



January 31, 2019

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,

Please find below the Alliance's fiscal year 2019 first quarter report to Broward County. The Alliance is pleased to report that Broward County's employment growth continues to be strong with 15,800 jobs added year over year. Additionally, its current unemployment rate of 3.1% continues to be below the state average of 3.3%. This validation of the strength of our market, along with the announced projects described below, are a testament to the strong collaborations between Broward County, the Alliance, and other partners leading to success in Broward and jobs for its residents. Some of the highlights of the first quarter include the following:

1. We were pleased to finalize eight company projects in the first quarter and continue to work with more than 30 companies that are in the project pipeline. Examples of completed projects were:

Project Bulldog (formal announcement by the company will be forthcoming), a company providing placement services to physicians and healthcare institutions nationwide, which will be creating 250 jobs and making a \$6,798,960 capital investment in Pompano Beach.

Project Barkley (formal announcement by the company will be forthcoming), a strategic logistics company, which will be adding 200 jobs, retaining 136 jobs and making a \$14,000,000 capital investment in Fort Lauderdale.

Amazon will be creating a sortation center in Sunrise, adding 70 jobs and making a \$1,000,000 capital investment.

DGS Marine, a Brazilian shipbuilder specializing in military vessels, which will be adding 20 jobs and making a \$4,800,000 capital investment in Miramar.

2. As always, a primary focus of the Alliance is assisting local companies through our BRAVO (Business Retention and Visitation Outreach) program. 40 Broward County companies were visited by the Alliance during the first quarter, as we assisted in areas such as access to capital, workforce training opportunities, permitting and site location assistance.
3. The Alliance continued its implementation of the Target 20/20 strategic marketing plan. Target 20/20 is guiding strategic and tactical economic development marketing through the year 2020, as we focus on high-wage targeted industries including aviation/aerospace; global logistics; life sciences; marine industries; technology; national, regional and Latin America headquarters; and other target industries.
4. The Alliance's Port Everglades Action Team, a partnership with Broward County and numerous community organizations, continued its work to support Port Everglades expansion projects.

**ALLIANCE: PARTNERSHIP FOR ECONOMIC GROWTH**

Broward County's Official Economic Development Partnership

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5. The Alliance continued to implement recommendations from the Workforce Skills Gap Study, which was announced in April of 2017. One of the projects includes improving economic conditions for residents in the distressed areas which are the zip code areas that have higher unemployment and higher levels of poverty than Broward County as a whole. Other recommendations included addressing a shortage of middle skills talent in technology and aviation industries, summer youth employment, generational workforce issues and opportunities, and branding Broward County/Greater Fort Lauderdale as a Talent Hub.
6. The Alliance continues to take a lead role in establishing and promoting the Marine Research Hub (MRH) Consortium of South Florida. A database of key research projects has been gathered from each of the four South Florida universities performing oceanographic and marine research, and work continues on developing and implementing a marketing and communications plan to brand the Hub, along with creating opportunities for the universities to commercialize their research projects. In November, during the Fort Lauderdale International Boat Show, the MRH held their 3<sup>rd</sup> annual MRH Summit featuring oceanographic research presentations by each of the four research universities.
7. The Alliance continues to help lead efforts of the Broward Business Council on Homelessness. The Business Council is a joint initiative between the Alliance and the United Way of Broward County, working with a number of local community partners including Broward County.
8. The Alliance again partnered with the CVB and Marine Industries Association on a number of activities during this year's Fort Lauderdale International Boat Show. Some of the activities that took place during the Boat Show included the fifth annual invitation-only Global Business Leaders Luncheon event on the opening day of the Boat Show, the "Coral Reef Stage" at the convention center, which featured marine research presentations by the four founding Marine Research Hub universities and hosting guests and dignitaries in the Windward VIP Club.
9. The Alliance continues to help lead the Broward Six Pillars strategic visioning implementation process. Nine key focus areas of work have been identified as issues that are being addressed by Six Pillars leaders and volunteers going forward in the next five-year timeline.
10. The Alliance continues to promote its "Platinum Cities" permitting excellence program to companies considering Broward County as a business location. The program encourages Broward communities to make the permitting and inspections process more business friendly and competitive with other regions.

