

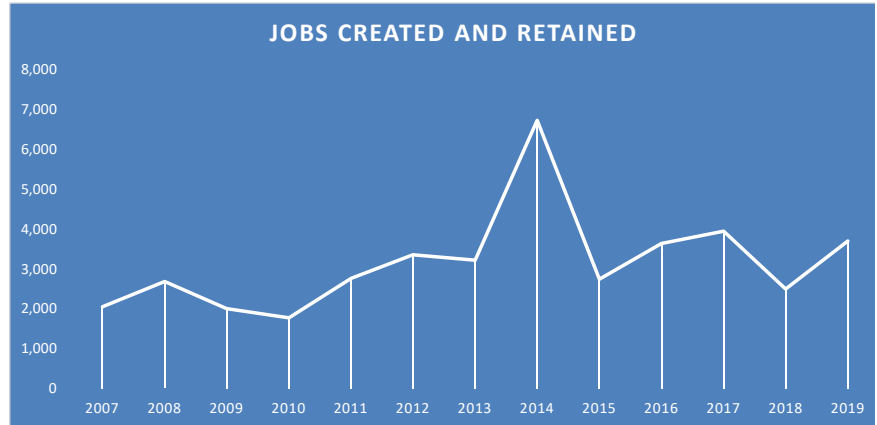
# Proposed 2021 Business Plan

greater  
**fort lauderdale**  
alliance | broward  
county  
*Life. Less taxing.*



# Economic Impact

During the past thirteen years, the Alliance, working with Broward County and its other partners, helped businesses create or retain more than **36,000 direct jobs** that are estimated to have generated through direct, indirect and induced effects total employment of more than **74,000 jobs** resulting in **2.8 billion in annual personal income** and **14.2 billion in annual economic impact**, according to an independent study by the South Florida Regional Planning Council.



# 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; the promotion of diversity, tolerance and equity.

# Table of Contents

A Letter from the President / CEO	3
Marketing & Promoting Broward County	4
Managing Expansion, Relocation & Retention Projects	5
Providing Market Research & Business Intelligence	6
Securing and Enhancing Private/Public Leadership & Investment	7-8
Driving Greater Economic Prosperity for Broward’s Businesses & Residents	9
Regional Initiatives	10
2019-2020 Key Results Accomplishments	11-13
Market Measures Summary	14
Operating Budget	15
Organization Charts	16-17
Implementation Plan	18-30



# From the President and CEO



The Alliance's fiscal year 2021 Business Plan, covering the timeframe of October 1, 2020 through September 30, 2021, is being developed and proposed during a unique and historic time for our community and nation. We are in the midst of a global pandemic on a scale that hasn't been seen in a century, as well as a cultural awakening to racial and social justice. As we continue to pursue our primary mission of economic development, we realize we are at an inflection point and are looking critically at all we do and charting the best course as we ask, "Where do we go from here?"

Strategically focused diversification and growth of Broward County's economy through emphasis on high-value, high-wage targeted industries remains our top priority, while we also work to support the preservation of businesses and organizations impacted by the pandemic. In 2021, we know there will be recovery and rebuilding to do.

Among the reasons we've seen 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 economy and make Broward County a leader within the state. Now, more than ever, we thank our public and private partners for your support and commitment, which helps ensure Broward County remains competitive with other areas in Florida, the U.S. and even globally, no matter the conditions. Your investment in economic development allows our community to remain competitive under a number of circumstances.

As noted on the opposite page of this Business Plan, the work of the Alliance and our partners have contributed to \$14.2 Billion in annual economic impact in Broward County over the past thirteen years. 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. Additionally, this year we have added content reflecting the work of Six Pillars Broward as we have expanded our capacity by hiring a full-time Executive Director to lead this multi-year strategic planning initiative, thanks to the support of the county. 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.

While there is uncertainty as to what Fiscal Year 2021 will hold, we will continue helping create jobs for the residents of Broward County, assisting in stabilizing and building the county's tax base, striving to improve the standard of living for our cities and county, and helping to ensure Broward County's companies succeed and prosper.

Bob Swindell  
President/CEO  
Greater Fort Lauderdale Alliance

# Marketing & Promoting Greater Fort Lauderdale/Broward County



*Digital ad run during the Super Bowl to visiting executives*

Broward County is one of the nation’s best places to live, work and enjoy all that life has to offer, with numerous strengths that targeted industry cluster companies and corporate headquarters operations consider to be favorable. The Alliance is dedicated to promoting these strengths through **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 marketing of Greater Fort Lauderdale/

Broward County goes **beyond traditional advertising and public relations**. 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 recruitment missions through Team Broward and hosting inbound missions. In addition to location decision-makers, marketing and promotion aimed directly at individuals for **talent recruitment and retention** is another nontraditional economic development strategy being pursued, to build the community’s reputation as a **talent hub**.

**Key initiatives for Marketing and Promotion are included in the Implementation Plan on pages 18 through 21.**

*Examples of recent successes in Alliance media coverage include:*

**THE WALL STREET JOURNAL.**



**BUSINESS FACILITIES**

**Pharmaceutical Executive**



# 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 grow and prosper**. 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.



*Groundbreaking for Spirit Airlines in Dania Beach with Commissioners Mark Bogen and Michael Udine, Spirit CEO Ted Christie, Governor Ron DeSantis, Lt. Governor Jeanette Nunez, Mayor Dale Holness and Spirit CFO Scott Haralson*

**Our focus areas include:**

- **Attraction**
- **Growing our own**
- **Industry diversification - expanding established and emerging clusters**
- **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 pages 22 and 23.**

*Examples of recent successes by Alliance projects providing local job growth include:*

