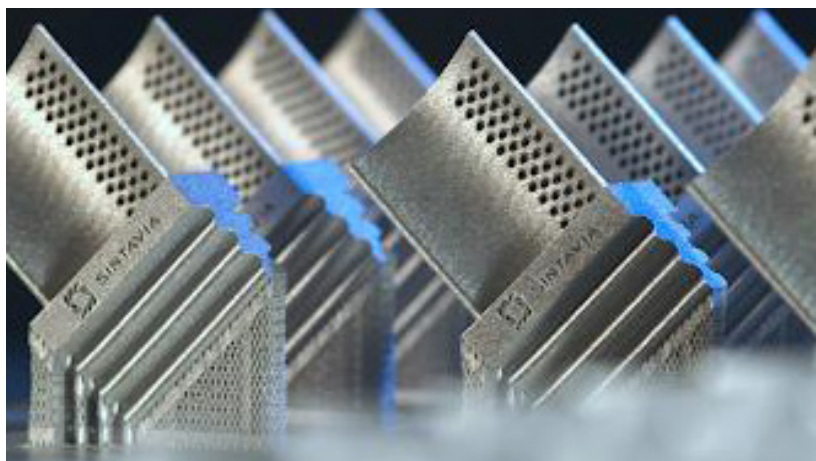
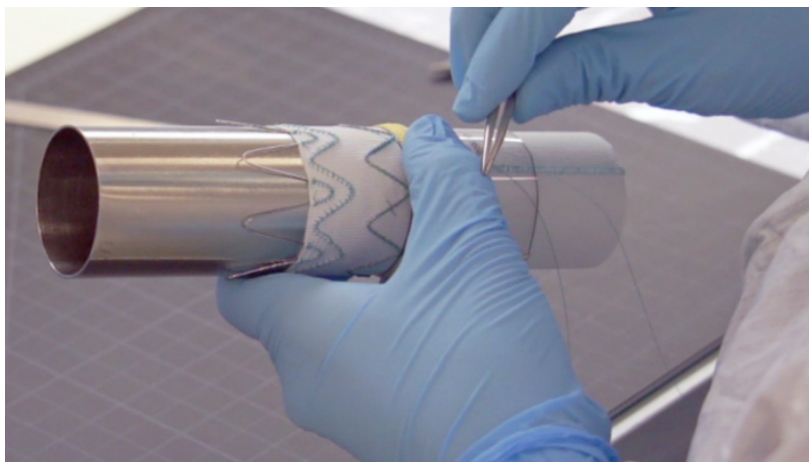


Proposed 2023 Business Plan



Economic Impact

Since 2007, the Alliance, working with Broward County and its other partners, helped businesses create or retain more than **40,000 direct jobs** that are estimated to have generated through direct, indirect and induced effects total employment of more than **79,000 jobs** resulting in **\$3 billion in annual personal income** and **\$15.3 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.

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From the President and CEO



The Alliance's fiscal year 2023 Business Plan covers the timeframe of October 1, 2022 through September 30, 2023. Much has changed in the business landscape, and indeed the world, over the past two years due to massive shifts in how we work. These changes can make planning challenging, yet incredibly necessary.

One thing that hasn't changed, and has been amplified, is the desirability of Greater Fort Lauderdale as a location of choice and a place where companies and talent can enjoy an unparalleled life-work balance.[™]

Strategically focused diversification and growth of Broward County's economy through emphasis on high-value, high-wage targeted industries remains our top priority, as well as continuing to capitalize on trends accelerated by a rapidly changing business environment.

As always, 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 a leader in high-wage job growth in a time of accelerating change.

As noted on the opposite page of this Business Plan, the work of the Alliance and our partners since 2007 have contributed to \$15.3 Billion in annual economic impact in Broward County. The plan is divided into five sections, which include the four foundations of economic development: 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, as well as Powering Prosperity for Broward's Businesses & Residents. 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.

The Alliance team continues to adapt and anticipate change and renews our commitment to helping create jobs for the residents of Broward County, assisting in 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



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:



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.

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:



