



April 30, 2018

Mr. Sandy-Michael McDonald
Director
Broward County Office of Economic and Small Business Development
115 South Andrews Avenue, Room A-680
Fort Lauderdale, FL 33301

Dear Sandy,

The Alliance is pleased to provide our 2019 proposed Business Plan. This plan reinforces our commitment to making Broward County one of the best locations in the world for business. In the Plan, you will see a combination of key initiatives that are being undertaken to continue to grow and diversify our economy and strengthen Broward County's business climate, and market measurements that reflect our goal of working with Broward County and our partners to bring high-wage, high-skilled jobs to the residents of Broward County.

Our intent is to continue to focus on those initiatives that directly contribute to growing jobs and increasing Broward County's tax base, such as our target 20/20 marketing campaign, BRAVO (our business retention and visitation outreach program), domestic and international outreach and hosting of target industry companies, and the work to continue to support the expansion projects at Port Everglades, Fort Lauderdale-Hollywood International Airport and the efforts of the Greater Fort Lauderdale Convention and Visitors Bureau. At the same time, we will continue to help lead efforts in areas that affect Broward County's ability to attract and retain companies, affect the ability of our community to provide a ready and capable workforce, and will position us to brand Broward County/Greater Fort Lauderdale as a Talent Hub.

Our work to improve economic conditions in the distressed areas is one example of these types of initiatives. Examples of others include continuing to lead the work of the Six Pillars strategic visioning process, the Alliance's GREAT team (Greater Fort Lauderdale Education Action Team), proactively reaching out to Broward County companies to assist them with workforce training needs, and leading and supporting regional efforts such as the Marine Research Hub. We will also continue to provide support and leadership in such areas as affordable housing, transportation, and homelessness.

While we build on the key initiatives we've expanded on in the last several years for the long-term benefit of the community, we are making some adjustments to our market measures based on current trends in the economy that we foresee based on external factors. One of those factors is a cooling of the economy, which is a natural ebb and flow from the extraordinary growth we have seen in the last two years, when at times we had the fastest growing percent of job growth in the nation among large metropolitan areas.

Additionally, the trend for job growth for the state overall is on a downward path as indicated on the attached graphic from the Florida Chamber Foundation. We believe this statewide trend will affect our own job growth. In the last two years, we have seen statewide job growth fall from 299,100 jobs added in 2015 to 163,900 jobs added in 2017, or by 45%. We have also seen leads from Enterprise Florida drop from 71 companies in 2015 to 19 companies in 2017, or a reduction of 73%. Other factors that are considerations include the state legislature's decision to eliminate incentives by \$85 million by ending the Governor's Quick Closing Action Fund, the anti-incentives conversation that has been occurring in Tallahassee for the last two years, along with national discussion of trade wars, and the conversation among some of our local communities around stopping and slowing growth. All of these messages do impact companies' interest in looking at locating or relocating here.

ALLIANCE: PARTNERSHIP FOR ECONOMIC GROWTH

Broward County's Official Economic Development Partnership

110 E. Broward Boulevard, Suite 1990, Fort Lauderdale, FL 33301 • Phone: 954/524-3113, 800/41-1420 • Fax: 954/524-3167

www.gfalliance.org



In spite of these short-term obstacles, our long-term view of Broward County's economy remains very bullish and we are confident that the initiatives in our Business Plan will continue to prepare us for success now and in the future.

We look forward to continuing to strengthen and diversify our economy as we work to create jobs for the residents of Broward County and build the county's tax base, working with Broward County and our other partners.

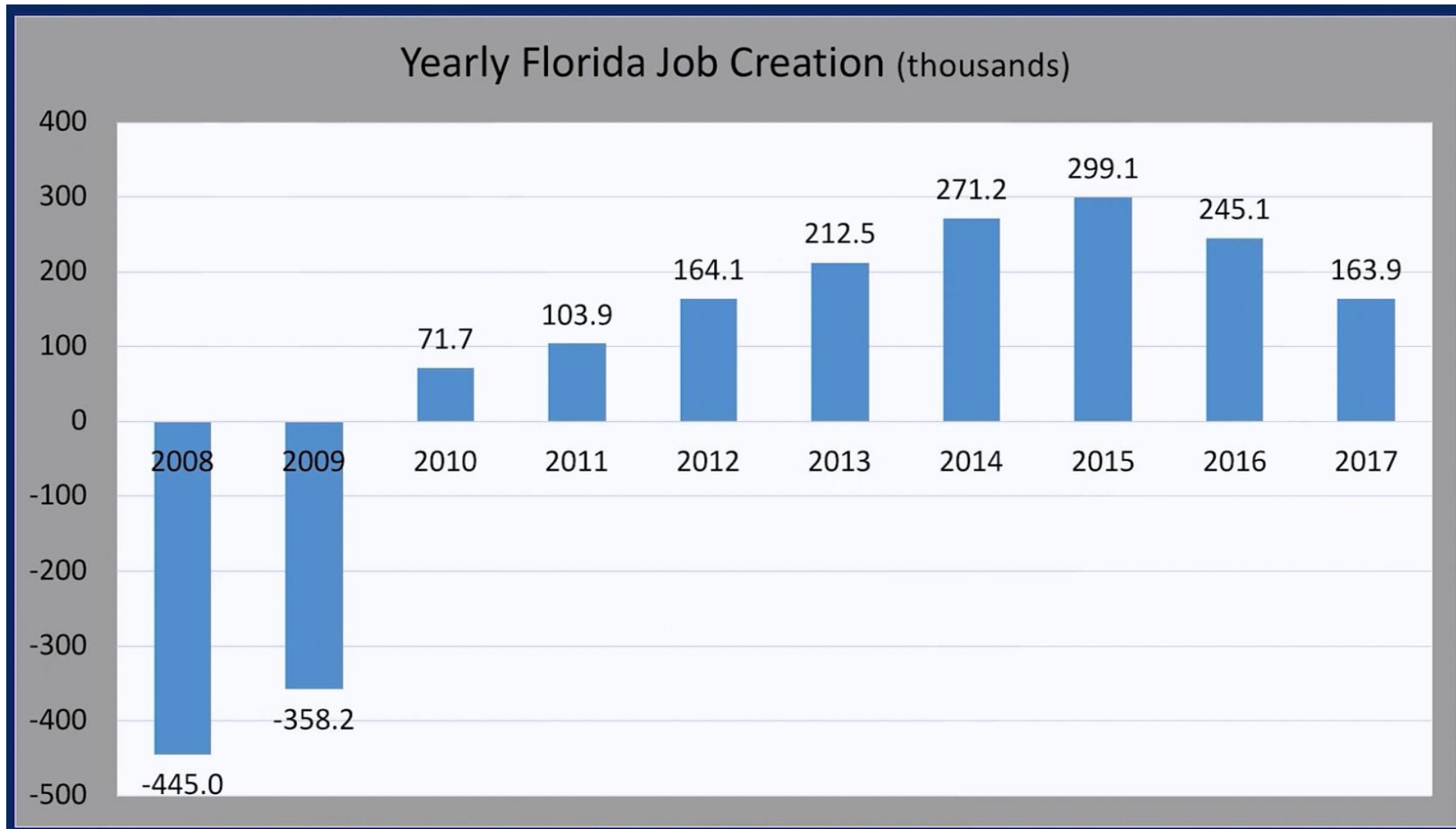
With warm personal regards, I remain

Sincerely,

A handwritten signature in black ink that reads "Bob Swindell".

