



**OFFICE OF ECONOMIC AND SMALL BUSINESS DEVELOPMENT
Governmental Center Annex**

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MEMORANDUM

DATE: January 11, 2022

TO: Bertha Henry
County Administrator

FROM: Sandy-Michael McDonald, Director
Office of Economic and Small Business Development

SUBJECT: The Greater Fort Lauderdale Alliance FY 2021 Fourth Quarter Performance Report

The Office of Economic and Small Business Development (OESBD) reviewed the Alliance Fourth Quarter FY2021 Performance Report. The report has been summarized to highlight the Alliance's quarterly primary objectives and accomplishments (Exhibit 1, page 3 of 12). OESBD staff has reviewed performance activity for the Alliance's three departments: Business Development, Investor Relations and Business Intelligence. While the Alliance has expressed the economic difficulties arising from the COVID-19 crisis have affected goal attainment in some areas during the fourth quarter of FY2021, they indicated that staff remained focused on their strategic goals while pivoting to assist the local business community in the face of the crisis.

Business Development

The Alliance job creation annual goal is to help create 900 new, value-added jobs in Fiscal Year 2021, or 225 per quarter. The Alliance facilitated the creation of a projected 897 new, value-added jobs during the fourth quarter of FY2021 and 2,482 new, value-added jobs for the fiscal year exceeding the quarterly and annual goal.

The Alliance job retention annual goal was to help retain 1,000 jobs for Fiscal Year 2021, or 250 per quarter. The Alliance reported 650 jobs retained the fourth quarter of FY2021, exceeding the quarterly goal. The year-to-date attainment for this goal is 706, which represents 70% of the year-to-date goal attainment. The Alliance indicated that this goal attainment has been affected by the COVID-19 crisis. Due to the pandemic, most companies were staying in place in our region and not choosing to look at locations outside the area.

The Alliance's annual goal for domestic and international capital investment is \$80,000,000 (\$75,000,000 domestic and \$5,000,000 international) for Fiscal Year 2021, or \$20,000,000 (\$18,750,000 domestic and \$1,250,000 international) per quarter. The Alliance reported \$57,200,000 (\$57,100,000 domestic and \$100,000 international) in projected domestic capital investment for the fourth quarter and \$238,700,000 (\$238,600,000 domestic and \$100,000 international) in actual year-to-date capital investment, further exceeding its overall capital investment goals for this quarter and for the fiscal year.

The Alliance's goal for new domestic and international leads was to develop 225 (150 domestic and 75 international) leads, or 56 total leads (38 domestic and 18 international) per quarter. The Alliance developed a total of 146 domestic and 33 international leads for a total of 179 leads during the year. This represents 80% goal attainment. Both these goals were impacted by the pandemic as many companies chose to remain in place and reassess their position on bringing employees back into offices. Additionally, international travel restrictions impacted international leads throughout the year.

The Alliance's goal for corporate visitation is to conduct 180 corporate visits to Broward companies for fiscal year 2021, or 45 per quarter. The Alliance conducted 47 visits in the fourth quarter and 156 visits for the year.

The Alliance advised that this was due to the difficulty of accessing company leaders for meetings as the delta variant impact increased which also affected their ability to get referrals of companies from members. Additionally, they worked to begin moving back to in-person meetings, but many companies declined doing in-person, virtual or phone meetings.

The Alliance's goal for the number of CareerSource Broward Partnerships was 20 for FY2021, or 5 per quarter. The Alliance completed 8 partnerships for the year, which represents 40% goal attainment. The state's Incumbent Worker Training (IWT) budget was depleted for a period of time, which impacted the Alliance's ability to reach this goal. While the number of partnerships missed the goal, the dollar value of the partnerships was 190% over budget.

Administrative Function

- A. Continue to promote and support the Port Everglades Master Plan through the Port Everglades Action Team. PEAT has successfully partnered with Port administration and the County to advocate for federal and state funds for capital projects such as the ICTF, Turning Notch and the Widening and Deepening of the Port channel.**

Status: With the long-sought-after goal of authorization by the Army Corps of Engineers for the widening and deepening of Port Everglades, the first step of which they received in 1Q/17, they were focused on the second authorization phase to get approval and selection into the ACOE "New Start" budget. At their January 2020 PEAT meeting, they developed a plan to blanket elected officials and Congressional decision-makers. In February 2020, the Port was notified that after more than 20 years, Port Everglades was successful in being designated as a new start in the ACOE Budget and the first phase of actual construction – relocating the Coast Guard Station – was approved. In addition, they were awarded \$29 million towards the approximately \$39 million project. In 4Q20 they sent letters to MARAD within the U.S. Department of Transportation supporting the "Marine Highway" designation for Port Everglades and the Port of Houston. This allows the Ports to apply for federal funding which can be used to modernize vessels, purchase, lease or modify equipment and enhance infrastructure at Terminals. The Alliance was pleased when Port Everglades was granted / awarded this designation in January of 2021.