Beth-El Industries

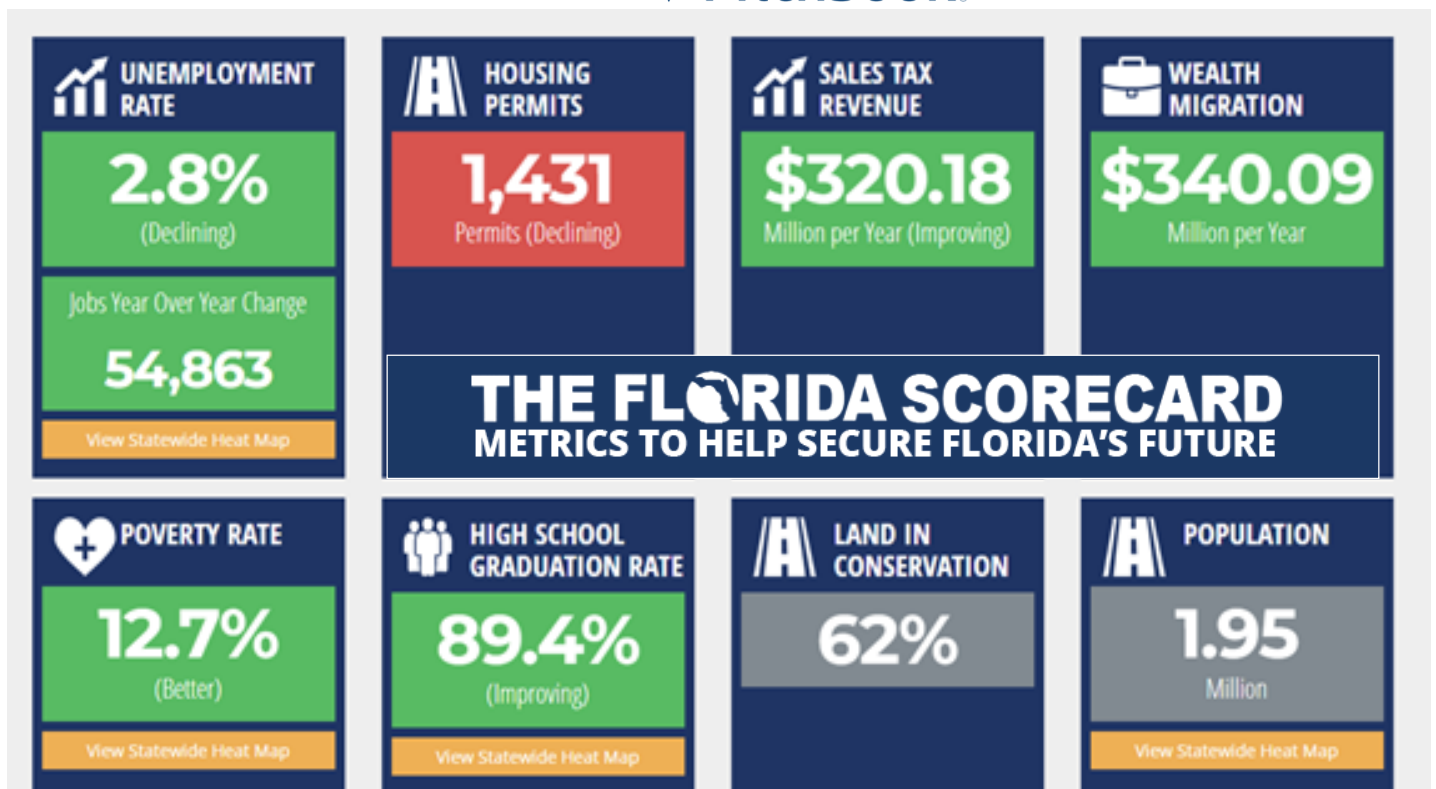
Providing Business Intelligence & Market Research

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.

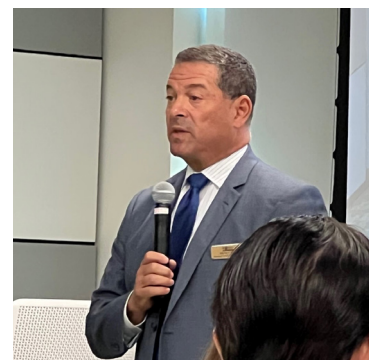
This involves, among other initiatives, conducting research and business intelligence of our community, as well as that of our competition across the U.S. and globally. **Surveying businesses** is of top importance, conducting a mix of **in-person and virtual BRAVO visits**, and maintaining **data from 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.



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 **serving 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.



Powering Prosperity for Broward's Businesses and Residents

The Prosperity Partnership, formerly known as 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 with 300 of the 398 tactics completed.

In 2021, the Alliance launched **The Prosperity Partnership, Version 2.0 of Six Pillars Broward**, where the community is focusing on eleven key issues that have been deemed most important to the community's economic development success over the next five years. For more information visit TheProsperityPartnership.org.

These include (in alphabetical order):

- **Affordable Housing**
- **Community Branding**
- **Economic Mobility (Prosperity Broward)**
- **Education**
- **Entrepreneurship**
- **Homelessness**
- **Resiliency**
- **Social Justice & Racial Equity**
- **Talent Attraction & Retention**
- **Target Industry Growth**
- **Transportation**



Key initiatives for The Prosperity Partnership are included in the Implementation Plan on pages 29 and 30.



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 2021-2022:

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 eleventh annual event in Fort Lauderdale within the timeframe of the 2021 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 videos 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 2021/22*

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, which took place in January.

More than 175 Broward County companies were visited by the Alliance in 2021, 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's Membership Development team and volunteer leaders commenced planning for the Alliance biennial 2023 Leadership Study Trip to San Diego, California, co-chaired by Nicky Tesser of JetBlue and Traci Miller of Miller Construction Company. **More than 90 leaders participated in the most recent, 2020 Charlotte trip.**

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 launched in

2009. The plan guides economic development and marketing efforts in the Greater Fort Lauderdale/Broward County area.

The Alliance continued to support **Broward County Commissioner Steve Geller's** ongoing initiative to connect, promote and support growing **high-wage jobs in the building trades**. This initiative brings together representatives from industry, government, trade organizations and education.

The **aviation industry asset map**, highlighting the numerous aviation companies in South Florida, has been updated for 2022. The map debuted in fourth quarter 2020.



The Alliance Business Development team won **NAIOP South Florida's Economic Impact Project of the Year** award for Project Eterias, a headquarters project in Plantation.

The Alliance **launched a podcast** featuring initial content from its Leadership Speaker Series and the 2021 Council Leadership award honorees. The podcast is available for free on major podcast platforms.



Sincerus Pharmaceuticals, a leader in dermatologic innovation with an existing 20,000 square-foot operation in Pompano Beach employing more than 100 people, is tripling its contiguous campus in Fort Lauderdale. The company is making a **multi-million dollar capital investment** in a new state-of-the-art 40,000+ square-foot facility that will house a complete FDA Regulated 503B Outsourcing Facility for pharmaceutical manufacturing and research and development and will be adding 50 new jobs.

*through the 2nd quarter of FY 2022 (April 21, 2022)

Examples of Key Results for 2021/22, cont.