Bob Swindell
President and CEO

Presentation by Dr. Jerry Parrish
Chief Economist and Director of Research
March, 2018
Statewide Job Growth Numbers



2019 Business Plan

proposed

Economic Impact

During the past eleven years, the Alliance, working with Broward County and its other partners, helped businesses create or retain more than **28,000 direct jobs** that are estimated to have generated through direct, indirect and induced effects total employment of more than **62,000 jobs** resulting in **\$2.4 billion in annual personal income** and **\$12.3 billion in annual economic impact**, according to an independent study by the South Florida Regional Planning Council.

Broward County's unemployment rate has been the lowest or among the lowest of any large urban county in Florida for the last five years.

**\$12.3
BILLION**
ECONOMIC IMPACT



Mission and Values

As the primary economic development organization for Broward County, the Alliance focuses on creating, attracting, expanding and retaining high-wage jobs and capital investment in high value targeted industries, developing more vibrant communities, and improving the quality of life for our area's citizens.

We provide leadership and excellence in delivering economic development services for our clients, prospects, investors and partners.

The Four Foundations of our Economic Development Services:

- *Marketing and Promoting Broward County*
- *Managing Expansion, Relocation and Retention Projects*
- *Conducting and Providing Market Research & Business Intelligence*
- *Securing and Enhancing Private/Public Leadership & Investment*

Our core values include social responsibility and a dedication to building healthy and competitive communities; fostering wealth building by bringing new dollars into our community; cooperation and collaboration in our business dealings; and the promotion of diversity, tolerance and equality.

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From the President and CEO



The Alliance's fiscal year 2019 Business Plan continues along a path of accelerated, strategically focused diversification and growth of Broward County's economy through emphasis on high-value, high-wage targeted industries.

Among the reasons we've seen economic success in Broward County is that we continually evaluate, expand and upgrade the work and scope of the Alliance - attracting and retaining companies, growing private sector investment and engagement in the organization and bringing business and government leaders together to address economic development and business issues and opportunities.

These efforts strengthen our local economy and make Broward County a leader within the state. We thank our public and private partners for your increased support and commitment, which helps ensure Broward County remains competitive with other areas in Florida, the U.S. and even globally. Your strategic investment in economic development allows our community to stay ahead of the curve versus settling for the status quo or incremental growth.

As noted on the cover of this Business Plan, the work of the Alliance and our partners has contributed to \$12.3 Billion in annual economic impact in Broward County. The plan is divided into four sections for the four foundations of economic development, which are: Marketing and Promoting Greater Fort Lauderdale/Broward County; Managing Expansion, Relocation and Retention Projects; Providing Business Intelligence and Market Research; and Securing and Enhancing Private/Public Leadership and Collaboration. The plan includes a detailed implementation plan, high level accomplishments we've made in these areas in the last year, market measures/goals, our operating budget and organizational charts.

We foresee 2019 as another strong year for the Alliance as we help create jobs for the residents of Broward County, assist in building the county's tax base, work to improve the standard of living for our cities and county, and help ensure Broward County's companies succeed and prosper.

Bob Swindell
President/CEO
Greater Fort Lauderdale Alliance

Marketing & Promoting Greater Fort Lauderdale/Broward County

Broward County is one of the nation's best places to live, work and enjoy all that life has to offer. Our job is to tell that story to the business audience. Greater Fort Lauderdale / Broward County has numerous strengths that our targeted industry cluster companies and corporate headquarters operations consider to be favorable. The Alliance is dedicated to promoting these strengths through effective marketing, communications and member engagement activities that set Greater Fort Lauderdale/Broward County apart as one of the premier business locations in the world. At the same time, the Alliance works to market and promote Broward County to companies already located here so they will know the advantages of growing in Broward County and the tools that are available to help them succeed.

It is important to note that the marketing of Greater Fort Lauderdale/Broward County goes beyond traditional advertising and public relations and that a number of tactics in addition to print and electronic advertising, public relations and social media are utilized to market our area, such as outbound travel and hosting inbound missions.

why are so many companies locating in greater fort lauderdale?

- zero** state income tax
- reach **4 continents** in one day
- AAA** bond rating
- 200** corporate, regional & international headquarters
- office and industrial space in the southeast's largest msa
- #1 place** for your next business home
- world class business service providers
- 1st** in the state in accredited teachers
- \$28 billion** in intl trade
- 76°** average temperature
- 35** colleges & universities
- access to over **6 million people** and 90+ languages
- 10 airports**: 3 major international, 7 private for executives and business travelers, 100 non-stop U.S. and international flights
- port everglades**: #1 container port in Florida, #1 seaport for exports in Florida
- greater fort lauderdale alliance logo: Life. Less taxing. gflalliance.org

Key initiatives for Marketing and Promotion are included in the Implementation Plan on pages 13 through 16.

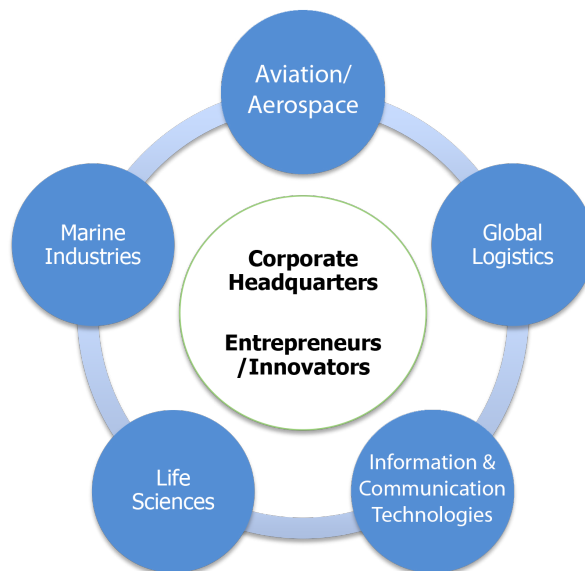


Managing Expansion, Relocation & Retention Projects

New high skill, high wage jobs and capital investment resulting in the expansion of Broward County's assets and tax base is our highest priority. The Alliance is committed to attracting national and international business to Greater Fort Lauderdale / Broward County and to helping those companies already in Broward County prosper and grow. The Alliance accomplishes this by focusing on strengthening those target industry clusters that create the knowledge based jobs of the future and diversifying Broward's economy for long term success.