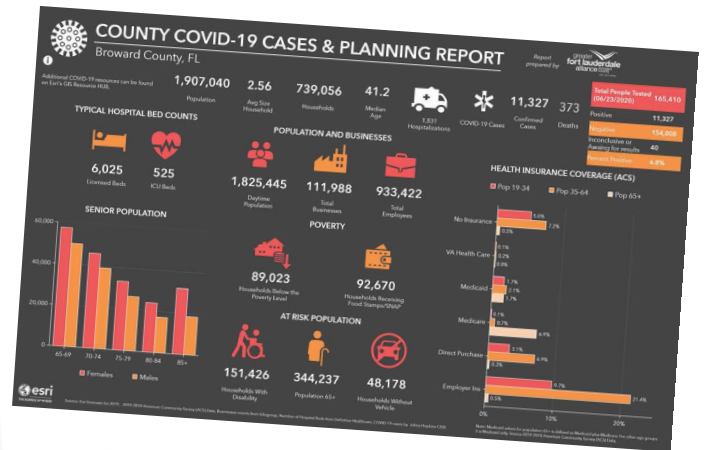
# Providing Business Intelligence & Market Research

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. **Surveying members** is of top importance, conducting **virtual BRAVO visits**, and maintaining **data from the county's six most economically disadvantaged zip codes**. 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 24 and 25.**



# Securing & Enhancing Public/Private Leadership, Collaboration & Investment

Exceptional economic development success occurs as a result of **outstanding community leadership and financial support** of both the Alliance as a public/private partnership and the Alliance's 501c3 Foundation. 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.



*The Alliance and Miami-Dade Beacon Council co-hosted a discussion with airport directors Mark Gale, FLL and Lester Sola, MIA, hosted by Alex de Gunten, HEICO*



*Wells Fargo was the title sponsor of the 4th Annual Claim Your Future Showcase*



*Rendering of Spirit Airlines' future headquarters in Dania Beach*

# Securing & Enhancing Public/Private Leadership, Collaboration & Investment, Cont.

A great deal of time and effort continues to be providing **cutting-edge programming**, connecting Alliance members, providing special member and partner experiences, and **servicing as a convener**, which contributes to the overall business climate of the community.

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 26 through 28.**



*90 Greater Fort Lauderdale leaders participated in the Alliance's 2020 biennial Leadership Trip to Charlotte*



*Alliance liaison, Mayor Dale Holness, addresses the group*



*Leadership Trip Chair, Kate Goldman, right, moderates a welcome panel discussion including Charlotte Business Journal Reporter Ashley Fahey, middle, Rob Horton, Charlotte Regional Business Alliance, left.*



*Alliance Chair Juliet M. Roulhac, FPL, welcomes trip participants to Charlotte*



# Driving Greater Economic Prosperity for Broward's Businesses and Residents

**Six Pillars Broward** continues to rally our community around a single shared vision – to create greater economic prosperity for all businesses and residents of Broward County. Your collective impact initiative is helping create high-wage jobs, assisting with growing inclusive, diverse, vibrant communities, and is further establishing Broward County as a global business and innovation destination. Since its founding in 2011, thousands of local business, academic, community, and public leaders have participated in Six Pillars Broward with 300 of the 398 tactics completed or are underway.



The Alliance is now in the process of **launching Version 2.0** of Six Pillars Broward, where the community will be focusing on ten key issues that have been deemed most important to the community's economic development success over the next five years.

These include (in alphabetical order):

- Affordable Housing
- Community Branding
- Entrepreneurship
- Homelessness
- Prosperity Broward
- Resiliency
- Social Justice & Racial Equity
- Talent Attraction & Retention
- Target Industry Growth
- Transportation



Key initiatives for Six Pillars Broward are included in the Implementation Plan on pages 29 and 30.



Powered by  
*JPMorgan Chase & Co.*



Featured Speaker  
**Tracy Vertus**  
Program Officer of Prosperity Broward



# Regional Initiatives

The Alliance works with numerous South Florida business and community leaders to take a regional approach to economic development. Following are examples of regional initiatives undertaken in 2019-2020:

## Life Sciences South Florida - LifeSciencesSF.org

This initiative is focused on establishing an industry cluster in South Florida focused on life sciences, biotechnology, pharmaceuticals, diagnostics, information technology, and more. The initiative links the elements of the innovation ecosystem: research, entrepreneurship, venture capital, and life sciences companies, with a goal toward increasing research density and accelerating research commercialization.



## Marine Research Hub - MarineResearchHub.org

As a community that has long been recognized for our leadership in oceanographic research, the South Florida Marine Research Hub® Consortium was founded in 2016 with a mission of fostering collaboration among research, education, business, and economic development organizations. This will serve to establish the region as a global leader in oceanographic research and increase the likelihood of research projects reaching completion in the form of commercialization and technology transfer to benefit the earth and positively impact the human condition. The Hub has partnered with Ocean Exchange™ which hosted its ninth annual event in Fort Lauderdale within the timeframe of the 2019 Fort Lauderdale International Boat Show.



## South Florida: Your Global Business Connection - SOFLGlobalConnection.org

A joint effort among the Alliance, Miami-Dade Beacon Council, Business Development Board of Palm Beach County and Enterprise Florida to market South Florida as a choice location for business. Marketing brochures and DVDs are provided in five languages (English, French, German, Italian and Spanish) and a website, hosted by Nova Southeastern University, provides visitors from around the world a portal into South Florida's economic development organizations. Additional information is being provided on the Alliance website in Arabic, Indonesian, Japanese, Mandarin and Portuguese.



## TechGateway - TechGateway.org



A regional branding initiative designed to recruit, attract and grow a high-level tech workforce at the same time South Florida is enhancing its reputation as a technology hub. TechGateway.org highlights South Florida technology companies on an interactive and printed map. A social media and online advertising campaign is underway to

attract business from identified industry sectors and to promote tech opportunities regionally, nationally and globally. The TechGateway, through its TechGateway in the Schools initiative, is working with local public schools to inspire the next generation of tech talent through placing printed company asset maps in all public middle and high schools, and engaging students in TechGateway-themed programming activities.

## Examples of Key Results for 2019/20\*

The Alliance's Membership Development team successfully planned and executed the Alliance biennial Leadership Trip to study best practices. **More than 90 leaders participated in the trip to Charlotte, N.C.** meeting with key leaders including the Mayor of Charlotte, president of the Carolina Panthers and the CEO of the Charlotte Convention & Visitors Bureau. Among the 90 local leaders in attendance were Mayor Dale Holness, FLL Airport Director Mark Gale, Cultural Division Director Philip Dunlap, Florida Panthers CEO Matt Caldwell and CEO of VisitLauderdale, Stacy Ritter (see additional photos on page 8).