South Florida TechGateway, a regional technology initiative led by the Greater Fort Lauderdale Alliance, released its **State of Tech in Greater Fort Lauderdale report** at a launch event held at the Alan B. Levan | NSU Broward Center of Innovation in November.

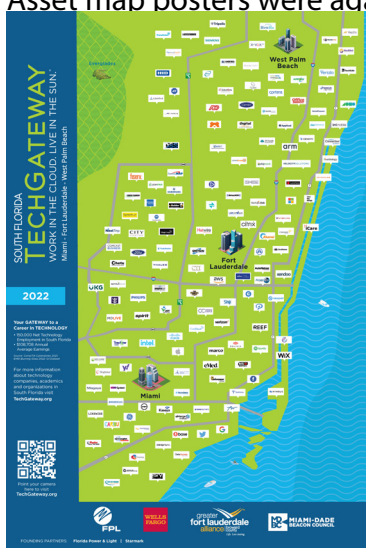
In FY2021, the Alliance team worked with **Amazon on six new logistics centers** throughout Broward County including: **Coral Springs, Deerfield Beach, Fort Lauderdale, Miramar, Pembroke Park and Tamarac** that represent 1,690 new living-wage jobs that include benefits, \$209 million in capital investment and 1.3 million square feet of space.

At the Alliance Annual Meeting in October 2021, Norse Atlantic Airways announced the **establishment of its U.S. Headquarters at Fort Lauderdale Executive Airport (FXE)**. Norse is planning to start direct flights with its fleet of Boeing Dreamliners from Fort Lauderdale/Hollywood International Airport (FLL) to Paris, London, and Oslo in 2022. Bjørn Tore Larsen, CEO of Norse Atlantic Airways was in attendance at the event.



For the ninth straight year, Florida was ranked as the No. 2 state for business in Chief Executive magazine's 14th Annual Best & Worst States for Business Survey, which remains a key component of Florida's ability to attract new jobs.

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 fifth-annual **TechGateway Day**, where hundreds of computer science students were treated to presentations by top local technologists.



The Alliance continued to lead **The Prosperity Partnership**, which focuses on the following eleven issues: **Affordable Housing, Community Branding, Education, Entrepreneurship, Homelessness, Economic Mobility (Prosperity Broward), Resiliency, Social Justice & Racial Equity, Talent Attraction & Retention, Target Industry Growth and Transportation.**

The staff and officers 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 Beacon Council, continue to work together closely and met virtually in 2021 to continue a conversation on working together on regional initiatives. The EDOs meet at least once a year as a group and the CEOs meet on a monthly basis by phone.

The Alliance, working with **Visit Lauderdale; Marine Industries Association of South Florida (MIASF), Starmark** and others participated in the 2021 **Fort Lauderdale International Boat Show (FLIBS)**. The Alliance was a lead partner for the seventh-annual invitation-only luncheon featuring a conversation with Nicholas Flanders, Founder and CEO of twelve and Baxter Underwood, CEO, Safe Harbor Marinas.

Examples of Key Results for 2021/22, cont.

The inaugural season of the **Alliance Leadership Speaker Series** concluded in October 2021 with a conversation between Colin Brown of JM Family Enterprises and President Gregory Haile of Broward College and the 2022 season kicked off in April featuring a virtual conversation between Jonathan Daniels of Port Everglades and Sharon Siskie of Disney Cruise Line. The season continues through Fall 2022.



New Alliance CEO Council member company and 2021 project, Future Tech Enterprise Inc., an award-winning global IT solutions provider, **held a ribbon cutting for its new headquarters in Fort Lauderdale** attended by client and Northrop Grumman Chairman, CEO and President Kathy Warden, in addition to Future Tech CEO Bob Venero and other executives. The company, which serves as an IT partner-of-choice for Fortune 500 companies, leading universities, and hospitals, occupies the top floor of Broward Financial Centre, 500 E. Broward Blvd.

ICON International, a corporate barter firm and 2019 Alliance project and member company, has expanded into new office space at 301 East Las Olas Boulevard, occupying the third and eighth floors of the building with a total of 23,589 square feet. ICON International is headquartered in Greenwich, Conn. with a rapidly growing office in Fort Lauderdale. The Fort Lauderdale office has 54 full-time employees and can accommodate up to 129 in its new space which will be fully occupied by the end of 2023.



Greater Fort Lauderdale was named one of **Livability.com's Top 100 best places to live.**

The Alliance, together with fellow South Florida Economic Development Organizations, is hosting the **International Asset Management Council** Spring Forum in April in Fort Lauderdale. IAMC is the leading industrial and manufacturing real estate trade association.

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The Alliance Foundation joined other economic development foundations in a statewide partnership with the Florida Blue Foundation to launch **Project Opioid Broward**, which builds a coalition of business, nonprofit and faith-based leaders with the goal of reducing opioid deaths statewide. The initiative is co-chaired by Lisa Lutoff Perlo – CEO of Celebrity Cruises, Shane Strum – CEO of Broward Health and Broward County Sheriff Gregory Tony.



SCHROTH safety products celebrated the grand opening of a new manufacturing and design facility in Fort Lauderdale. SCHROTH is headquartered in Arnsberg, Germany, with North America Headquarters in Broward County and designs and manufactures safety restraints.