These are just a few examples of the steps we are taking to continue 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,



Bob Swindell  
President and CEO

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## FY 2019 Market Measures

### Business Attraction

Market Measures	FY 2019 Goal	FY 2019 Goal YTD	FY 2019 Actual YTD	FY 2019 Actual 1st Qtr
Domestic Leads	220	55	53	53
International Leads	100	25	2	2
Average Monthly Projects in the Pipeline	30	30	33	33
Number of Announced Projects	20	5	8	8
Number of New Value-Added Jobs	1,200	400	710	710
\$ of Direct Capital Investment	\$75M Domestic; \$5M Int'l	\$18.75M Domestic; \$1.25M Int'l	\$27.99M Domestic; \$5.7M Int'l	\$27.99M Domestic; \$5.7M Int'l
\$ of Direct Capital Investment ROI	Calculated at end of year			

### Business Retention

Market Measures	FY 2019 Goal	FY 2019 Goal YTD	FY 2019 Actual YTD	FY 2019 Actual 1st Qtr
Number of Corporate Visits	180	45	40	40
Number of Retained Jobs	1,300	325	145	145
Number of CareerSource Broward Partnerships	20	5	8	8
Dollar Value of CareerSource Broward Partnerships	\$500,000	\$125,000	\$458,483	\$458,483

### Marketing & Communications

Market Measures	FY 2019 Goal	FY 2019 Goal YTD	FY 2019 Actual YTD	FY 2019 Actual 1st Qtr
Media Value Generated	\$300,000	\$75,000	\$173,165	\$173,165

### Financial Support

Market Measures	FY 2019 Goal	FY 2019 Goal YTD	FY 2019 Actual YTD	FY 2019 Actual 1st Qtr
Public/Private Mix	\$1.00:\$1.48	\$1.00:\$1.48	\$1.00:\$1.33	\$1.00:\$1.33
Private Sector Dollars Investing in Economic Development	\$2,304,200	\$576,050	\$519,029	\$519,029

## FY 2019 Market Measures

### 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 Projects.

With the long-sought-after goal of authorization by the Army Corps of Engineers for the widening and deepening project of Port Everglades received in 1Q/17, we now move into a new authorization phase, seeking to get approval for the ACOE “New Start” projects. We will continue to promote and support the Port Everglades Master Plan through the Port Everglades Action Team (PEAT), focusing on key projects such as the Turning Notch, Dredging Project and Intermodal Container Transfer Facility. In June, a group of 12 PEAT members traveled to Washington, DC, including Commissioner Chip LaMarca, Alliance President / CEO Bob Swindell, Alliance VP Gail Bulfin, PEA Executive Director Lori Baer and others. The team spent a day on Capitol Hill speaking with the Florida delegation and influential staff and elected officials from other states who play a role in both WRDA and on the Appropriations committee. Our “ask” this time was to create specific language to allow the County and Port Everglades to pre-fund a portion of the project – the movement of the U.S. Coast Guard station – and to allow that work to be eligible for reimbursement. In addition, the team asked for support to secure more Customs and Border Protection agents at both FLL and Port Everglades. The following day, a group visited with the team from the US DOT Ports & Waterways department, including the chief administrator and was able to secure a visit by their team to Port Everglades for a community charrette in early 2019. In late September, we received great news that our efforts to advocate for more CBP agents were successful. Port Everglades and FLL received authorization for 25 new agents for our very busy ports of entry. Most recently, the team met at the Port to review strategies for 2019. Port issues will be front and center during a Tallahassee Fly-In in March and another small group trip to DC in May.

- 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.

Alliance staff and volunteer leadership successfully planned and executed leadership trips to study best practices in 2016 to Austin, Texas and in 2018 to Nashville, Tennessee. During the most recent trip, 80 Alliance members and community partners participated in the process. During the 2<sup>nd</sup> Q of 2019, a planning team will be assembled to begin the process of identifying the next city to be studied in 2020. Previous areas of study included Business Best Practices, Quality of Life, K-12 Education, Transportation, Higher Education, Housing, Healthcare and Homelessness, and Workforce. Review of topics and selection of team leaders will also be identified in Q2 / Q3.

- 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.

The assessment of building and sites in Broward County has been completed and requirements of targeted industries has been developed based on historical occupation numbers. Meetings are being held with local and out-of-state developers to respond to their queries about opportunities for product development and to promote the need for new product inventory.

## FY 2019 Market Measures

### Business Intelligence Administrative Objectives

- A.** Develop and maintain a new template marketing presentation 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).

The template marketing presentation has been developed and the presentations for the target industry niche segments are updated on a continual basis.

- B.** Complete 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.

The database was developed and posted online in December 2015. It is updated on a continual basis.

- C.** 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.

Of the total 15 prospects and leads in the 1st quarter, 55 were in the target niche industries of Aviation Maintenance, Repair and Overhaul; International and Regional Headquarters; Pharmaceutical Manufacturing; Medical Equipment/Device Development and Manufacturing; Custom Computer Programming; and Software Publishers.

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

This program has been created and the Alliance is utilizing interns to assist with research projects.

- E.** 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.

Updated data is prepared on an ongoing basis. The Six Pillars annual report and implementation plan are posted to [www.sixpillarsbroward.org](http://www.sixpillarsbroward.org).