PEAT members celebrate the "new start" designation.

**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. The team was successfully represented at Broward Days in Tallahassee in January. Additionally, the Alliance organized and successfully directed a team of business leaders from the Port Everglades Action Team to travel to Washington, D.C. to visit key elected officials and staff to seek authorization for a "New Start" designation from the Army Corps of Engineers.

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

**ICON International, Inc.**, a specialty finance company engaged in corporate barter with a focus on advertising and media buying, celebrated the grand opening of its new office in Fort Lauderdale in October, its first office outside of Connecticut.



**180 Broward County companies** were visited by the Alliance in 2019-20, where access to capital, workforce training opportunities, permitting, site location assistance and other services were provided through the BRAVO (Business Retention and Visitation Outreach) program.

The Alliance participated in the **Florida International Trade and Cultural Expo (FITCE)** held at the Greater Fort Lauderdale/Broward County Convention Center in October. Additionally, International Exchange meetings and events were held jointly between the Alliance, Greater Fort Lauderdale Chamber, Greater Fort Lauderdale Sister Cities and Tower Club including **the countries of the United Kingdom, Sweden, India, Romania** and more.

\*through the 3rd quarter of FY 2020 (June 30, 2020) - due to delays caused by C19, an additional quarter of results are included.

## Examples of Key Results for 2019/20, cont.



Lan InfoTech's Michael Goldstein

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 the third-annual **TechGateway Day**, where hundreds of computer science students were treated to presentations by top local technologists. Through an initiative with the South Florida Business Journal, **the maps and other information and statistics were included in Business Journals in Boston and Washington, D.C.**

**Shiji Group**, a leading global hospitality technology provider, and the Alliance announced that the company is contributing to tech-focused job growth in South Florida with the addition of **70 new high-value tech jobs** in Hollywood.

The Alliance continued to take a leadership role and expand capacity for **Six Pillars Broward strategic visioning process**. For the first time in the initiative's history, a full-time Executive Director was hired to lead Six Pillars Broward in early 2020, thanks to the support of the county. New Co-Chairs have been identified to focus on the following ten issues for **Six Pillars 2.0: Affordable Housing, Community Branding, Entrepreneurship, Homelessness, Prosperity Broward, Resiliency, Social Justice & Racial Equity, Talent Attraction & Retention, Target Industry Growth and Transportation**.



Joseph Hovancak  
Executive Director,  
Six Pillars Broward



The Alliance hosted staff and volunteer executive leadership of **South Florida's three economic development organizations (EDOs)**, the Greater Fort Lauderdale Alliance, Business Development Board of Palm Beach County and the Miami-Dade County Beacon Council, in Fort Lauderdale to continue a conversation on working together on regional initiatives. The groups committed to meeting at least once a year and the CEOs meet virtually on a monthly basis.

A new tri-county initiative is the formation of BizHelp websites for each community, where the economic development organizations share business information and resources specific to each county. **The Alliance created and maintains BizHelpBroward.com**, a resource for businesses throughout the COVID-19 pandemic and plans to continue to use this site in the event of future emergency situations impacting business, such as natural disasters.



The Alliance hosted a series of **weekly town hall meetings** beginning in mid-March to help businesses navigate the COVID-19 pandemic. The meetings were hosted by Chair Juliet M. Roulhac. Speakers included local community leaders and members of Congress, Mayor Dale Holness and local elected officials, members of county administration and healthcare experts.

# Examples of Key Results for 2019/20, cont.

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 the 2019 **Fort Lauderdale International Boat Show (FLIBS)**. One of the activities included serving as a lead partner for a sixth-annual invitation-only luncheon. The Alliance and MIASF also held the fourth annual **Marine Research Hub Breakfast** which featured presentations from the winners of the Ocean Exchange conference. Also during the Boat Show, the Alliance and Visit Lauderdale shared the Coral Reef Pavilion, where they welcomed those in attendance to learn about South Florida marine research from university partners.



Alliance Chair Juliet M. Roulhac with Past Chairs Jennifer O'Flannery Anderson and Nelson Fernandez at the FLIBS Global Business Luncheon



Delta Airlines flew in a pilot to highlight its PROPEL pilot program.

Gail Bulfin was honored by the *South Florida Business Journal* as an Influential Businesswoman.

The Alliance held its fourth annual **Claim Your Future Showcase** in partnership with Broward County Public Schools (BCPS) and sponsored by **Wells Fargo and Fort Lauderdale Executive Airport**, with in-kind contributions from the **BB&T Center/Florida Panthers, Delaware North, ICON International and BIG CHEF**. More than 1,300 high school juniors and 60 companies attended this career fair for targeted industries at the BB&T Center in February 2020. To date, nearly 5,000 students have participated over the past four years.



An **aviation industry asset map**, highlighting the numerous aviation companies in South Florida, was completed. The map is set to debut early in the fourth quarter of 2020.

**Decimal Engineering** celebrated the grand opening of its new manufacturing facility in Coral Springs. The company is **adding 20 new jobs** and making a **capital investment of \$9.5 million** in the new facility.

David Coddington was elected as the Southeast Regional Director of the **Florida Economic Development Council (FEDC)**, the state's leading economic development trade organization.



Dancing delightfully close to the edge of controversy, a community-wide coalition of local leaders announced a **new collective impact local stimulus campaign**, spearheaded by Six Pillars Broward, to help kickstart a safe economic reboot of Broward County. Conceptualized by Zimmerman Advertising, the playful community campaign cajoles consumers



to **identify as SOBs – Supporters of Broward – and do their part to support local businesses**. With a wink, its colorful signage, ads and merchandise boldly remind people to eat, drink, shop and otherwise spend locally like an SOB, but also to wash, wear a mask, social distance and otherwise be safe and **prevent the spread of coronavirus like an SOB**.