Business Attraction

Market Measures	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal	FY 2023 Goal
Domestic Leads	139	146	175	175
International Leads	64	33	50	50
Average Monthly Projects in the Pipeline	26	28	20	20
Number of Announced Projects	9	14	16	16
Number of New Value-Added Jobs	1,072	2,482	1,600	1,600
\$ of Direct Capital Investment	\$353.1M Domestic; \$800K Int'l	\$238.6M Domestic; \$100K Int'l	\$100M Domestic; \$5M Int'l	\$100M Domestic; \$5M Int'l

Business Retention

Market Measures	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal	FY 2023 Goal
Number of Corporate Visits	348	156	180	150
Number of Retained Jobs	913	706	1,300	1,300
Number of CareerSource Broward Partnerships	18	8	20	10
Dollar Value of CareerSource Broward Partnerships	\$947,025	\$1,467,732	\$750,000	\$250,000

Marketing & Communications

Market Measures	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal	FY 2023 Goal
Media Value Generated	\$334,514	\$320,934	\$300,000	\$300,000
Advertising & Social Impressions			7.5M	7.5M
Total Visits to Website			150,000	150,000

Financial Support

Market Measures	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal	FY 2023 Goal
Public/Private Mix	\$1.00:\$1.41	\$1.00:\$1.36	\$1.00:\$1.20	\$1.00:\$1.51
Private Sector Dollars Investing in Economic Development	\$2,532,106	\$2,525,658	\$2,280,000	\$3,095,000

Administrative Objectives

- 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.
- Finalize, research, and embark on the Alliance bi-annual Leadership Trip to San Diego, to be determined, a competitive region for our business leaders with which to review best practices and enhance Broward's business climate. In 2016, 2018, and 2020 business and elected leaders traveled to Austin, TX; Nashville, TN; and Charlotte, NC respectively. The trip will take place early in the calendar year.
- Continue to implement The Prosperity Partnership's key priorities: Affordable Housing, Community Branding, Education, Entrepreneurship, Homelessness, Economic Mobility (Prosperity Broward), Resiliency, Social Justice & Racial Equity, Talent Attraction & Retention, Target Industry Growth and Transportation.

