accounts are being reconciled and reviewed timely.	Management has implemented sign offs on supporting documentation as evidence of their review.