



August 23, 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,

This letter outlines strategies the Alliance has in place to mitigate challenges to the State's economy described in our 2019 Business Plan.

Respected publications and economists continue to point out the possibility of a cooling economy and some of the challenges we're seeing in Florida at the state level regarding incentives and trends in job growth. For example, in an article in the Sun Sentinel dated August 17, 2018 titled *South Florida at Full Employment*, J. Antonio Villamil, economist with The Washington Economics Group in Coral Gables stated, "While Florida continues to outpace the nation on job growth, that could slow with anticipated federal rate hikes and the threat of trade wars."

Since we are seeing a lower, but more sustainable job growth rate, following very high levels of job growth in 2016 and 2017, we are implementing the following strategies that we believe will have a positive impact on new job creation:

1. The Alliance has purchased a new, very sophisticated data mining product that will help us identify companies from across the country that have high revenue growth rates among other positive economic indicators, and are well capitalized to position those companies to expand. Using specialized algorithms in screening these positive indicators, we anticipate being able to identify those expanding companies that also have a high propensity to relocate to a more economically vibrant and talent rich geographic area. This new product will allow us to determine companies that we will reach out to on a proactive basis and help us determine where we need to direct advertising campaigns and personal outreach.
2. The Alliance Business Development team will plan to do two additional in-market trips to out of area locations. These areas will be where we know companies are in our targeted industries and are in a position to locate new operations to Broward County. We will also work to broaden our member engagement in meetings with these companies, inviting Alliance members and local aligned targeted industry opinion leaders to travel with us and help make introductions.
3. In order to ensure we have the talent companies need in a full employment environment, we are focusing more on local employment drivers such as pathways from poverty to prosperity. This involves a collaborative effort with our workforce and training partners, along with government leaders, to provide training programs and supportive services in the distressed areas of Broward County where there continues to be high unemployment and high poverty levels. We are looking at systemic approaches to improving employment in our economically challenged zip code areas.

**ALLIANCE: PARTNERSHIP FOR ECONOMIC GROWTH**

Broward County's Official Economic Development Partnership

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4. We are enhancing our marketing outreach to include a focus on branding Broward County as a talent hub, and continuing to promote and brand the TechGateway initiative and grow the Marine Research Hub consortium. We will be using in-market publications out of area, softening the entry into the two business markets where we plan to travel. We are also exploring a strategy of expanding our digital outreach to target geographic areas and millennial demographics in order to attract new talent to Broward County, providing the rich base of talent companies are seeking. If the commission would consider helping us fund this outreach, we believe we will get a significant ROI from the outreach.
5. We have diligently worked to solidify our associations with companies that have expanded in Broward County to strive to ensure these companies continue to add high wage jobs in Broward County (i.e., AutoNation, Citrix, Kaplan and Magic Leap). We know the time it takes to attract a company is much more involved than working to keep a company. Our goal is to retain and attract new companies to maintain our positive growth momentum.
6. We will continue to expand our work beyond the traditional economic development model to focus on important issues that impact our competitiveness including affordable workforce housing, student talent development, workforce training, homelessness, and advocating before state and federal elected officials and agencies on the importance of expediting and fully funding the widening and deepening of Port Everglades.

While the statewide trends and economic forecasts indicate a potential slowing of job growth, our goal will be to continue to aggressively pursue both relocation and expansion projects and continue to grow high skill, high wage jobs for the residents of Broward County.

With warm personal regards, I remain

Sincerely,

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

Bob Swindell  
President and CEO

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