## Business Attraction

Market Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal
Domestic Leads	253	276	220	150
International Leads	68	79	100	75
Average Monthly Projects in the Pipeline	21	28	30	20
Number of Announced Projects	17	20	20	12
Number of New Value-Added Jobs	872	2,083	1,200	900
\$ of Direct Capital Investment	\$37.87M Domestic \$5.48M Int'l	\$280.8M Domestic; \$15.55M Int'l	\$75M Domestic; \$5M Int'l	\$75M Domestic; \$5M Int'l

## Business Retention

Market Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal
Number of Corporate Visits	177	180	180	180
Number of Retained Jobs	1,624	1,615	1,300	1,000
Number of CareerSource Broward Partnerships	29	17	20	20
Dollar Value of CareerSource Broward Partnerships	\$880,786	\$935,384	\$500,000	\$500,000

## Marketing & Communications

Market Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal
Media Value Generated	\$410,728	\$470,735	\$300,000	\$300,000

## Financial Support

Market Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal
Public/Private Mix	\$1:00:\$1.51	\$1.00:\$1.58	\$1.00:\$1.30	\$1.00:\$1.19
Private Sector Dollars Investing in Economic Development	\$2,278,922	\$2,455,869	\$2,344,600	\$2,206,600

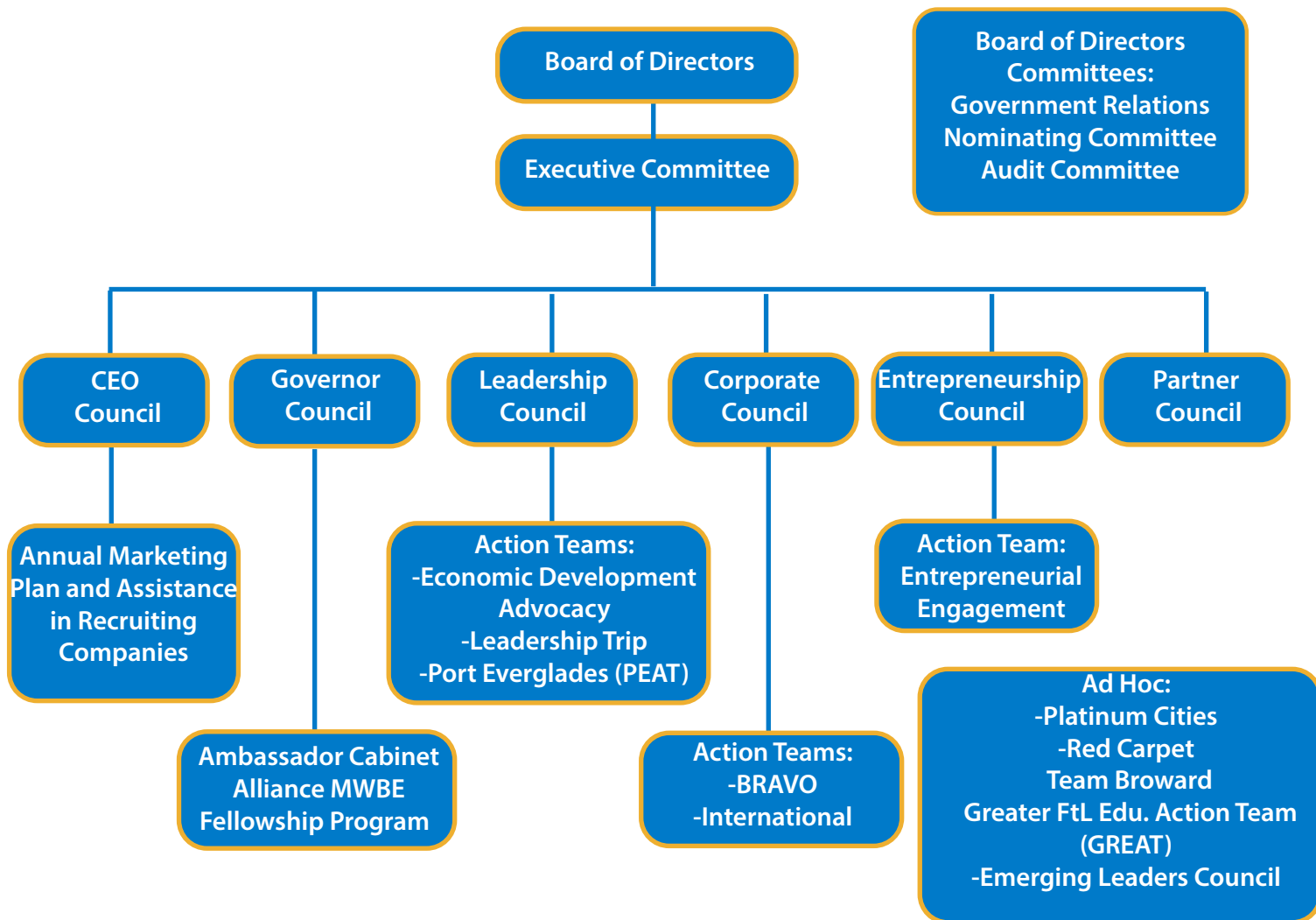
## Administrative Objectives

- 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 & Deepening of the Port channel.
- 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 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.
- c. Continue to implement Six Pillars 2.0 key priorities: Affordable Housing, Community Branding, Entrepreneurship, Homelessness, Prosperity Broward, Resiliency, Social Justice & Racial Equity, Talent Attraction & Retention, Target Industry Growth and Transportation. Items throughout the plan relating to Six Pillars include a "6PB" notation.