Our focus areas include: attraction, growing our own, expanding established and emerging clusters, and fostering successful entrepreneurship. We do this by building persuasive business cases for new domestic and international companies to join the strong target industry clusters already in Broward County and providing superior customer service to those companies we assist. This is also accomplished by engaging members with projects and in the community so they can monitor the business climate and provide valuable intelligence for trends within the community. Our ultimate goal is to provide top quality, highly desired jobs to Broward's current and future workforce.

Key initiatives for Managing Projects are included in the Implementation Plan on page 17.



Providing Business Intelligence & Market Research

Choosing the right business location is one of the most important decisions any company can make. It is a complicated process that requires the most up-to-date and accurate information. When companies are evaluating Broward County, they need a robust database including real estate options and costs, current lists of employers, availability of workforce, salary comparisons, tax information, demographics and quality of life data including information on education offerings and opportunities.

It is the goal of the Alliance to provide companies all they need to make a well-informed decision that Greater Fort Lauderdale/Broward County should be their location of choice. Additionally, the Alliance must know the strengths and challenges of our own community when we are being compared to other locations so we can best compete. This involves, among other initiatives, conducting research and business intelligence of our community, as well as that of our competition across the U.S. and globally. The Alliance website is a constantly available repository of research information which is continually accessed and utilized by businesses from around the world.



Key initiatives for Business Intelligence are included in the Implementation Plan on pages 18 and 19.



Securing & Enhancing Public/Private Leadership, Collaboration & Investment

Exceptional economic development success occurs as a result of outstanding community leadership. Broward County and the Alliance have a long history of leaders from business, government, civic and academic backgrounds working to advance the economic success of our community financially and through their volunteer efforts. This has resulted in Greater Fort Lauderdale/Broward County being a highly sought out location for businesses to locate and expand.

To ensure ongoing success, the Alliance will continue to work to bring together and engage a diverse, dedicated, talented and committed group of community leaders to support the work of economic development, thereby growing jobs and capital investment and helping local businesses succeed and prosper.

Key initiatives for Public/Private Partnership are included in the Implementation Plan on pages 20 through 22.



Examples of Key Results for 2017/18*

Amazon announced South Florida in its top 20 communities in consideration for its national second headquarters, or “HQ2,” search. 238 communities submitted proposals. Listed as “Miami,” the proposal was a collaborative tri-county, regional effort for South Florida – the Miami-Fort Lauderdale-West Palm Beach metropolitan statistical area – and included data and sites across the entire region. This information was compiled and submitted by tri-county economic development organizations. **South Florida was the sole Florida region included on the list.**



For the first time, the Alliance was recognized for the **Deal of the Year by the the Florida Economic Development Council (FEDC)** for work with Magic Leap, which is creating 725 new jobs, retaining 217 and making a capital investment of \$150 million in Plantation. The Alliance’s 2017 Economic Sourcebook was also named **outstanding external marketing publication** in the state by the FEDC.

The Port Everglades Action Team (PEAT), a multi-year collaborative initiative between the Alliance, the Broward Workshop and the Port Everglades Association, continued to support the capital initiatives of Port Everglades.



EWING MARION
KAUFFMAN
FOUNDATION

The Kauffman Foundation, a national nonprofit studying trends in entrepreneurial activity, **ranked the Miami-Fort Lauderdale area No. 1** on its list for startup business activity, edging out hubs around the nation.

The Alliance has the **largest number of private member organizations** in its history. Two new companies have joined as CEO Council Members: the **Seminole Tribe of Florida** and **Florida Panthers**.

The Alliance continued deploying its comprehensive economic development strategic and tactical marketing plan, designed to identify targeted business sectors and build on a Headquarters Recruitment Strategy completed in 2009. Titled **Target 20/20**, the plan guides economic development and marketing efforts in the Greater Fort Lauderdale/Broward County area through 2020.

Alliance-led regional **TechGateway** initiative continued to engage with Broward County Public Schools. Asset map posters were again placed in every middle and high school, and students participated in **TechGateway Day**, where computer science classes were treated to presentations by top local technologists. TechGateway also established a **Regional TechGateway Ambassadors** group and awarded its inaugural Innovation Award to Ultimate Software at the SFBJ Tech Awards.



185 Broward County companies were visited by the Alliance in 2016-17, for access to capital, workforce training opportunities, permitting and site location assistance through the BRAVO (Business Retention and Visitation Outreach) program.

The Alliance celebrated the grand opening of **Sixt rent a car** North America, a global auto rental company that is expanding its North American headquarters in Fort Lauderdale, adding 300 new jobs and investing \$10.4 million in its offices. The Alliance also celebrated the grand opening of **Virgin Voyages**, a new cruise

*through the 2nd quarter of FY 2018

Examples of Key Results for 2017/18, cont.

company by the global Virgin brands, which selected Plantation for its new headquarters, creating 300 new jobs. **AutoNation** signed a 12-year lease with an eight-year option to remain in downtown Fort Lauderdale and will add 95 new jobs in the next five years.

The Alliance continued to take a leadership role in the **Broward Six Pillars strategic visioning process**. More than 350 community leaders and volunteers participated in the strategic planning effort, working together to make Broward County more competitive and to create high paying jobs through the year 2030.



The Alliance, working with the Greater Fort Lauderdale Convention and Visitors Bureau (CVB); Marine Industries Association of South Florida (MIASF), Starmark and others led and participated in several activities during this year's **Fort Lauderdale International Boat Show**. One of the activities included serving as a lead partner for the fourth annual invitation-only **Global Business Luncheon** featuring a business panel including Lisa Lutloff-Perlo of Celebrity Cruises, Charlie McCurdy of Informa and Sergey Petrossov of JetSmarter. At the Boat Show Coral Reef Pavilion, the Alliance and partners highlighted **marine research** taking place throughout South Florida. Additionally, the Alliance convened marine researchers from major South Florida research universities – **FAU, FIU, NSU, and UM** – to present about their research at the **Marine Research Hub** breakfast. A keynote was delivered by Dr. Guy Harvey.