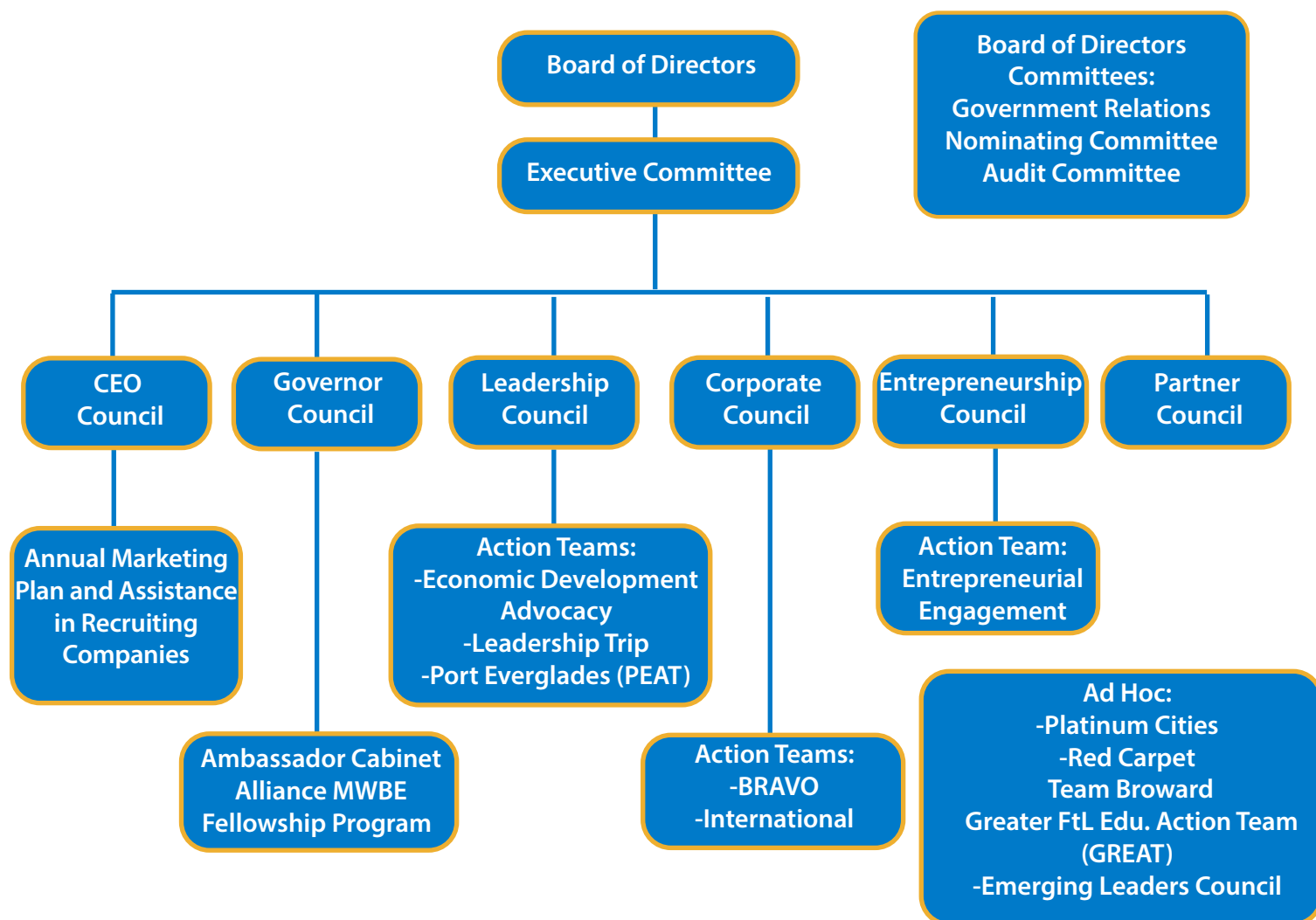
Revenues

Revenues	FY 2021 Approved Budget	FY 2022 Approved Budget	FY 2023 Proposed Budget
Broward County Local Business Taxes	\$1,647,351	\$1,740,669	\$1,824,925
Broward County - Prosperity Partnership	\$206,000	\$ 210,635	\$ 218,545
Private Sector Membership & Investment*	\$2,086,204	\$2,394,000	\$3,095,000
CEO Council Fund Reserves	\$0	\$100,000	\$100,000
Municipal Membership	\$85,000	\$85,000	\$120,000
Chamber Membership	\$500	\$500	\$500
Interest	\$180	\$180	\$180
Other	\$2,400	\$2,400	\$2,400
Total Revenues:	\$4,027,635	\$4,533,384	\$5,361,550
* Note: Private Sector Investment includes: In-Kind, restricted marketing investment revenue & Foundation.			

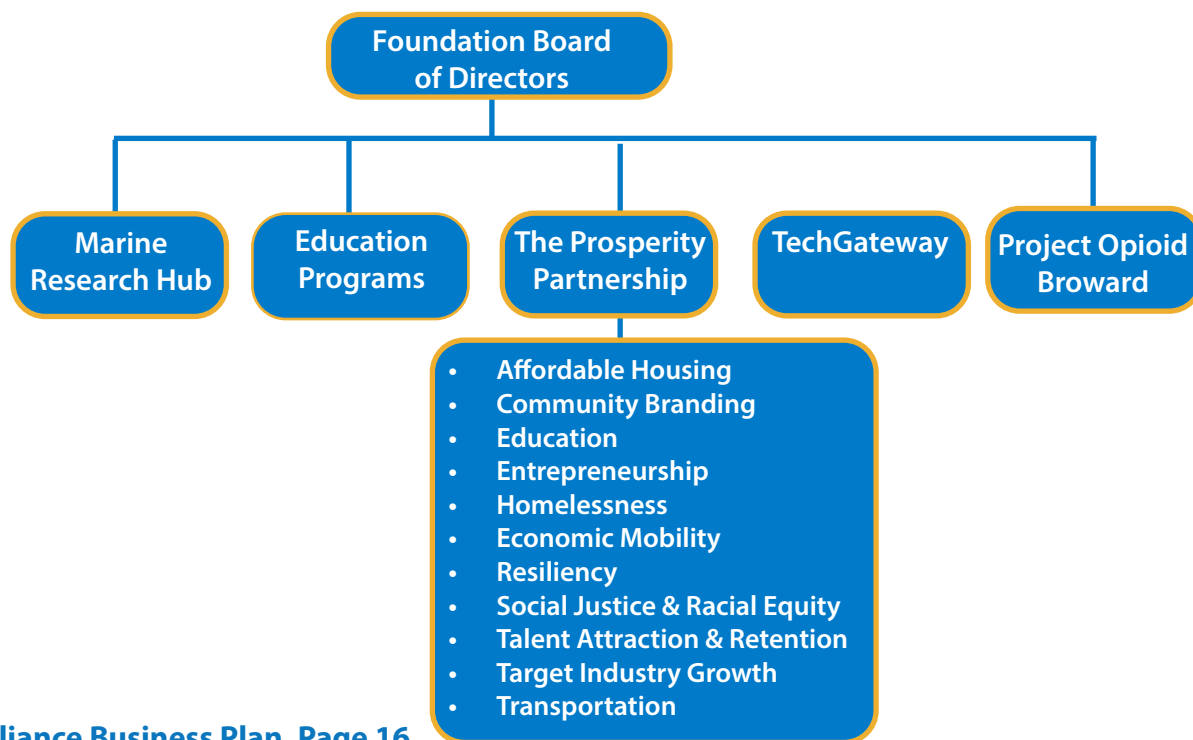
Expenses

Expenses	FY 2021 Approved Budget	FY 2022 Approved Budget	FY 2023 Proposed Budget
Marketing Initiatives	\$636,368	\$736,368	\$840,989
Marketing Initiatives - In-kind	\$150,000	\$150,000	\$150,000
Auto Expense	\$36,133	\$48,905	\$48,905
Banking Svc. Chgs. & Merchant Fees	\$35,464	\$35,464	\$35,464
Contract Services	\$94,000	\$94,000	\$117,000
Contract Services - In-kind	\$25,000	\$25,000	\$25,000
Depreciation	\$4,000	\$4,000	\$4,000
Dues & Subscriptions	\$35,246	\$40,532	\$40,532
Equipment Lease	\$7,944	\$7,944	\$7,944
Events & Programs	\$195,050	\$519,866	\$619,866
Event & Programs - In-kind	\$40,000	\$60,000	\$60,000
Insurance - Organization	\$16,464	\$18,275	\$20,281
Market Research	\$46,900	\$66,900	\$72,252
Market Research - In-kind	\$20,000	\$20,000	\$20,000
Meals & Hosting Expenses	\$50,850	\$86,456	\$92,508
Office Expense	\$25,066	\$27,071	\$31,549
Office Expense - In-Kind	\$5,000	\$1,000	\$1,000
Postage	\$3,304	\$1,854	\$1,854
Printing & Duplicating	\$13,564	\$15,564	\$20,564
Printing & Duplicating - In-kind	\$5,000	\$5,000	\$5,000
Professional Education	\$4,200	\$7,200	\$21,000
Professional Fees	\$38,200	\$33,500	\$40,000
Professional Fees - in-kind	\$5,000	\$5,000	\$5,000
Rent	\$238,647	\$252,966	\$271,408
Salary	\$1,528,988	\$1,597,792	\$2,030,512
Benefits	\$279,024	\$295,765	\$365,492
Communication Services	\$52,128	\$57,664	\$73,812
Travel	\$38,204	\$61,284	\$73,541
Total expenses:	\$3,829,744	\$4,525,370	\$5,095,473