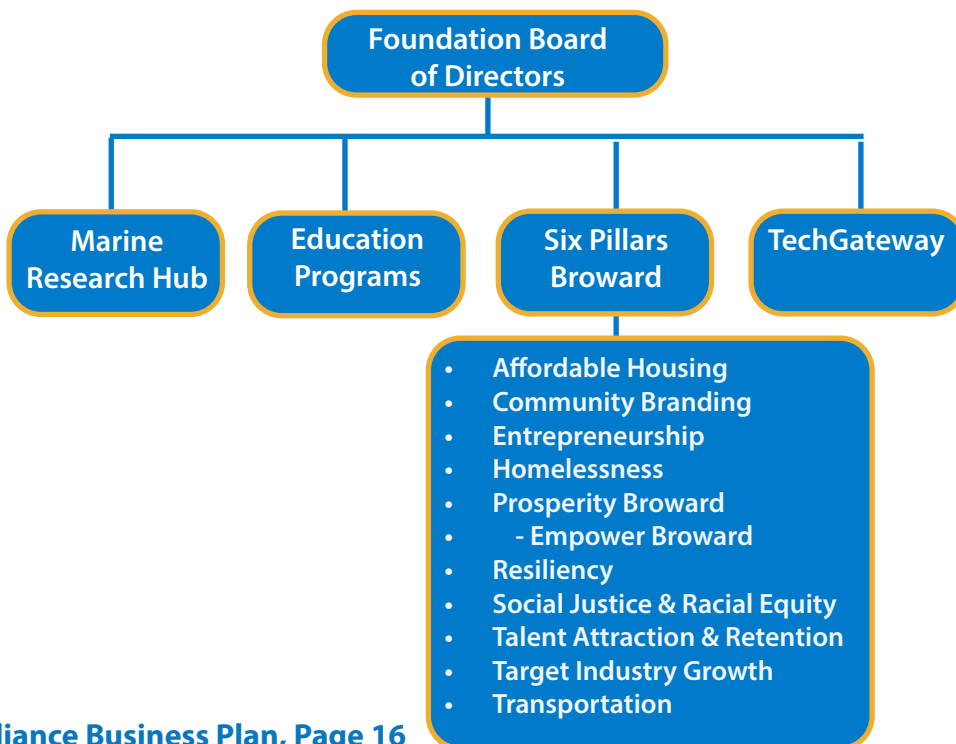
## Operating Budget

<b>Revenues</b>	<b>FY 2019 Approved Budget</b>	<b>FY 2020 Approved Budget</b>	<b>FY 2021 Proposed Budget</b>
Broward County Local Business Taxes	\$1,552,786	\$1,599,370	\$1,647,351
Broward County Supplemental - Six Pillars	\$200,000	\$200,000	\$200,000
Private Sector Membership & Investment	\$2,069,200	\$2,341,000	\$2,086,204
CEO Council Fund Reserves	\$0	\$0	\$0
Municipal Membership	\$75,000	\$80,000	\$85,000
Chamber Membership	\$500	\$500	\$500
Interest	\$300	\$120	\$180
Other	\$2,400	\$2,400	\$2,400
<b>Total Revenues:</b>	<b>\$3,900,186</b>	<b>\$4,223,390</b>	<b>\$4,021,635</b>
<b>Note: Private Sector Investment includes: In-Kind, restricted marketing investment revenue &amp; Foundation.</b>			
<b>Expenses</b>	<b>FY 2019 Approved Budget</b>	<b>FY 2020 Approved Budget</b>	<b>FY 2021 Proposed Budget</b>
Marketing Initiatives	\$627,000	\$611,220	\$636,368
Marketing Initiatives - In-kind	\$125,000	\$125,000	\$150,000
Auto Expense	\$34,000	\$47,024	\$36,133
Banking Svc. Chgs. & Merchant Fees	\$31,800	\$34,200	\$35,464
Contract Services	\$77,500	\$90,000	\$94,000
Contract Services - In-kind	\$25,000	\$25,000	\$25,000
Depreciation	\$4,000	\$4,000	\$4,000
Dues & Subscriptions	\$35,220	\$37,292	\$35,246
Equipment Lease	\$7,476	\$6,480	\$7,944
Events & Programs	\$350,100	\$490,440	\$195,050
Event & Programs - In-kind	\$55,000	\$55,000	\$40,000
Insurance - Organization	\$15,000	\$16,020	\$16,464
Market Research	\$47,000	\$45,780	\$46,900
Market Research - In-kind			\$20,000
Meals & Hosting Expenses	\$79,400	\$80,800	\$50,850
Office Expense	\$24,000	\$25,480	\$25,066
Office Expense - In-Kind	\$1,000	\$1,000	\$5,000
Postage	\$4,104	\$1,992	\$3,304
Printing & Duplicating	\$18,740	\$16,200	\$13,564
Printing & Duplicating - In-kind	\$1,000	\$1,000	\$5,000
Professional Education	\$9,300	\$9,900	\$4,200
Professional Fees	\$36,400	\$25,200	\$38,200
Professional Fees - in-kind			\$5,000
Rent	\$214,404	\$231,696	\$238,647
Salary	\$1,565,600	\$1,647,147	\$1,528,988
Benefits	\$252,143	\$297,513	\$279,024
Communication Services	\$17,650	\$21,960	\$52,128
Travel	\$75,050	\$61,284	\$38,204
Alliance Foundation - Six Pillars Broward	\$200,000	\$200,000	\$200,000
<b>Total expenses:</b>	<b>\$3,932,887</b>	<b>\$4,208,628</b>	<b>\$3,829,744</b>