Work continued through the **Greater Fort Lauderdale Education Action Team (GREAT)** to implement the recommendations of **GFL Works, a comprehensive skills gap analysis study** of Greater Fort Lauderdale's workforce for targeted industry sectors including life sciences, aviation, technology and others. The initial study was made possible by a \$126,000 investment to the Alliance Foundation by JPMorgan Chase & Co.

The Alliance held its second annual **Claim Your Future Showcase** in partnership with Broward County Public Schools and sponsored by Bank of America. Approximately 1,200 high school juniors attended this career fair for targeted industries at the BB&T Center in February.

Alliance staff and volunteer leadership successfully planned and executed a leadership trip to study best practices in Nashville, Tennessee. 81 Alliance members and community partners participated in the process. The nine areas of study are: Business Best Practices, Quality of Life, K-12 Education, Transportation, Higher Education, Housing, Healthcare and Homelessness and Workforce.



Business Attraction

Market Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal
Domestic Leads	197	334	220	220
International Leads	93	147	100	100
Average Monthly Projects in the Pipeline	30	21	30	30
Number of Announced Projects	23	17	25	20
Number of New Value-Added Jobs	2,693	1,978	1,600	1,200
\$ of Direct Capital Investment	\$205.4M Domestic \$6.9M Int'l	\$72.1M Domestic; \$184.2M Int'l	\$100M Domestic; \$10M Int'l	\$75M Domestic; \$5M Int'l

Business Retention

Market Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal
Number of Corporate Visits	177	185	200	180
Number of Retained Jobs	943	1,967	1,400	1300
Number of CareerSource Broward Partnerships	24	23	22	20
Dollar Value of CareerSource Broward Partnerships	\$1,379,217	\$516,578	\$750,000	\$500,000

Marketing & Communications

Market Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal
Media Value Generated	\$324,848	\$399,475	\$260,000	\$300,000

Financial Support

Market Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal
Public/Private Mix	\$1.00:\$1.99	\$1.00:\$1.49	\$1.00:\$1.40	\$1.00:\$1.48
Private Sector Dollars Investing in Economic Development	\$2,116,846	\$2,182,369	\$2,221,000	\$2,304,200

Administrative Objectives

- a. Continue to promote and support the Port Everglades Master Plan through the Port Everglades Action Team, focusing on key projects such as the Turning Notch and Deepening and Widening Project.
- b. Research, plan and organize a 2020 Alliance leadership trip to one of Broward County's competitive regions to review best practices and produce benchmarks for improvement in Alliance performance and deliverables and to enhance Broward County's business climate.
- c. Conduct an assessment of buildings and sites in Broward County in order to match the requirements of targeted industry needs with existing inventory and to determine and promote the need for new product inventory.

Revenues

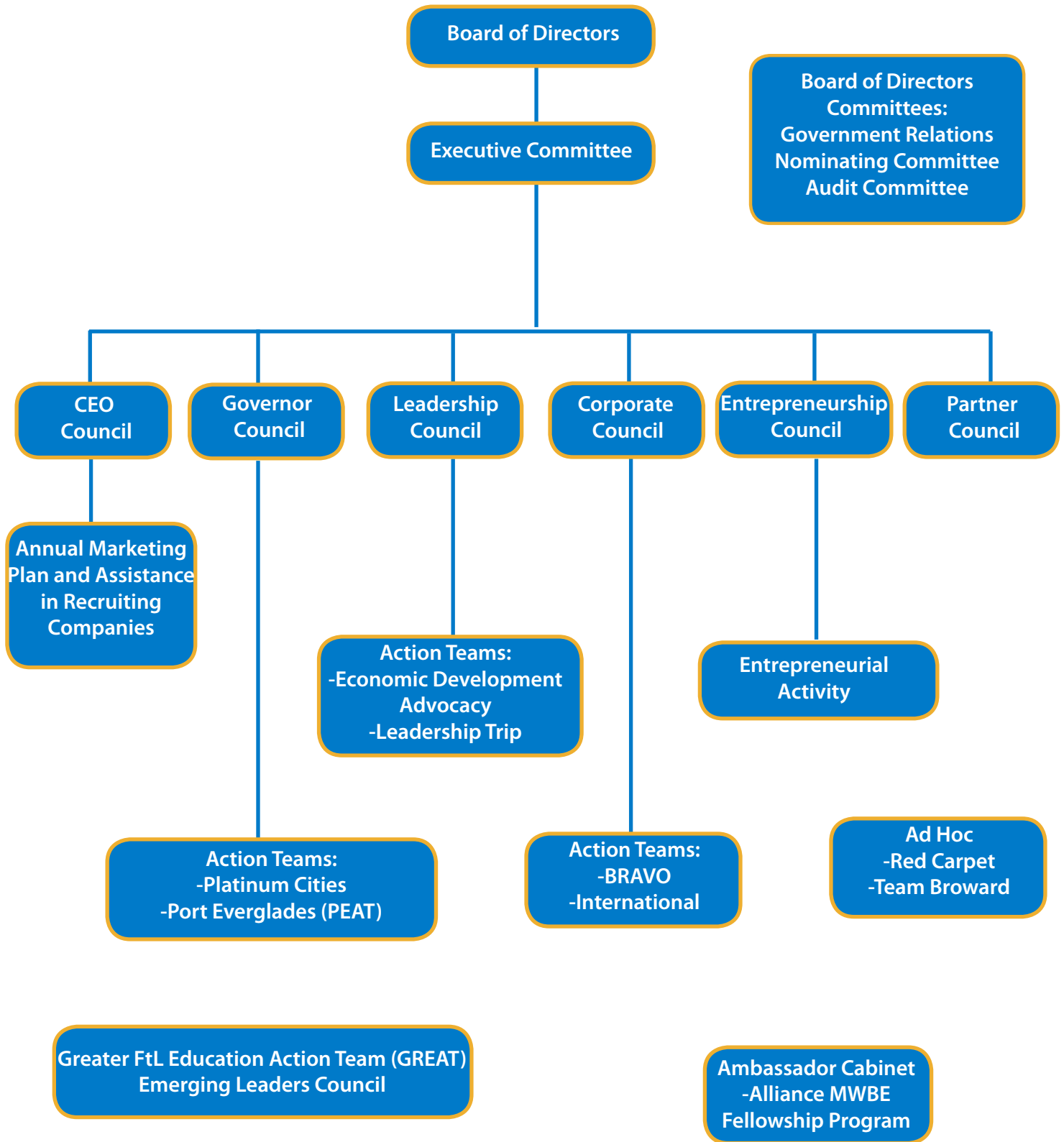
Revenues	FY 2017 Approved Budget	FY 2018 Approved Budget	FY 2019 Proposed Budget
Broward County Local Business Taxes	\$1,453,644	\$1,507,560	\$1,552,786
Private Sector Membership & Investment	\$1,585,000	\$1,705,000	\$1,773,200
CEO Council Fund Reserves	\$0	\$0	\$0
Municipal Membership	\$60,000	\$70,000	\$75,000
Chamber Membership	\$0	\$0	\$500
Events	\$207,000	\$220,000	\$235,000
In-kind	\$240,000	\$296,000	\$296,000
Interest	\$420	\$420	\$300
Other	\$3,600	\$2,500	\$2,400
Total Revenues	\$3,549,664	\$3,801,480	\$3,935,186

Note: Revenues include operations and restricted marketing asset revenues.