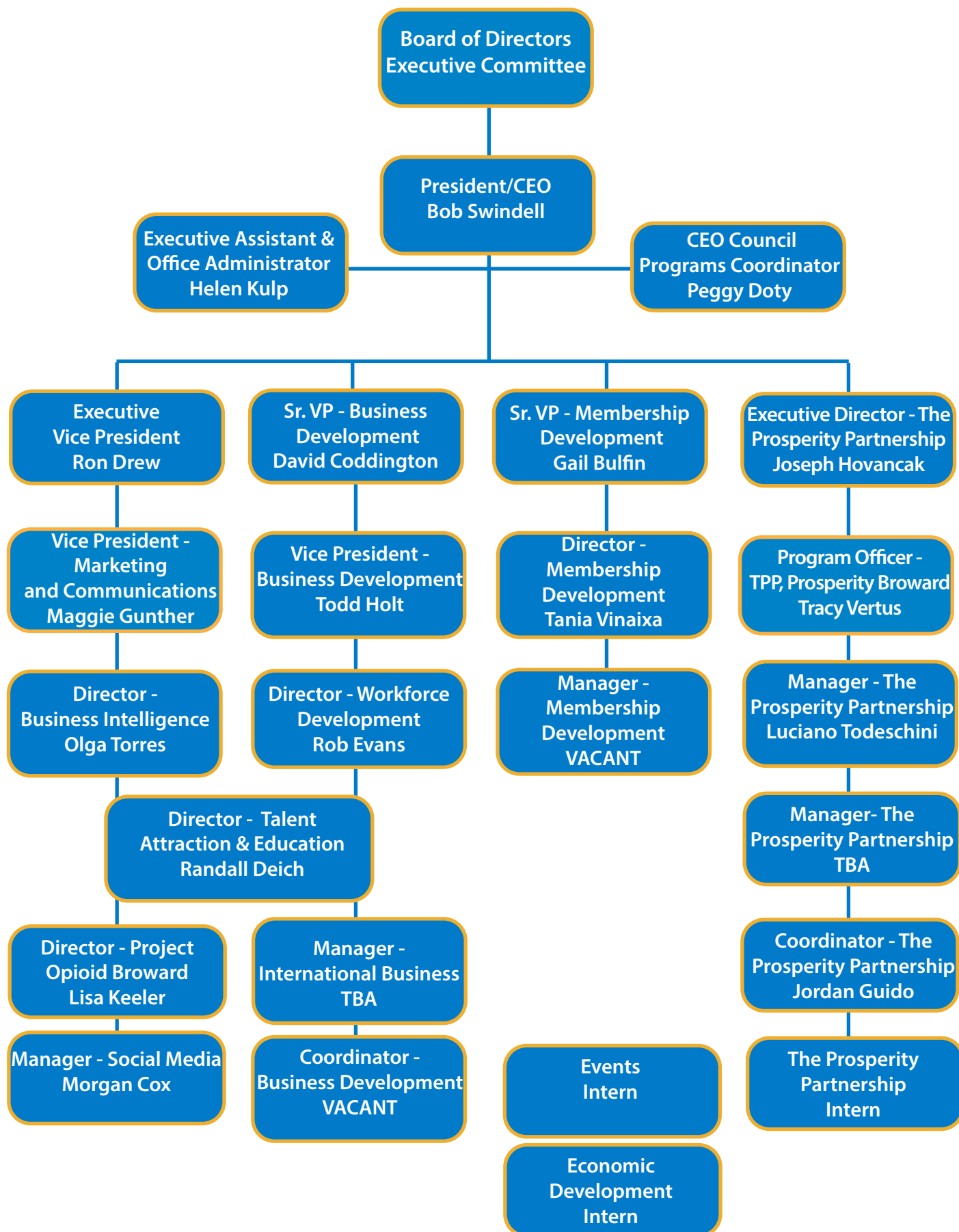
Organizational Chart: Alliance Councils & Action Teams



Organizational Chart: Alliance Foundation



Organizational Chart: Alliance Staff



Alliance 2023 Implementation 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 and 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. 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, Sr. VP - Business Development

- C. As part of the CEO Council strategic marketing plan, continue deploying new target industry videos featuring local chief executives and continue the rollout of talent attraction advertising initiatives.

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 business location consultant events coordinated by Enterprise Florida.

Responsibility: CEO, Sr. VP - Business Development, VP – Business Development, Manager – International Business

- F. Identify and establish a small group of Alliance executives to help encourage and entertain potential company relocation decision-makers.

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

- G. 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 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

- H. 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.

Responsibility: Sr. VP - Business Development, Executive VP, Director – Talent Attraction and Education

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

Responsibility: Director – Business Intelligence, Manager – International Business, VP – Marketing and Communications

- J. Refresh and update the Alliance digital relocation guide to recruit both prospective talent and companies interested in relocating to Greater Fort Lauderdale. The guide also serves as a strategic asset to use among member companies to achieve the same advantages in talent recruitment.

Responsibility: Executive VP, VP – Marketing and Communications, Director – Talent Attraction and Education, Sr. VP – Business Development, Sr. VP – Membership Development

- K. Continue to upgrade and improve the Alliance website delivering the highest value to targeted industry executives, business consultants, commercial real estate brokers, site selectors and Alliance members.