## Key Broward County Economic Indicators

Following are key Broward County economic statistics that are indicators of Broward's overall economic health and trends (2018 numbers are as of December, 2018)

	Number Employed	Number in Labor Force	Number Unemployed	Unemployment Rate
2012	952,484	1,021,901	69,417	6.8%
2013	973,289	1,026,442	53,153	5.2%
2014	1,017,456	1,065,335	47,879	4.5%
2015	956,378	999,633	43,255	4.3%
2016	980,719	1,025,431	44,712	4.4%
2017	991,883	1,026,696	34,813	3.4%
2018	1,006,478	1,038,689	32,211	3.1%

Source: Department of Economic Opportunity \*Each year's numbers in the above table are as of December

Number of Jobs in Target Industries						
	Aviation and Aerospace	Life Sciences	Information & Communication Technologies	Corporate, Regional & Divisional HQ	High-Tech Manufacturing	Marine Industry
2012	10,775	4,072	31,634	47,461	31,396	8,797
2013	10,823	4,237	32,341	50,027	31,995	8,805
2014	11,861	4,684	33,290	53,433	32,411	8,156
2015	11,931	4,752	34,664	54,923	32,677	8,472
2016	12,409	4,810	33,351	52,272	30,906	8,325
2017	13,250	4,746	34,841	54,446	31,821	8,300
2018	14,917	4,659	36,453	56,017	33,049	8,529

Source: EMSI \*Each year's numbers in the above table are as of December

Employment by Major Occupational Sectors							
INDUSTRY	Dec-12	Dec-13	Dec-14	Dec-15	Dec-16	Dec-17	Dec-18
Construction	32,200	34,700	38,400	43,800	44,900	49,600	51,000
Manufacturing	25,800	26,700	27,600	28,400	27,900	28,800	28,000
Wholesale Trade	45,900	46,700	48,000	48,700	49,200	49,900	47,700
Retail Trade	105,100	111,000	112,300	112,900	115,200	113,500	114,500
Transportation, Warehousing, and Utilities	23,900	24,700	25,200	26,400	27,400	27,600	33,000
Information	18,400	18,400	18,900	19,400	19,200	19,500	20,700
Financial Activities	55,700	55,200	56,400	58,600	57,400	58,300	59,200
Professional and Business Services	128,300	134,500	141,000	144,800	151,700	155,300	156,900
Education and Health Services	97,400	99,500	101,600	104,500	107,200	114,000	114,300
Leisure and Hospitality	83,300	87,400	91,000	92,800	96,100	95,400	93,400

Source: Department of Economic Opportunity



Average Wage Rates by Target Industry						
	Aviation and Aerospace	Life Sciences	Information & Communication Technologies	Corporate, Regional & Divisional HQ	High-Tech Manufacturing	Marine Industry
2012	\$56,451	\$50,240	\$77,635	\$62,438	\$59,782	\$45,182
2013	\$56,281	\$49,369	\$79,025	\$62,992	\$60,239	\$45,870
2014	\$58,914	\$50,934	\$80,763	\$67,349	\$60,696	\$50,126
2015	\$62,686	\$52,020	\$82,991	\$68,771	\$60,868	\$50,611
2016	\$78,400	\$69,069	\$109,738	\$84,168	\$77,622	\$61,783
2017	\$81,244	\$76,487	\$113,636	\$86,204	\$80,252	\$65,638
2018	\$84,000	\$78,853	\$113,409	\$90,352	\$82,706	\$68,161

Source: EMSI \*Each year's numbers in the above table are as of December

	Per Capita Income	Median Household Income
2012	\$28,547	\$51,603
2013	\$28,205	\$51,251
2014	\$28,329	\$51,574
2015	\$28,381	\$51,968
2016	\$28,987	\$52,954
2017	\$30,109	\$54,895
2018	N/A	N/A

Source: U.S. Census Bureau

Average Annual Wage	
2012	\$43,899
2013	\$44,579
2014	\$46,033
2015	\$47,859
2016	\$48,687
2017	\$51,259
2018	N/A

Source: Enterprise Florida

Office Vacancy Rate % & Net Absorption SF		
2012	19.9%	(9,711)
2013	19.2%	89,478
2014	15.7%	116,754
2015	15.7%	467,570
2016	14.6%	279,620
2017	11.8%	222,000
2018	10.6%	340,862

Source: CBRE Research

Industrial Vacancy % and Net Absorption SF		
2012	8.0%	264,766
2013	8.1%	273,636
2014	7.3%	190,341
2015	9.2%	864,196
2016	6.1%	310,543
2017	3.6%	894,998
2018	4.1%	991,425