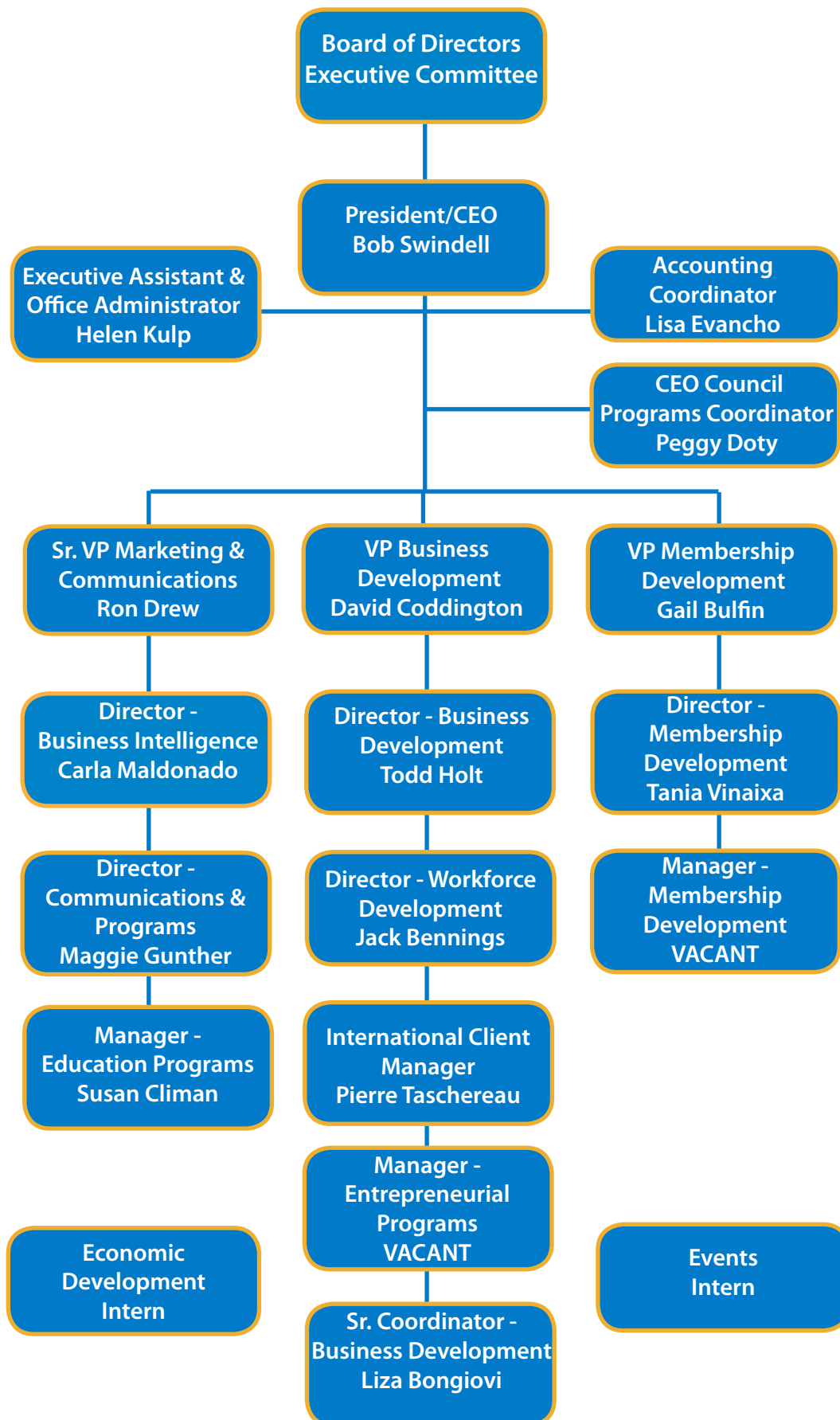
Expenses

Expenses	FY 2017 Approved Budget	FY 2018 Approved Budget	FY 2019 Proposed Budget
Marketing Initiatives	\$622,420	\$594,360	\$627,000
Marketing Initiatives - In-kind	\$152,000	\$125,000	\$125,000
Auto Expense	\$32,744	\$33,820	\$34,000
Banking Svc. Chgs. & Merchant Fees	\$21,000	\$33,184	\$31,800
Contract Services	\$97,695	\$102,000	\$77,500
Contract Services - In-kind	\$25,000	\$25,000	\$25,000
Depreciation	\$4,000	\$4,000	\$4,000
Dues & Subscriptions	\$18,420	\$33,260	\$35,220
Equipment Lease	\$6,000	\$7,476	\$7,476
Events & Programs	\$239,000	\$275,464	\$350,100
Event & Programs - In-kind	\$18,000	\$115,000	\$115,000
Insurance - Organization	\$11,340	\$14,700	\$15,000
Market Research	\$59,971	\$47,000	\$47,000
Meals & Hosting Expenses	\$79,337	\$77,700	\$79,400
Office Expense	\$20,000	\$15,100	\$24,000
Office Expense - In-Kind	\$10,000	\$10,000	\$10,000
Postage	\$4,550	\$2,904	\$4,104
Printing & Duplicating	\$34,549	\$21,140	\$18,740
Printing & Duplicating - In-kind	\$15,000	\$1,000	\$1,000
Professional Education	\$9,572	\$8,700	\$9,300
Professional Fees	\$27,204	\$26,400	\$36,400
Professional Fees & Education - In-kind	\$20,000	\$20,000	\$20,000
Rent	\$198,588	\$198,252	\$214,404
Salary	\$1,459,393	\$1,519,800	\$1,565,600
Benefits	\$244,405	\$245,993	\$252,143
Telephone	\$15,726	\$16,944	\$17,650
Travel	\$68,750	\$72,960	\$75,050
Reserve - Contingency	\$35,000	\$50,000	\$75,000
Total expenses	\$3,549,664	\$3,697,157	\$3,896,887

Org. Chart: Alliance Councils & Action Teams



Org. Chart: Alliance Staff



Alliance 2019 Implementation Plan

"6P" Notation indicates alignment with the Broward County Six Pillars Strategic Plan

KEY INITIATIVES: MARKETING & PROMOTING GREATER FORT LAUDERDALE/BROWARD COUNTY

- A. Develop and disseminate top quality marketing materials utilizing consistent key messages to increase the positive awareness of Greater Fort Lauderdale/Broward County and its 31 municipalities as an ideal business location for companies considering relocation, expansion or consolidation resulting in domestic and international high value job growth, business retention and new capital investment.