Responsibility: VP - Marketing and Communications, Executive VP

- L. Create and publish strategic content for social media channels including Facebook, Twitter, LinkedIn and YouTube with features including information and announcements about company location or expansions, Alliance members, targeted industry testimonials, Alliance success stories and local certified CBEs and minority-owned companies.

Responsibility: VP - Marketing and Communications, Executive VP, Manager – Social Media, Sr. VP – Membership Development

- M. Produce and distribute 2023 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.

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

- N. Produce and distribute FY 2022 Annual Report.

Responsibility: VP – Marketing and Communications, Executive VP

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

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

- P. 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

- Q. Market and promote the Alan B. Levan | NSU Broward Center of Innovation as a hub of Broward's entrepreneurship network specializing in cybersecurity, spatial computing, and aerospace including the LEVL5: Space Dock initiative.

Responsibility: CEO, Sr. VP – Business Development, Executive VP, Executive Director – The Prosperity Partnership

- R. 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

- S. 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, Executive Director – The Prosperity Partnership

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

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

- U. 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

- V. As part of the CEO Council strategic marketing plan, support and participate in the Greater Miami Aviation Association regional initiative, which is being utilized to promote and grow the Aviation/Aerospace industry cluster in South Florida.

Responsibility: Manager - International Business

- W. Maintain and promote GFLEDU.org, the comprehensive, centralized website to market and promote all of the County's K-20, public/charter, private and faith-based educational assets.

Responsibility: Director – Talent Attraction and Education, Executive VP

- X. Collaborate with educational and business partners through the Alliance's Greater Fort Lauderdale Education Action Team (GREAT) and Academic Leaders Council to promote the strengths of Broward's K-20 education system and make recommendations for improvements where needed.

Responsibility: Executive VP, Executive Director – The Prosperity Partnership, Director – Talent Attraction and Education, Director – Workforce Services, CEO

- Y. 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, Director – Talent Attraction and Education

- Z. 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: Director – Talent Attraction and Education, Executive VP

- AA. Coordinate the nomination, selection and recognition of a World Class Faculty member and the selection and recognition of an Economic Development Partner organization, to be awarded at the Alliance Mid-Year Meeting. Coordinate the selection and recognition of a business organization whose commitment to Broward’s education system is outstanding; and coordinate the selection and recognition of outstanding Alliance Council leaders, to be awarded at the Alliance Annual Meeting.

Responsibility: Sr. VP – Membership Development, Director – Talent Attraction and Education, VP – Marketing and Communications, VP – Business Development, Executive VP, Sr. VP – Business Development

- BB. Host, in person or virtually, inbound international missions in order to influence potential businesses interested in starting or relocating their operations to Broward County and promote foreign direct investment.

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

- CC. 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.

Responsibility: Executive VP, VP - Business Development

- DD. 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: Manager – International Business

- EE. Refresh and update the Alliance website, www.gflalliance.org and optimize for user experience (UX).

Responsibility: VP – Marketing and Communications, Executive VP

- FF. Continue and expand the Live Where You Vacation talent attraction campaign, as a talent hub initiative of the CEO Council strategic marketing plan.

Responsibility: Executive VP, VP - Marketing and 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 150 BRAVO corporate visits to targeted industries, small, mid-market and large employers focused on business retention and expansion assistance. Areas of assistance include such issues as access to capital, workforce training opportunities, permitting and site location assistance.

Responsibility: VP – Business Development, Director - Workforce Services

- D. Market and promote the Certified Business program to Alliance members and other companies in Broward County, through the Alliance's BRAVO program and communications channels including social media, 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, VP – Business Development, VP – Marketing and Communications, Director – Workforce Services, Manager – Social Media

- E. Finalize and advocate for approval of 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 United States 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 continue to market and promote business opportunities in the Foreign Trade Zones (FTZs) by working with both FTZ 25 and FTZ 241.

Responsibility: Sr. VP – Business Development, Manager – International Business, VP – Marketing and Communications

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

Responsibility: Director – Workforce Services

- 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.

Responsibility: Director – Talent Attraction and Education, 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.

Responsibility: Sr. VP – Business Development, Executive Director – The Prosperity Partnership

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 Services, 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 Services, 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, and The Prosperity Partnership).

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

Responsibility: Director - Business Intelligence, Director – Talent Attraction and Education, Director - Workforce Services, 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.

Responsibility: Executive VP, Sr. VP – Membership Development, Director - Business Intelligence, Executive Director – The Prosperity Partnership

- 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).

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. 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, Executive Director – The Prosperity Partnership

- J. Prepare ongoing annual and updated data that will be used in the Alliance's economic development strategic planning and implementation process, and The Prosperity Partnership's community collective impact and strategic visioning initiative, 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, Executive Director – The Prosperity Partnership

- K. Continue to convene a research advisory council consisting of state and local research professionals from corporate real estate firms, municipalities, and partner organizations such as the Florida Chamber Foundation, the Urban Land Institute and the South Florida Regional Planning Council.

Responsibility: Director – Business Intelligence, Executive VP

- L. 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.

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, 2018 WRRDA authorization, and an initial New Start designation in the Army Corps of Engineers (ACOE) Workplan. The role of this collaborative effort with the Alliance, Port Everglades executives, Broward County, Port Everglades Association, the Broward Workshop and municipal chambers is to support the Port Everglades Master Plan, focusing on key projects such as the Turning Notch, the Deepening & Widening of the harbor channel, supporting capital efforts such as new gantry crane acquisitions and advocating at the Federal, State and local levels.

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

- E. Continue to engage the Alliance Leadership Influencers action team in economic development and addressing talent retention and recruitment.