Source: CBRE Research

Broward County Property Tax Base Growth		
	Residential County Property Tax Base	Commercial/Industrial County Tax base
2012	\$86,139,504,130	\$32,730,915,750
2013	\$90,602,712,080	\$33,017,503,750
2014	\$98,102,068,110	\$34,283,192,400
2015	\$106,234,517,520	\$35,517,337,080
2016	\$114,783,990,830	\$38,537,169,030
2017	\$123,925,153,510	\$41,945,240,370
2018	\$132,946,694,120	\$44,664,169,420

Source: Broward County Property Appraiser's Office



FY 2019 Announced Economic Development Projects  
 Greater Fort Lauderdale Alliance: *Partnership for Economic Growth*

Month Announced /Approved	Status	Company	City	Type of Facility	Sq. Ft. of Project	Direct Capital Investment	Foreign Direct Capital Investment	Jobs Created	Jobs Retained	Product/Service
<b>1st Quarter Announced Projects:</b>										
October	UEP	<b>Emser Tile</b>	Coral Springs	Inventory and Distribution Center	100,000	\$1,000,000		50		Regional inventory and distribution facility
October	UEP	<b>DGS Marine</b>	Miramar	Industrial manufacturing	7,000		\$4,800,000	20		Brazilian shipbuilder specializing in military vessels
November	UEP	<b>Wayman Aviation</b>	Pembroke Pines	Flight training facility		\$4,500,000		20	9	Provides full career prep from FAA certification to college degrees and flow through to airlines
December	UEP	<b>Icon International</b>	Fort Lauderdale	Office	9,000	\$700,000		50		Corporate bartering
December	UEP	<b>Project Bulldog</b>	Fort Lauderdale	Office	73,784	\$6,798,960		250		Provides placement services on a temporary and permanent basis to both physicians and healthcare institutions nationwide
December	UEP	<b>Project Barkley</b>	Fort Lauderdale	Office/Distribution/Warehouse	170,000	\$14,000,000		200	136	Company acts as a strategic logistics partner that includes warehousing, eCommerce fulfillment, kitting, warehousing and distribution
December	UEP	<b>Amazon</b>	Sunrise	Sortation Center	179,000	\$1,000,000		70		Sortation center for the middle piece of the distribution process
December	UEP	<b>Project Momentum</b>	Fort Lauderdale	US Headquarter office and Hangar space	18,000 office, 15,000 hangar		\$900,000	50		United States HQ. The company researches, manufactures and sells battery powered equipment to both the retail and commercial markets
<b>1st Quarter Project Totals:</b>					571,784	\$ 27,998,960	\$ 5,700,000	710	145	
<b>Year to Date Project Totals:</b>					571,784	\$27,998,960	\$5,700,000	710	145	
<b>Business Development Goals for FY2019:</b>						\$75,000,000	\$5,000,000	1,200	1,300	

AP = Announced Project  
 AEP = Announced Expansion Project  
 UEP = Unannounced Expansion Project  
 AIP = Announced Intl. Project  
 ARP = Announced Retention Project

Greater Fort Lauderdale Alliance  
2019 Performance Measures  
Supplemental Information  
1<sup>st</sup> Quarter

1. The Alliance annual goal for new domestic and international leads is to develop 320 leads (220 domestic and 100 international), or 80 leads per quarter for FY 2019. The Alliance developed a total of 53 domestic and 2 international leads for a total of 55 leads during the first quarter. This represents 68% goal attainment for the quarter. Part of this goal not being made in the first quarter is due to the holidays and the fact that many potential Alliance clients are not available during parts of November and December. However, the Alliance anticipates meeting this objective for the year and will be continuing its outreach to site consultants and corporate real estate decision makers through personal contacts, trade shows and international missions.
2. The Alliance annual goal for retained jobs is 1,300, or 325 retained jobs per quarter for FY 2019. The Alliance helped retain a total of 145 jobs during the first quarter. This represents 45% goal attainment. While this number is under goal at this time, there are a number of projects in the pipeline that are currently being finalized and as they are announced, it is anticipated they will bring the Alliance in line with goal as the year progresses.
3. The Alliance goal for business retention and expansion is to conduct 180 corporate visits in FY 2019, or 45 per quarter. The Alliance conducted a total of 40 visits during the first quarter, which represents 89% goal attainment. Alliance staff is focusing on this important objective through proactive outreach to local companies, and with additional visits planned for the next three quarters, it is anticipated this goal will be met for the year.
4. The membership development goal is to raise and collect \$2,304,200 from investors and partners to support the Alliance for FY 2019, or \$576,050 per quarter. The Alliance raised a total of \$519,029 for the first quarter of FY 2019. This represents 90% goal attainment. This goal is below objective due to the invoicing schedule of many of the Alliance members, who are invoiced in the second quarter. It is anticipated the Alliance will be on goal as those invoices are sent.