Responsibility: Sr. VP - Marketing & Communications, CEO, VP – Business Development, VP - Membership Development

- B. Continue use of chief executive video and other digital communications on websites and other electronic media links of national/international target publications, and coordinate with the CVB, Port and Airport, and in addition capitalize on general aviation by coordinating with significant local airports, fixed-based operators and private aircraft operators to show locally.

Responsibility: Sr. VP - Marketing & Communications

- C. As part of Target 20/20, in 2019 produce new target industry videos featuring local chief executives.

Responsibility: Sr. VP - Marketing & Communications

- D. Travel/Domestic and International: Maintain consistent presence for Greater Fort Lauderdale at major national and international conferences attended by corporate end-users, site selection consultants and corporate real estate service providers such as CoreNet Global Summits for the Americas, Europe and the Pacific Rim; Site Selectors Guild events and Enterprise Florida Consultant events and Team Florida missions, along with direct follow-up to the targeted audience in New York/New Jersey and Chicago.

Responsibility: CEO, VP - Business Development

- E. In implementing the Target 20/20 strategic marketing plan, travel to domestic and international industry-specific events and trade shows.

Responsibility: CEO, VP - Business Development

- F. Participate in hosting events and outbound recruiting trips that will include the targeted audience of corporate end-users, site selection consultants and corporate real estate service providers as well as the editors and senior staff writers of major publications to secure feature articles and editorials focused on Greater Fort Lauderdale's existing corporate and international division headquarters.

Responsibility: CEO, VP - Business Development, Sr. VP - Marketing & Communications, VP - Membership Development

- G. Continue the South Florida TechGateway campaign and asset map promoting "Work in the Cloud, Live in the Sun" for recruitment, retention and marketing technology cluster development. 6P

Responsibility: VP - Business Development, Sr. VP - Marketing & Communications

- H. Continue work on the foundation of a new South Florida regional industry asset map for recruitment, retention and marketing aviation/aerospace cluster development. 6P
Responsibility: Director – Business Intelligence, International Client Manager
- I. Continue to upgrade and improve the Alliance website and social media sites including Facebook, Twitter, LinkedIn and YouTube, delivering the highest value to targeted industry executives, business consultants, commercial real estate brokers, site selectors and Alliance members. This will include the #WhyGFL emerging leaders campaign. 6P
Responsibility: Director - Communications & Programs, Sr. VP - Marketing & Communications
- J. Produce and distribute 2019 Greater Fort Lauderdale/Broward County Economic Sourcebook and Market Profile, and provide as a resource to South Florida Business Journal subscribers, Alliance Partners, Chambers of Commerce in Broward County and select local hotels. 6P
Responsibility: Director - Communications & Programs, Sr. VP - Marketing & Communications, Director - Business Intelligence
- K. Produce and distribute FY 2018 Annual Report.
Responsibility: Director - Communications & Programs, Sr. VP - Marketing & Communications
- L. Maintain Online Who's Who in Economic Development Directory.
Responsibility: VP – Membership Development
- M. Produce quarterly eBullets for site selectors as a way to promote Greater Fort Lauderdale/Broward County as a choice location for their clients.
Responsibility: Sr. VP - Marketing & Communications, VP - Business Development, CEO
- N. Help market and promote Port Everglades through the Alliance's Port Everglades Action Team.
Responsibility: VP - Membership Development, Sr. VP - Marketing & Communications, VP - Business Development, CEO
- O. Professional Associations: Continue leadership and participation in national, state, regional and international corporate real estate organizations, national/state economic development organizations and regional, state and national industry/trade organizations.
Responsibility: CEO, VP - Business Development, Sr. VP - Marketing & Communications, VP - Membership Development
- P. Support and collaborate with existing local and regional targeted industry trade organizations.
Responsibility: VP - Business Development
- Q. As part of Target 20/20, support and help drive the Life Sciences South Florida regional initiative, which is being utilized to promote and grow the Life Sciences industry cluster in South Florida.
Responsibility: Director – Business Development

- R. As part of Target 20/20, support and help drive the South Florida Aviation Maintenance Council (formerly the Miami Maintenance Management Council) regional initiative, which is being utilized to promote and grow the Aviation/Aerospace industry cluster in South Florida.

Responsibility: International Client Manager

- S. Begin work on a comprehensive, centralized website to market and promote all of the County's educational assets.

Responsibility: Manager – Education Programs, Sr. VP - Marketing & Communications

- T. Collaborate with educational and business partners through the Alliance's Greater Fort Lauderdale Education Action Team (GREAT) to promote the strengths of Broward's K-20 education system and make recommendations for improvements where needed. 6P

Responsibility: Sr. VP - Marketing & Communications, Manager – Education Programs, Director – Workforce Services, CEO

- U. Through the GREAT team, implement the recommendations of the Broward County workforce skills gap analysis to better prepare and connect students with career opportunities and set the stage to retrain workers to meet the needs of employers. 6P

Responsibility: Sr. VP - Marketing & Communications, Manager – Education Programs, Director – Workforce Services, CEO

- V. In partnership with Broward County Public Schools, produce annual Claim Your Future Showcase career fair encouraging students to pursue careers in Broward County targeted industries.

Responsibility: Manager – Education Programs, Sr. VP - Marketing & Communications

- W. To be awarded at the Alliance Mid-Year Meeting, coordinate the nomination, selection and recognition of a World Class Faculty member and Economic Development Partner organization. To be awarded at the Alliance Annual Meeting, coordinate the nomination, selection and recognition of a business organization whose commitment to Broward's education system is outstanding, and coordinate the nomination, selection and recognition of outstanding Alliance Council leaders. 6P

Responsibility: Manager – Education Programs, Director – Communications & Programs, Director – Business Development, VP – Membership Development, Sr. VP – Marketing & Communications, VP – Business Development, CEO, Past Alliance Chairs

- X. Serve as host economic development organization for the 2019 International Economic Development Council Leadership Summit.