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

- 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, Executive Director – The Prosperity Partnership

- G. Continue to 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 2022 Ocean Exchange Conference in Fort Lauderdale.

Responsibility: CEO, Executive VP, Sr. VP – Business Development, Sr. VP – Membership Development, Director – Business Intelligence, Director – Talent Attraction and Education

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

Responsibility: VP – Marketing and Communications

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

Responsibility: Sr. VP - Membership Development, Executive VP

- J. 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, VP – Marketing and Communications, Manager – Social Media

- K. Continue to grow the 501(c)(3) Greater Fort Lauderdale Alliance Foundation to support the work of The Prosperity Partnership, the community’s collective impact and strategic visioning initiative, and other projects like Project Opioid South Florida and education partnerships between the Alliance and local education organizations.

Responsibility: CEO, Executive Director – The Prosperity Partnership, Executive VP, Sr. VP - Membership Development

- L. Assist in developing and promoting business incubators that will promote business growth and success within Broward County.

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

- M. 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, Manager – International Business

- N. Support and promote the Alan B. Levan | NSU Broward Center of Innovation and efforts toward the establishment of a federally designated center of excellence in spatial computing in Broward County which will allow us to market and attract the talent pipeline needed to fuel leading-edge companies in the development of technologies for tomorrow.

Responsibility: CEO, Sr. VP – Membership Development, Sr. VP – Business Development, Executive VP, Executive Director – The Prosperity Partnership

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

Responsibility: CEO, Executive VP, Sr. VP - Membership Development, Sr. VP – Business Development, Executive Director – The Prosperity Partnership

- 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. Develop a reporting process to share information from the 2023 San Diego 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.

Responsibility: Sr. VP - Membership Development

- R. Conduct an annual Developers Roundtable designed to facilitate communication among the top executive levels of developers, builders and municipalities. This allows us to identify trends, strengths, weaknesses and opportunities for companies when we promote the area for new business expansion and relocations.

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

KEY INITIATIVES: POWERING PROSPERITY FOR BROWARD'S BUSINESSES AND RESIDENTS

- A. Continue leading The Prosperity Partnership, formerly known as Six Pillars Broward, the community's collective impact and strategic visioning initiative to help guide Broward County toward a future economy that includes high-wage jobs, global competitiveness, and vibrant communities by the year 2030. The Prosperity Partnership is focusing on the following community priorities: Affordable Housing, Community Branding, Education, Entrepreneurship, Homelessness, Economic Mobility (Prosperity Broward), Resiliency, Social Justice & Racial Equity, Talent Attraction & Retention, Target Industry Growth, Transportation.

Responsibility: CEO, Executive Director - The Prosperity Partnership, Executive VP, Program Officer – Prosperity Broward, Manager – The Prosperity Partnership, Coordinator – The Prosperity Partnership

- 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, Executive Director - The Prosperity Partnership, Manager – The Prosperity Partnership, Coordinator – The Prosperity Partnership

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

Responsibility: CEO, Executive Director - The Prosperity Partnership, Executive VP, VP – Marketing and Communications, Manager – The Prosperity Partnership, Sr. VP – Membership Development, Coordinator – The Prosperity Partnership

- D. 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, Executive Director - The Prosperity Partnership, Executive VP, VP - Marketing and Communications, Sr. VP - Business Development, VP - Business Development, Manager – The Prosperity Partnership, Coordinator – The Prosperity Partnership

- E. Support the efforts of the Broward Partnership, Broward County Homeless Initiative Partnership and other organizations focused on reducing homelessness. Launch Sign Me Up Broward website – a centralized site for the community to make homelessness rare and brief.

Responsibility: CEO, Executive Director - The Prosperity Partnership, Executive VP, VP – Marketing and Communications, Manager – The Prosperity Partnership, Coordinator – The Prosperity Partnership

- F. Continue Prosperity Broward's leadership role in driving economic mobility and 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 -The Prosperity Partnership, Executive VP, Program Officer – Prosperity Broward, Manager – The Prosperity Partnership, Coordinator – The Prosperity Partnership

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

Responsibility: CEO, Executive Director - The Prosperity Partnership, Executive VP, Manager – The Prosperity Partnership, Coordinator – The Prosperity Partnership

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

Responsibility: CEO, Executive Director - The Prosperity Partnership, Executive VP, Sr. VP - Membership Development, Sr. VP - Business Development, VP – Marketing and Communications, Program Officer – Prosperity Broward, Manager – The Prosperity Partnership, Coordinator – The Prosperity Partnership

- I. Continue to help 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: Executive Director - The Prosperity Partnership, Executive VP, VP - Marketing and Communications, Sr. VP - Business Development, Director – Workforce Services, Director – Talent Attraction and Education, Manager – The Prosperity Partnership, Coordinator – The Prosperity Partnership

- 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, Executive Director - The Prosperity Partnership, Executive VP, Manager – The Prosperity Partnership, Coordinator – The Prosperity Partnership

- K. Establish a Broward County Academic Leaders Council to further enhance our 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, Executive Director - The Prosperity Partnership, Executive VP, Director –Talent Attraction and Education, Manager – The Prosperity Partnership, Coordinator – The Prosperity Partnership

- L. Host a Prosperity Partnership Annual Report to the Community event that engages, informs, and inspires business, nonprofit, academic, and government leaders and further advances the mission to power prosperity for all.

Responsibility: Executive Director - The Prosperity Partnership, Executive VP, VP – Marketing and Communications, Program Officer – Prosperity Broward, Manager – The Prosperity Partnership, Coordinator – The Prosperity Partnership



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