# Organizational Chart: Alliance Councils & Action Teams

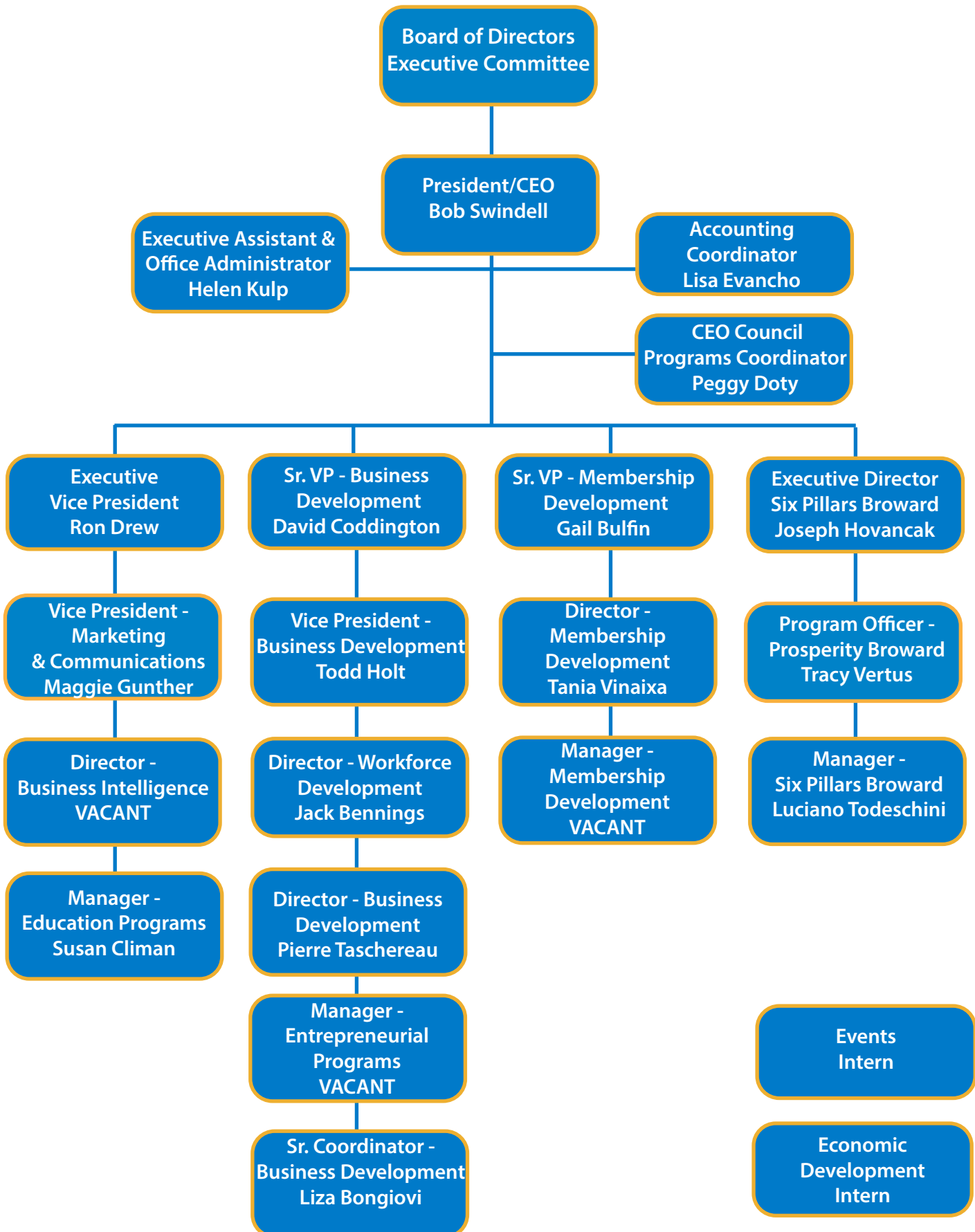


# Organizational Chart: Alliance Foundation





# Organizational Chart: Alliance Staff



# Alliance 2021 Implementation Plan

*"6PB" 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: Executive VP, CEO, VP – Marketing & Communications, Sr. VP – Business Development, Sr. VP - Membership Development

- B. Continue to deploy refreshed chief executive and targeted industry videos and other digital communications on websites and other electronic media links of national/international target publications, and coordinate with the Visit Lauderdale, 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: Executive VP

- C. As part of the CEO Council strategic marketing plan, continue deploying new target industry videos featuring local chief executives.

Responsibility: Executive VP

- D. Travel – Virtual/Domestic and International: Maintain consistent presence for Greater Fort Lauderdale at major national and international conferences and virtual meetings 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 cities like New York/New Jersey and Chicago.

Responsibility: CEO, Sr. VP - Business Development

- E. In implementing the CEO Council strategic marketing plan, travel to domestic and international industry-specific events and trade shows and/or attend virtual events where possible. It is anticipated that this travel will include recruitment trips to the BIO international conference, which brings together life sciences companies from both the U.S. and Canadian markets, the ISTAT North America conference, which is a strategic, high-level gathering of aviation sales, leasing and MRO companies; and several other conferences, meetings and trade shows including Industrial Asset Managers Council (IAMC), CoreNet Global and consultant events coordinated by Enterprise Florida. Our goal is to develop a list of 100 leads from the conferences and at least 10 prospects. A renewed strategic recruiting effort is slated to begin again in FY2021, consisting of small delegations to the Metro New York (NYC/NJ/CT) and Chicago markets to meet with national brokerage firm representatives, consultants and targeted industry representatives to discuss opportunities for relocations to Greater Fort Lauderdale.

Responsibility: CEO, Sr. VP - Business Development, VP – Business Development, Director – 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, Sr. VP - Business Development, Executive VP, Sr. VP - Membership Development, VP – Business 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. 6PB

Responsibility: Sr. VP - Business Development, Executive VP

- H. Continue work on the promotion of a new South Florida regional aviation industry asset map for recruitment, retention, marketing and development of the local aviation/aerospace cluster. 6PB

Responsibility: Director – Business Intelligence, Director – Business Development

- I. Create and promote a digital relocation guide to recruit prospective talent and companies interested in relocating to Greater Fort Lauderdale.

Responsibility: Executive VP, VP – Marketing & Communications, Manager – Education Programs, Sr. VP – Business Development

- J. 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.

Responsibility: VP - Marketing & Communications, Executive VP

- K. Produce and distribute 2021 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. 6PB

Responsibility: VP – Marketing & Communications, Executive VP, Director - Business Intelligence

- L. Produce and distribute FY 2020 Annual Report.

Responsibility: VP – Marketing & Communications, Executive VP

- M. Update and maintain Online Who's Who in Economic Development Directory.

Responsibility: Sr. VP – Membership Development

- N. Produce quarterly eBullets for site selectors as a way to promote Greater Fort Lauderdale/Broward County as a choice location for their clients.

Responsibility: Executive VP

- O. Help market and promote Port Everglades through the Alliance's Port Everglades Action Team.

Responsibility: Sr. VP - Membership Development, Executive VP, Sr. VP - Business Development, CEO

- P. 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, Sr. VP - Business Development, Executive VP, Sr. VP - Membership Development, Exec. Director – Six Pillars Broward

- Q. Provide leadership and collaborate with existing local and regional targeted industry trade organizations.