Responsibility: Sr. VP - Marketing & Communications, VP – Membership Development, VP – Business Development, CEO

- Y. Host a minimum of three inbound international missions in order to influence potential businesses interested in starting or relocating their operations to Broward County. 6P

Responsibility: International Client Manager

- Z. Continue to build relationships with regional Consular Corps and Bi-National Chambers of Commerce to develop opportunities for international business to locate and grow in Broward County. 6P

Responsibility: International Client Manager

- AA. As part of Target 20/20, continue to enhance Broward County's reputation for entrepreneurial assets and continue to utilize the Florida Virtual Entrepreneur Center website (www.flvec.com), encouraging the growth of small businesses and startups. 6P

Responsibility: Sr. VP - Marketing & Communications, VP - Business Development & Director - Business Development

- BB. As part of the Target 20/20 focus on Life Sciences, implement a multi-year comprehensive marketing plan to incorporate the growth of life sciences companies in South Florida with Nova Southeastern University's new Center for Collaborative Research facility. 6P

Responsibility: Director - Business Development, Sr. VP - Marketing & Communications, VP - Business Development

- CC. Refresh and update the Alliance website, www.gflalliance.org.

Responsibility: Director - Communications & Programs, Sr. VP - Marketing & Communications

- DD. Continue to brand Broward County as a Talent Hub and continue working with local industry and CareerSource Broward to develop the workforce in Broward County's targeted industries.

Responsibility: Sr. VP - Marketing & Communications, Director - Communications & Programs, VP - Business Development, Director – Workforce Services, Manager – Education Programs

KEY INITIATIVES: MANAGING EXPANSION, RELOCATION AND RETENTION PROJECTS

- A. Act as Broward County's single point of client contact for relocation, expansion and retention projects, providing exceptional customer service, developing strong private sector client relations, marketing applicable incentive programs to targeted sector businesses and providing responsive and persuasive project management services.

Responsibility: VP – Business Development, CEO

- B. Prospecting/Lead Generation: Develop leads and prospects through advertising, media coverage and outreach to targeted industry executives, business consultants, commercial real estate brokers and site selectors, and follow up with those leads to secure favorable relocation and expansion decisions for targeted industry and headquarter operations in Greater Fort Lauderdale.

Responsibility: VP – Business Development, CEO, Sr. VP - Marketing & Communications

- C. Conduct 180 BRAVO corporate visits to targeted industries, small, mid-market and large employers focused on business retention and expansion assistance. Areas of assistance include such issues as access to capital, workforce training opportunities, permitting and site location assistance.

Responsibility: VP – Business Development, Director - Workforce Development

- D. Market and promote the Certified Business program to companies in Broward County working in conjunction with the Broward County Office of Economic and Small Business Development and Broward County Small Business Advisory Board.

Responsibility: VP – Business Development, Director - Workforce Development

- E. Continue to market cargo facilities and foreign trade zones (FTZ) throughout Broward County.

Responsibility: VP – Business Development, Sr. VP - Marketing & Communications

- F. Proactively reach out to Broward County companies to assist them with workforce training needs including providing assistance to companies applying for workforce training grants. 6P

Responsibility: Director – Workforce Development

- G. Through the TechGateway initiative, continue to promote and foster the growth of Broward's information and communications technologies cluster by enhancing the communication between academia and industry, and growing a talented workforce and attracting capital investment. 6P

Responsibility: VP – Business Development, CEO

- H. Provide assistance to entrepreneurs in Broward County, connecting them with business support organizations, programs and service providers who can help them succeed in their new or growing business. 6P

Responsibility: VP – Business Development

- I. Continue to engage current member companies and organizations by recommending and connecting members to potential and announced projects when appropriate.

Responsibility: VP – Membership Development, VP - Business Development, Director - Business Development, International Client Manager

KEY INITIATIVES: PROVIDING BUSINESS INTELLIGENCE AND MARKET RESEARCH

- A. Monitor Greater Fort Lauderdale/Broward County's favorability as a business location based on an extensive range of comparative economic statistics and trends such as labor force, incentives, available real estate and business operating costs/taxes, and measured against identified competitor cities/regions.

Responsibility: Sr. VP – Marketing and Communications, VP – Membership Development, Director – Workforce Development, VP – Business Development, Director - Business Intelligence

- B. Promote and utilize business intelligence and market research services and real estate data to help companies in their decision-making process so that Greater Fort Lauderdale/Broward County rates as a top business location and becomes the location of choice for companies seeking to locate, relocate or expand their operations.

Responsibility: Sr. VP – Marketing and Communications, Director - Business Intelligence

- C. Perform an annual local business climate assessment and advocate for a highly attractive, diverse, business friendly climate, a competitive business location and the availability of a well-educated and highly trained workforce in Broward County.

Responsibility: Sr. VP – Marketing and Communications, Director – Workforce Development, VP – Membership Development, Director - Business Intelligence

- D. Through BRAVO corporate visits and community outreach, assess business community needs and concerns involved in attracting, retaining and expanding businesses and industries and advocate for economic policies, regulatory changes, legislative enhancements, and/or programs that will foster economic growth in Broward County (i.e., Port Everglades Action Team, Platinum Cities Permitting Program, the Six Pillars strategic plan and the Alliance Venture Capital Action Team). 6P

Responsibility: Sr. VP – Marketing and Communications, VP – Business Development, Director – Workforce Development, VP – Membership Development, Director - Business Intelligence

- E. Gather, identify and report on trends in K-12, higher education and workforce development that impact the availability of a talented and capable workforce. 6P

Responsibility: Director - Business Intelligence, Director - Workforce Development, Sr. VP – Marketing and Communications

- F. Document and promote assets of the community such as cultural and arts programs to build the reputation that Greater Fort Lauderdale is a place attractive to the knowledge worker, a group of talented workers essential to economic diversification and economic growth, leveraging collaborative relationships with organizations such as Business for the Arts Broward. 6P

Responsibility: Sr. VP - Marketing & Communications, VP – Membership Development, Director - Business Intelligence

- G. Maintain a marketing presentation template that clearly and factually states the business case for establishing or growing specific target industry niches of strength and opportunity for Broward County (i.e., Aviation Maintenance, Repair and Overhaul; Pharmaceutical Manufacturing; IT Software Design). 6P

Responsibility: Sr. VP - Marketing & Communications, Director - Business Intelligence

- H. Complete and maintain a database highlighting Broward County's competencies (leading employers, average salary by selected occupation, education data, etc.) to attract target industry niche sectors and post online for access by Alliance partners and prospects.