In 2Q21, three new low-rise Post Panamax cranes were delivered and installed at Port Everglades, a ceremony in which several of the PEAT members were in attendance. In April, they asked their members to submit letters of support to the ACOE as they were preparing to hear comments regarding the updated environmental surveys which will allow Broward County to proceed with the relocation of the US Coast Guard Station, Phase One of the overall Widening and Deepening Project. Then in June, they asked their members to send letters of support to the U.S. Secretary of Transportation as part of a grant proposal for the Port's Berth and Modernization project. Their goal is to continue to show the huge importance this Port has to the success of Broward County, South Florida, the United States and especially all of Broward's local businesses.

- B. Research, write and develop the final report for the Alliance bi-annual Leadership Trip to Charlotte, N.C., a competitive region for our business leaders with which to review best practices. This report will allow the team to identify and develop benchmarks for improvement to enhance Broward's business climate. In 2016 and 2018, business and elected leaders traveled to Austin, TX, and Nashville, TN, respectively. The team will begin the process of planning for a 2022 trip to a region to be determined.**

Status: The Alliance has conducted three Leadership trips to other locations with which they compete for projects and who have similar profiles. In 2016 and 2018, business and elected leaders traveled to Austin, TX, and Nashville, TN, respectively. In 2019, a group of Alliance community leaders voted to select

Charlotte, NC as the next Leadership Trip location. On March 1, 2020, close to 90 business leaders, municipal staffers, non-profits and elected officials traveled to Charlotte and spent the next four days meeting with leaders from all six of their chosen study teams (Business Best Practices, Quality of Life, Education/Workforce/Talent, Transportation, Housing and Healthcare/Life Sciences).

The goal was to study the Charlotte / Mecklenburg County metropolitan area and compare it to Greater Fort Lauderdale / Broward County.

In Q3 2020, the Alliance created a “Thank you City of Charlotte / Mecklenburg County” ad which ran in their local business journal as a way of showing gratitude for putting out the welcome mat and sharing best practices. They also met virtually with the chairs to discuss the trip. At their Annual Luncheon – virtual for the first time – an update on lessons learned and overall observations was included in their Annual Program Book. They will be looking for additional opportunities to share overall impressions.

Originally, the Alliance thought they would select the next city and start planning their 2022 trip in 3Q21. Due to the uncertainty of Covid-19, they determined that they would postpone their 2022 trip and schedule the next in the series in 2023. They felt uncomfortable committing to venues when the uncertainty of travel would put their deposits in jeopardy.

Instead, in FY22, they plan to “visit” Broward County / Greater Fort Lauderdale to give their group an even better appreciation for all of Broward County / City resources in anticipation of their next trip.

C. Continue to implement Version 2.0 of Six Pillars Broward, with a focus on the following community priorities: Target Industry Growth, Education, Talent Attraction & Retention, Community Branding, Social Justice & Racial Equity, Economic Mobility, Entrepreneurship, Transportation, Resiliency, Affordable Housing and Homelessness.

Status:

THE PROSPERITY PARTNERSHIP

Six Pillars Version 2.0, now called The Prosperity Partnership is continuing to shape up to be a powerful and effective collective impact initiative.

- 1 Website launched.
- 11 Pillars were founded.
- 11 Vision & Mission Statements established.
- 44 Goals created.
- 44 Co-Chairs recruited.
- 154 Tactics developed.
- 200+ Attendees at the Virtual Launch Event on April 14.
- 200+ Attendees at the Community Engagement Webinar on August 9.
 - o “I am going to keep tabs on what you (The Prosperity Partnership) are doing because, at some point, you will be a model that everyone else will want to emulate.”
Raphael W. Bostic, President & CEO Federal Reserve Bank of Atlanta

The Prosperity Pillars are as follow:

- Target Industry Growth
- Education
- Talent Attraction & Retention
- Community Branding
- Social Justice & Racial Equity
- Economic Mobility
- Entrepreneurship

- Transportation
- Resiliency
- Affordable Housing
- Homelessness

PROSPERITY BROWARD

The Prosperity Partnership's Economic Mobility initiative (Prosperity Broward) continues to convene community stakeholders to expand economic mobility in the six Broward County zip codes with the highest unemployment and poverty levels.

- On September 30, Prosperity Broward partnered with the City of Lauderdale Lakes on a job fair that engaged 150 residents who were connected to job training, employers, and support services.
- Prosperity Broward is also advancing with their city pilot program and developing tactics to assist the desired audience with support services, training and job placement.

Business Intelligence Function

The Alliance indicated the following achievement of administrative objectives for the Business Intelligence Function:

- 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).**

Status: 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.**

Status: The database was developed and posted online. 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.**

Status: Of the total 50 prospects and leads in the 4th quarter, 18 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. **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.**

Status: Updated data is prepared on an ongoing basis.