Responsibility: Sr. VP - Business Development, VP – Business Development, Director – Workforce Services, Director – Business Development

- R. As part of the CEO Council strategic marketing plan, 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: VP - Business Development

- S. As part of the CEO Council strategic marketing plan, 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: Director - Business Development

- T. Maintain GFLEDU.org, the comprehensive, centralized website to market and promote all of the County's educational assets.

Responsibility: Manager – Education Programs, Executive VP

- U. 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. 6PB

Responsibility: Executive VP, Manager – Education Programs, Director – Workforce Services, CEO

- V. 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. 6PB

Responsibility: Executive VP, Manager – Education Programs, Director – Workforce Services, CEO

- W. In partnership with Broward County Public Schools and the Sun Sentinel, produce annual "Saluting Educational Excellence" promotional publication featuring achievements by local high schools and graduates.

Responsibility: Executive VP, Manager – Education Programs

- X. 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, Executive VP

- Y. Coordinate the nomination, selection and recognition of a World Class Faculty member and Economic Development Partner organization, to be awarded at the Alliance Mid-Year 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, to be awarded at the Alliance Annual Meeting. 6PB

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

- Z. Host, in person or virtually, a minimum of three inbound international missions in order to influence potential businesses interested in starting or relocating their operations to Broward County.

Responsibility: Director – Business Development

- AA. As part of the CEO Council strategic marketing plan 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 Center for Collaborative Research facility. 6P

Responsibility: Executive VP, VP - Business Development

- BB. 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.

Responsibility: Director – Business Development

- CC. Refresh and update the Alliance website, [www.gflalliance.org](http://www.gflalliance.org) and optimize for user experience (UX).

Responsibility: VP - Communications & Programs, Executive VP

- DD. Expand the Live Where You Vacation talent attraction campaign launched during Spring Break in 2019, as a talent hub initiative of the CEO Council strategic marketing plan.

Responsibility: Executive VP, VP - Marketing & Communications

## 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: Sr. 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: Sr. VP – Business Development, CEO, Executive VP

- 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: Sr. VP – Business Development, Director - Workforce Development

- D. Market and promote the Certified Business program to Alliance members and other companies in Broward County, through the Alliance's BRAVO program, working in conjunction with the Broward County Office of Economic and Small Business Development and Broward County Small Business Advisory Board.

Responsibility: Sr. VP – Business Development, Director - Workforce Development

- E. Develop and propose a new local economic development incentive program to replace the State of Florida's Qualified Target Industry incentive that sunsetted in 2020 to keep Broward County competitive with other communities across the country that continue to have incentive programs for relocation and expansion projects.

Responsibility: Sr. VP – Business Development, VP – Business Development

- F. Recognizing the potential of companies re-shoring operations due to federal trade criteria, the Alliance will increase our focus on Foreign Trade Zones (FTZs) by working with both FTZ 25 and FTZ 241 to increase the number of designated FTZ facilities throughout Broward County.

Responsibility: Sr. VP – Business Development, Director – Business Development, Executive VP

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

Responsibility: Director – Workforce Development

- H. 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. 6PB

Responsibility: Sr. VP – Business Development, CEO

- I. 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. 6PB

Responsibility: Exec. Director – Six Pillars Broward

- J. Continue to engage current member companies and organizations by recommending and connecting members and County Certified Businesses to potential and announced projects when appropriate.

Responsibility: Sr. VP – Membership Development, Sr. VP - Business Development, VP - Business Development, Director – Business Development

## 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: Executive VP, Sr. VP – Membership Development, Director – Workforce Development, Sr. 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: Executive VP, 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: Executive VP, Director – Workforce Development, Sr. 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). 6PB

Responsibility: Executive VP, Sr. VP – Business Development, Director – Workforce Development, Sr. 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. 6PB

Responsibility: Director - Business Intelligence, Director - Workforce Development, Executive VP

- 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. 6PB

Responsibility: Executive VP, Sr. VP – Membership Development, Director - Business Intelligence, Exec. Director – Six Pillars Broward

- G. Maintain marketing presentations that clearly and factually state 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). 6PB

Responsibility: Executive VP, 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: Executive VP, 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: Sr. 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: Executive VP, 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.

Responsibility: Executive VP, Director - Business Intelligence, Exec. Director – Six Pillars Broward

- L. Create and convene a research advisory council consisting of local research professionals from corporate real estate firms and partner organizations such as the Urban Land Institute and the South Florida Regional Planning Council.

Responsibility: Director – Business Intelligence, Executive VP

- M. Maintain updated information on Broward County meeting the International Economic Development Council (IEDC) data standards.

Responsibility: 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: Sr. VP - Membership Development, CEO

- B. In order to engage private sector support of economic development, produce a minimum of four highly effective in-person or virtual Alliance meetings engaging top business and community leaders including: Annual Meeting, Mid-Year Meeting and Council Connects, among others.

Responsibility: Sr. VP - Membership Development

- C. Continue to enhance collaborations with Port Everglades, Fort Lauderdale–Hollywood International Airport and Visit Lauderdale. 6PB

Responsibility: Sr. VP – Business Development, Sr. VP - Membership Development, CEO, Executive VP

- D. Continue the Alliance Port Everglades Action Team (PEAT) commitment, an effort that has been successful with the Intermodal Cargo Transfer Facility, WRRDA authorization and a designated New Start in the ACOE 2020 Budget. This is a collaborative effort with Port Everglades executives, Broward County, 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. 6PB

Responsibility: Sr. VP – Membership Development, Executive VP, CEO

- E. Continue to engage the Alliance / Six Pillars Broward Council of Emerging Leaders in economic development and addressing talent retention. 6PB

Responsibility: VP – Marketing & Communications, Executive VP, Exec. Director – Six Pillars Broward

- F. As part of the CEO Council strategic marketing plan, 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, Executive VP, Sr. VP - Business Development, Sr. VP – Membership Development, Director - Business Intelligence, Exec. Director – Six Pillars Broward

- G. 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: Sr. VP – Business Development, Executive VP, Sr. VP – Membership Development

- H. 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. Partner in producing the 2020 Ocean Exchange Conference in Fort Lauderdale.

Responsibility: CEO, Executive VP, Sr. VP – Business Development, Sr. VP – Membership Development, Director – Business Intelligence, Manager – Education Programs

- I. Produce regular Alliance eNewsletters for members, partners and stakeholders.