Responsibility: Sr. VP - Marketing & Communications, Director - Business Intelligence

- I. Report on target industries niche subsets in its prospects and leads reports to develop a baseline and subsequent measurements indicating success in growing the niche markets.

Responsibility: VP - Business Development

- J. Develop and utilize an expanded internship program with area colleges and universities for undergraduates and MBA candidates to assist with research projects designed to help grow jobs in Broward County.

Responsibility: Sr. VP - Marketing & Communications, Director - Business Intelligence

- K. Prepare ongoing annual and updated data that will be used in the Six Pillars strategic planning process to grow high paying jobs in Broward County and engage community leaders in enhancing Broward County's business and economic climate. Begin implementation of a new five-year strategic economic development plan using the Six Pillars framework. 6P

Responsibility: Sr. VP - Marketing & Communications, Director - Business Intelligence

KEY INITIATIVES: SECURING AND ENHANCING PRIVATE/ PUBLIC LEADERSHIP, COLLABORATION AND INVESTMENT

- A. Ensure private sector funding goals are achieved by continuing to engage key members of the community in fundraising efforts to enhance our ability to market and promote Greater Fort Lauderdale as a premier business destination.

Responsibility: VP - Membership Development, CEO

- B. In order to engage private sector support of economic development, produce a minimum of four highly effective, well attended Alliance Meetings engaging top business and community leaders including: Annual Meeting | Mid-Year Meeting | Two Council Connects

Responsibility: VP - Membership Development

- C. Continue to enhance collaborations with Port Everglades, Fort Lauderdale–Hollywood International Airport and the Greater Fort Lauderdale Convention and Visitors Bureau. 6P

Responsibility: VP – Business Development, VP - Membership Development, CEO, Sr. VP – Marketing and Communications

- D. Continue the Alliance’s Port Everglades Action Team (PEAT) commitment, an effort that has been successful in supporting the Intermodal Cargo Transfer Facility and inclusion of language into the WRRDA authorization under the WIIN act. This is a collaborative effort with Port Everglades executives, the Port Everglades Association, the Broward Workshop and municipal chambers. PEAT’s role is to support the Port Everglades Master Plan, focusing on key projects such as the Turning Notch and the Deepening & Widening of the channel, advocating at the federal, state and local levels. 6P

Responsibility: VP – Membership Development, Sr. VP – Marketing and Communications, CEO

- E. Continue leadership role in implementing the Six Pillars visioning platform in Broward County and leading the annual report to the community. Six Pillars is a joint initiative with numerous community partners to create and implement a strategic plan to help guide Broward County toward a future economy that includes high-wage jobs, global competitiveness and vibrant communities by the year 2030. 6P

Responsibility: CEO, Sr. VP - Marketing & Communications

- F. Continue to engage the Alliance / Six Pillars Broward Council of Emerging Leaders in economic development and addressing talent retention.

Responsibility: Director - Communications & Programs, Sr. VP - Marketing & Communications

- G. As part of Target 20/20, continue the Alliance’s leadership role in establishing and supporting industry consortium teams that focus on building the awareness of major industry clusters in Broward County and South Florida. Local chief executives and top-level business leadership will be engaged in this process.

Responsibility: CEO, Sr. VP – Marketing and Communications, VP - Business Development, VP – Membership Development, Director - Business Intelligence

- H. To enhance and promote Broward County’s entrepreneurial ecosystem, look for opportunities to support start-up and venture capital conferences when they are held in Broward County.

Responsibility: VP – Business Development, Sr. VP - Marketing & Communications, VP – Membership Development

- I. Participate as a founding member of the Marine Research Hub initiative, a consortium of the region’s leaders who work to raise the visibility, reputation and prestige of Southeast Florida’s oceanographic research institutions. The Consortium’s purpose is to brand and market the region’s excellence in research talent, the exceptional concentration of academic assets, and the successful commercialization of marine research.

Responsibility: CEO, Sr. VP – Marketing and Communications, VP – Business Development, VP – Membership Development, Director – Business Intelligence

- J. Produce monthly Alliance eNewsletter for members, partners and stakeholders.

Responsibility: Director - Communications & Programs

- K. Enhance membership development and private sector engagement by continuing to create new impactful communication tools.

Responsibility: VP - Membership Development, Sr. VP – Marketing and Communications

- L. Promote and improve the ongoing minority and women owned business and SBE/CBE (Small Business Enterprise/Certified Business Enterprise) Alliance MWBE Fellowship Program designed to recruit diverse business leadership and support the growth and development of small businesses in Broward County.

Responsibility: VP - Membership Development

- M. Continue to grow the 501(c)(3) economic development foundation focused on market research, leadership education, education-workforce development and community development projects.

Responsibility: CEO, Sr. VP – Marketing and Communications, VP - Membership Development

- N. Assist in developing and marketing business incubators that will promote business growth and success within Broward County. 6P

Responsibility: CEO, VP – Business Development, Director - Communications & Programs, Director - Business Intelligence

- O. Support the establishment of an FAU Research Park “soft landing” facility for foreign-owned businesses considering a Broward County location to assist and promote foreign direct investment.

Responsibility: CEO, International Client Manager

- P. Convene business and trade organizations and community groups on important community issues.

Responsibility: CEO, Sr. VP – Marketing and Communications, VP - Membership Development, VP – Business Development

- Q. Support the Broward Business Council on Homelessness (BBCH).
Responsibility: CEO, Sr. VP – Marketing and Communications, VP - Membership Development, VP – Business Development, Director - Communications & Programs, Manager – Education Programs
- R. Engage members by producing dynamic meetings and programming for the Alliance CEO Council, Governor Council, Leadership Council, Corporate Council, Entrepreneurship Council and Partner Council.
Responsibility: VP - Membership Development, VP – Business Development
- S. Engage a Government Relations and Advocacy Subcommittee of the Alliance Board of Directors in cooperation with the Alliance’s Leadership Council.
Responsibility: CEO, VP - Membership Development, Director - Communications & Programs
- T. Develop a reporting process to share information from the 2018 Nashville Leadership Trip and begin researching and planning the 2020 Alliance Leadership Trip to one of Broward County’s out-of-state competitive regions to review best practices and produce benchmarks for improvement in Alliance performance and deliverables and to enhance Broward County’s business climate.
Responsibility: VP - Membership Development

NOTES



The Greater Fort Lauderdale Alliance is Broward County's official public/private partnership for economic development.
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