Responsibility: VP – Marketing & Communications

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

Responsibility: Sr. VP - Membership Development, Executive VP

- K. 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: Sr. VP - Membership Development

- L. Continue to grow the 501(c)(3) Greater Fort Lauderdale Alliance Foundation, focused on Six Pillars Broward, the community's long-range economic development strategic visioning plan initiative.

Responsibility: CEO, Executive VP, Sr. VP - Membership Development, Exec. Director – Six Pillars Broward

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

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

- N. Support and promote the FAU Research Park's Global Ventures "soft landing" facility for foreign-owned businesses considering a Broward County location to assist and promote foreign direct investment.

Responsibility: CEO, Director – Business Development

- O. Convene business and trade organizations and community groups on important community issues. 6PB

Responsibility: CEO, Executive VP, Sr. VP - Membership Development, Sr. VP – Business Development, Exec. Director – Six Pillars Broward

- P. 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: Sr. VP - Membership Development, Sr. VP – Business Development, VP – Business Development, Executive VP, CEO

- Q. Engage a Government Relations and Advocacy subcommittee of the Alliance Board of Directors in cooperation with the Alliance's Leadership Council.

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

- R. Develop a reporting process to share information from the 2020 Charlotte Leadership Trip. This will include engaging the more than 90 participants in researching, developing and presenting key findings which we hope will benefit our growing stature of Greater Fort Lauderdale / Broward County as a competitive place to do business. In addition, we will begin the process of selecting a city for review as we undertake our next Leadership Trip to study best practices in 2022.

Responsibility: Sr. VP - Membership Development

## KEY INITIATIVES: SIX PILLARS BROWARD

- A. Continue leading the Six Pillars Broward initiative, which is a collective impact initiative and 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. Launch Six Pillars Broward 2.0, which will focus on the following community priorities: Affordable Housing, Community Branding, Entrepreneurship, Homelessness, Prosperity Broward, Resiliency, Social Justice & Racial Equity, Talent Attraction & Retention, Target Industry Growth, Transportation.

Responsibility: CEO, Exec. Director - Six Pillars Broward, Executive VP, Program Officer – Prosperity Broward, Manager – Six Pillars Broward

- B. Promote and support the work of the Coordinating Council of Broward and the Broward Housing Trust Fund's programs that increase the supply of affordable housing and provide pathways to ownership for Broward's residents.

Responsibility: CEO, Exec. Director - Six Pillars Broward, Executive VP, Manager – Six Pillars Broward

- C. Support efforts to build a strong community brand for Broward County that promotes diversity, inclusiveness, entrepreneurship, arts and cultural growth, economic development, nonprofit advancement. 6PB

Responsibility: CEO, Exec. Director - Six Pillars Broward, Executive VP, VP – Marketing & Communications, Manager – Six Pillars Broward, Sr. VP – Membership Development

- D. As part of the CEO Council strategic marketing plan, continue to support the enhancement of Broward County's reputation for entrepreneurial assets, like the NSU Broward Center of Innovation, and encourage the growth of scalable businesses and startups.

Responsibility: CEO, Exec. Director - Six Pillars Broward, Executive VP, VP - Marketing & Communications, Sr. VP - Business Development, VP - Business Development, Manager – Six Pillars Broward

- E. Support the efforts of the Broward Business Council on Homelessness (BBCH).

Responsibility: CEO, Exec. Director - Six Pillars Broward, Executive VP, Sr. VP - Membership Development, Sr. VP – Business Development, VP – Marketing and Communications, Manager – Education Programs, Manager – Six Pillars Broward

- F. Continue Prosperity Broward's leadership role in convening community stakeholders who provide job training, job placement, and wrap-around support services to residents in six of Broward County's most economically challenged zip codes.

Responsibility: CEO, Executive Director -Six Pillars Broward, Executive VP, Program Officer – Prosperity Broward, Manager – Six Pillars Broward

- G. Promote and support programs that result in resilient communities and address the effects of climate change through the Regional Climate Action Plan.

Responsibility: CEO, Exec. Director - Six Pillars Broward, Executive VP, Manager – Six Pillars Broward

- H. Help lead community efforts to achieve social justice and racial equity, striving to ensure economic mobility, equal access to family wealth, career opportunities and social privileges within Broward County.

Responsibility: CEO, Exec. Director - Six Pillars Broward, Executive VP, Sr. VP - Membership Development, Sr. VP Business Development, VP – Marketing and Communications, Program Officer – Prosperity Broward, Manager – Six Pillars Broward

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

Responsibility: Exec. Director - Six Pillars Broward, Executive VP, VP - Marketing & Communications, Sr. VP - Business Development, Director – Workforce Services, Manager – Education Programs, Manager – Six Pillars Broward

- J. Promote efforts to help ensure Broward County's transportation infrastructure is diverse, technologically state of the art and has the capacity to meet the needs of residents, businesses, and visitors now and in the future.

Responsibility: CEO, Exec. Director - Six Pillars Broward, Executive VP, Manager – Six Pillars Broward

- K. Establish a Broward County Academic Leaders Council to develop a world-class educational ecosystem that aligns curriculum with the business community's needs to ensure a skilled workforce that is prepared for the jobs of today and tomorrow.

Responsibility: CEO, Exec. Director - Six Pillars Broward, Executive VP, Manager – Education Programs, Manager – Six Pillars Broward

- L. Produce a highly effective Six Pillars Broward Annual Report to the Community that engages, informs, and inspires business, nonprofit, academic, and government leaders.

Responsibility: Exec. Director - Six Pillars Broward, Executive VP, VP – Marketing & Communications, Program Officer – Prosperity Broward, Manager – Six Pillars Broward

**Provide leadership in helping businesses and employees continue to navigate and mitigate the economic and social consequences of COVID-19 through initiatives such as the *SOB/Supporter of Broward* “buy local” and safety campaign, community outreach and other support.**



**The Greater Fort Lauderdale Alliance is Broward County's official public/private partnership for economic development.**  
**@GFLAlliance | GFLAlliance.org | 954-524-3113**

